Sisal

2024 Sustainability Report

Responsibility is a team commitment

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Letter to stakeholders

In a global context of profound transformations and increasing economic, social, and environmental challenges, Sisal is strengthening its role as a leading operator in regulated gaming, with the ambition to establish itself as a responsible leader. Sustainability is a strategic opportunity to ensure lasting growth and a positive impact on society and future generations. Our strategy is founded on a model that places people at the centre of a more responsible and sustainable future for the communities in which we operate, while also integrating innovation, inclusivity, and environmental protection through the ethical use of technology.

In 2024, Sisal recorded continuous growth, with 33 million customers, including 3.4 million through online channels and over 48,000 points of sale worldwide. These results were also made possible by the consolidation of synergies with the Flutter Group, enabled by Flutter EDGE, our shared asset of technologies, products, and expertise that allows us to offer customers increasingly innovative, engaging, and secure experiences. On the sustainability front, we have integrated our strategic framework and objectives with those of Flutter Group's Positive Impact Plan, structured around four pillars (Play Well, Work Better, Do More, Go Zero), with which Sisal has aligned its own commitments.

Innovation as a growth driver

Innovation remained the main driver of our growth in 2024, with a particular focus on artificial intelligence (AI), which represents a key strategic lever for Sisal. Our AI strategy, based on clear and measurable objectives aligned with corporate priorities, is founded on a robust governance framework that ensures technology development and implementation in an ethical, responsible manner and in compliance with European regulations.

Over the past year, we managed 199 innovation projects, and more than 700 people participated in AI training courses. Additionally, over 630 colleagues took part in five "Envisioning Day" events, internal meetings dedicated to raising awareness of emerging technologies and fostering dialogue with industry experts and innovative startups, with the aim of promoting participatory and strategic innovation.

Leader in Responsible Gaming

Sisal's mission is to offer the best responsible gaming experience, creating value for society and individuals. Our Responsible Gaming programme, at the core of Sisal's sustainability strategy, was once again certified at the highest levels in 2024 by European Lotteries (EL) and the World Lottery Association (WLA). The Anti Dependence Algorithm (ADA), our proprietary artificial intelligence model that analyses customers' gaming habits to activate protective actions and tools preventing risky behaviour, has been enhanced to become seven times more accurate than the previous version. In 2024, 94.4% of our players in Italy used at least one of our Play Well tools – support and protection instruments aimed at preventing problem gambling.

People at the centre

People are the driving force behind growth and long-term value creation at Sisal. Today, approximately 3,500 people work at the company – up 9% from 2023 – with over 1,200 of them based in our international offices. We are committed to building diverse and inclusive teams, fostering a culture of listening, and ensuring that our people have all the tools and support they need to be themselves and to thrive. At the heart of this vision is the importance of integrating Diversity, Equity, and Inclusion (DEI) into our values and culture, promoting it at every level, both in Italy and in the various countries where we operate, with full respect for local realities. In 2024, we were recognised among the Top Employers and DEI leaders by Statista, and among the 100 most attractive companies for Gen Z according to Joinrs. Our commitment to Diversity, Equity, and Inclusion also earned us, as one of the first companies, the UNI/PdR 159:2024 certification for an inclusive work environment.

Our positive impact on communities

Our strategy to generate a positive impact on communities continues through the corporate solidarity programme WeDo: over the past year, the number of people involved and the hours dedicated to volunteering have increased significantly, with active projects in Italy, Albania, Morocco, and Turkey. In partnership with Rete del Dono, we launched the first edition of "WeDo 4 Social Inclusion" in 2024, an initiative to support six nonprofit organisations across Italy through a targeted training programme designed to equip them with tools to become autonomous and economically sustainable.

In 2024, GoBeyond's Call for Ideas, Sisal's responsible innovation platform aimed at supporting and enhancing the startup ecosystem, reached its eighth edition, receiving applications from 460 startups.

To measure the impact generated by the programme, an external evaluation was conducted last year in collaboration with the Polytechnic University of Turin, focusing on the social impact produced by GoBeyond over the 2020–2024 period. The analysis was based on the SROI (Social Return on Investment) methodology, which allows the measurement and monetisation of social value created in relation to the investments made. The results showed that for every euro invested, GoBeyond generated a value of five euros for society and the communities involved.

The programme also expanded beyond Italy, arriving in Morocco with "Impact Beyond Borders," the first international pilot project designed to promote local entrepreneurship by leveraging an innovation model already established in our domestic market.

Environmental challenges

Sisal recognises climate change as one of the most urgent challenges and considers its mitigation a central element of its sustainability strategy.

In line with the growing strategic importance of environmental sustainability at the international level, Sisal is actively committed to contributing to the ecological transition through concrete and measurable initiatives.

This commitment translates into a decarbonisation pathway consistent with Flutter's objectives and an integrated approach that leverages all available tools—from digitalisation processes and promoting the circular economy to efficiently and responsibly managing resources—with the goal of making a tangible contribution to building a more responsible future. In 2024, we reduced our energy consumption by 11% compared to the baseline and avoided the emission of 4,219 tonnes of greenhouse gases, confirming the solidity and effectiveness of the actions taken.

2025

In 2025, Sisal celebrates 80 years of history. A journey that began in 1945, during which we have grown alongside Italy, accompanying the evolution of society and consumers while keeping responsibility and innovation at the core, always with an eye toward the future. On 1 January 2025, Flutter SEA (Southern Europe & Africa) was established, the new region of Flutter aimed at driving the Group's growth in key markets across Southern Europe and Africa.

Flutter SEA is now a multi-brand, multi-country ecosystem that, in addition to Sisal, includes PokerStars Italy and, starting May 2025, also Snai. It operates in the region with the goal of leading and supporting the joint growth of our brands on the ground.

The organisational structure has been designed to recognise and enhance the uniqueness of each brand while fostering collaboration and the exchange of expertise among different teams, leveraging the advantages offered by Flutter EDGE, thereby ensuring shared access to technologies, products, and cross-functional resources.

Empowered by this new operating model and by the constant trust you, our stakeholders, place in us, we are ready to seize the opportunities ahead to continue our sustainable growth journey and reach new milestones together.

Francesco Durante

CEO of Sisal S.p.A..

2024 in numbers

Global Offer

33 mln
customers globally

3.4 mln
online customers

Over 48,000
points of sale globally

Over 37,100
points of sale in Italy

Over 10,900
points of sale in Morocco and Türkiye

Responsible Gaming

94.4%
players using Play Well tool[1] (Italy)

100%
specialist retailers who have received training (Italy)

A.D.A.
7 times more accurate than the previous version [2]

People

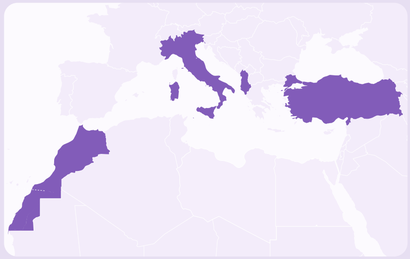
3,491
total employees (+9% compared to 2023)

2,246
in Italy

170
in Morocco

730
in Albania

345
in Türkiye



37%
women in top leadership roles

-2.9%
Gender Pay Gap (-3.3 p.p. vs 2022)

38
nationalities represented

+800
new hires

71,580
hours of training provided

Community

460
startup applications in the 2024 GoBeyond Call for Ideas

81
volunteering projects launched in 2024

1,686
hours of volunteering

Environmental Impact

100%
of electricity certified from renewable sources

-11%
electricity consumption (vs 2022)

-3%
GHG emissions (vs 2023) [3]

Innovation

199
innovation projects managed

Over 700
people involved in AI training activities

39
innovative startups supported as part of the Open Innovation strategy[4]

Business Ethics

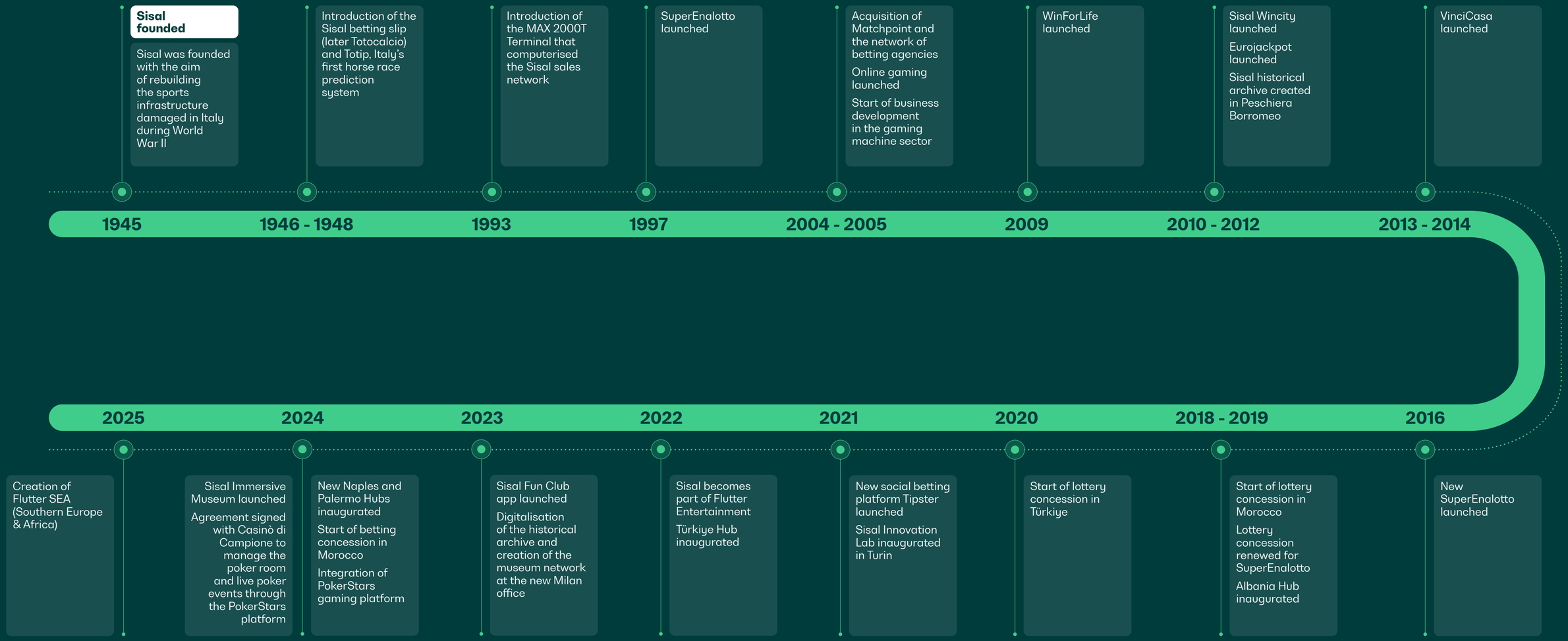
4,126
hours of business ethics, integrity and anti-bribery training provided (Legislative Decree 231/2001 Organisational Models)

Over 4,000
customers involved in the June 2024 privacy survey

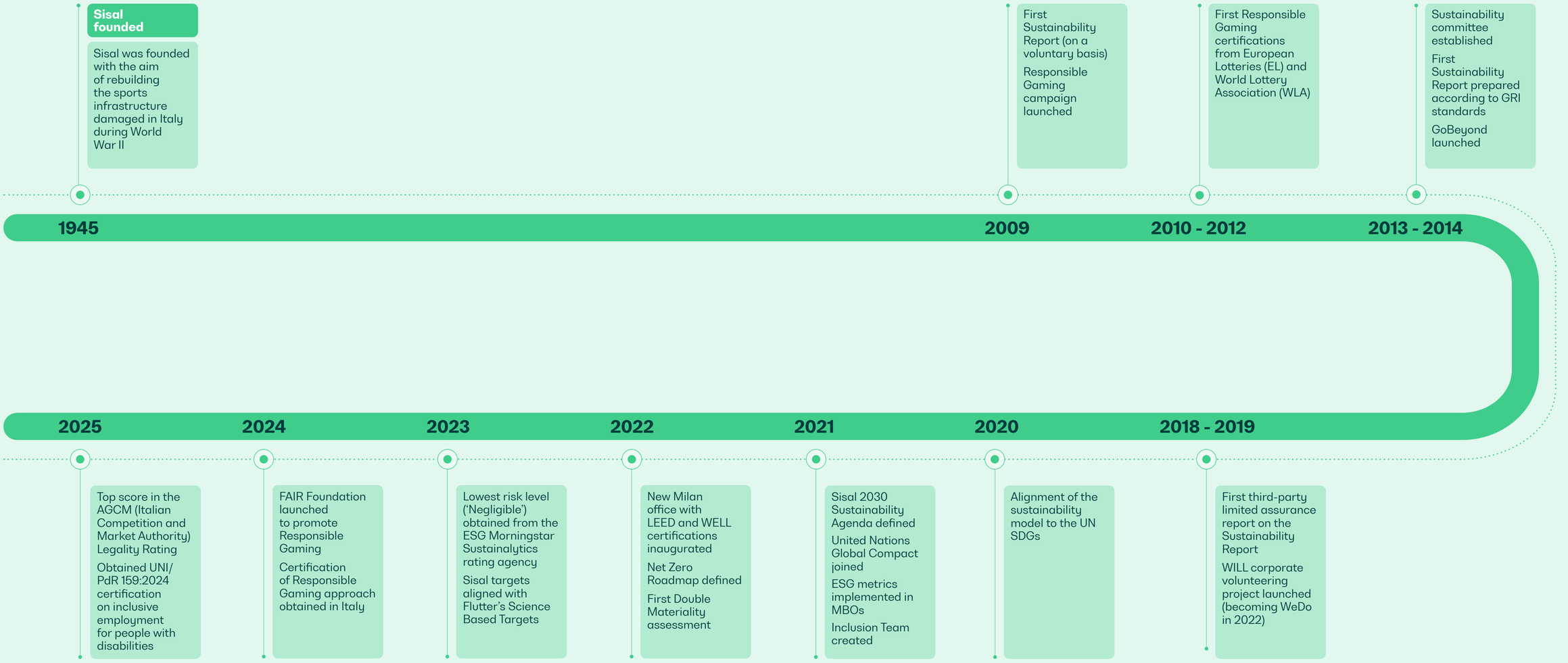
91%
of colleagues work at ISO 37001 certified sites in Italy

1 This refers to: grants provided, services offered under open innovation programmes (mentorship, GoBeyond partner prizes etc.), collaborations (PoCs/venture clienting).
2 Play Well tool: tools to support and protect players, for the prevention of problem gambling.
3 Anti Dependence Algorithm
4 Scope 1, 2 (market based) e 3.

Our story


1945
Sisal founded
Sisal was founded with the aim of rebuilding the sports infrastructure damaged in Italy during World War II
1946 - 1948
Introduction of the Sisal betting slip (later Totocalcio) and Totip, Italy's first horse race prediction system
1993
Introduction of the MAX 2000T Terminal that computerised the Sisal sales network
1997
SuperEnalotto launched
2004 - 2005
Acquisition of Matchpoint and the network of betting agencies
Online gaming launched
Start of business development in the gaming machine sector
2009
WinForLife launched
2010 - 2012
Sisal Wincity launched
Eurojackpot launched
Sisal historical archive created in Peschiera Borromeo
2013 - 2014
VinciCasa launched
2016
New SuperEnalotto launched
2018 - 2019
Start of lottery concession in Morocco
Lottery concession renewed for SuperEnalotto
Albania Hub inaugurated
2020
Start of lottery concession in Türkiye
2021
New social betting platform Tipster launched
Sisal Innovation Lab inaugurated in Turin
2022
Sisal becomes part of Flutter Entertainment
Türkiye Hub inaugurated
2023
Sisal Fun Club app launched
Digitalisation of the historical archive and creation of the museum network at the new Milan office
2024
New Naples and Palermo Hubs inaugurated
Start of betting concession in Morocco
Integration of PokerStars gaming platform
Sisal Immersive Museum launched
Agreement signed with Casinò di Campione to manage the poker room and live poker events through the PokerStars platform
2025
Creation of Flutter SEA (Southern Europe & Africa)

Our sustainability journey



Key milestones 2024-2025

Sisal awarded maximum score in AGCM Legality Rating

In early 2025, Sisal obtained the maximum score of three stars in the legality rating assessment issued by the Italian Competition and Market Authority (AGCM), placing it among the 8.6% of companies that achieved this result out of more than 14,000 assessed.

The voluntary assessment examines numerous parameters with the aim of certifying the legal reliability of the company, its compliance with requirements designed to limit and combat the risk of infiltration and bribery, and the definition and adoption of ethical values.

This result confirms our commitment to fighting illegality through business decisions that involve more controls and checks on the adequacy of prevention systems, and to operating in accordance with the principles of legality, security, transparency and social responsibility.

Sisal named a leader in Diversity and Inclusion 2025

Sisal has been recognised as a 'Leader in Diversity and Inclusion 2025' in the first edition of the survey conducted by Statista and Il Sole 24 Ore to identify the companies most committed to ensuring that their work environment is increasingly inclusive. The respondents were full and part-time workers, who were asked to assess the extent to which their employer promotes diversity and inclusion policies, as well as to express their opinion on a series of statements relating to age, gender, equity, ethnic and cultural diversity, disability and sexual orientation (LGBTQIA+).

This recognition – taken together with the renewal of UNI/PdR125:2022 gender equality certification and the issue of UNI/PdR 159:2024 certification on inclusive employment for people with disabilities – demonstrates our concrete commitment to an increasingly fair and accessible work environment where people can grow and perform at their best.

Sisal Recognised as a Leader in Social Sustainability according to ReWorld's assessment

The S-Assessment is a scientific tool for measuring companies' social sustainability. It stems from a study commissioned by ReWorld, a female-led social impact startup, to the Department of Computer, Control and Management Engineering "Antonio Ruberti" at Sapienza University of Rome, with the subsequent contribution of Eikon Strategic Consulting Italia Benefit Corporation in designing the final measurement framework. The tool integrates a mix of dimensions drawn from international best practices, the 2030 Agenda, and European ESRS-S indicators. Its qualitative-quantitative approach enables the creation of a comprehensive profile of a company's social impact.

Based on the overall result, the S-Assessment classifies companies as Pioneer, Builder, Transformer, or Leader in Social Sustainability. In 2025, Sisal achieved the Leader in Social Sustainability level—the highest recognition on the path toward developing Social Sustainability within the company.

Sisal named as one of Italy's Best Employers 2025

Sisal is one of 'Italy's Best Employers', the ranking of the best companies to work for in Italy, compiled by Statista in collaboration with Corriere della Sera.

The survey, conducted on a large sample of over 20,000 employees in companies with a workforce of at least 250, assessed various parameters linked to the quality of their professional lives. Respondents expressed their opinions by answering 35 questions relating to key factors such as corporate culture, work-life balance, opportunities for growth and development, and the quality of management and professional relationships.

This result demonstrates Sisal's ongoing commitment to promoting a high-quality work environment that focuses on its employees wellbeing and satisfaction.

Sisal launched FutureS, a series of meetings to discuss current and future challenges

FutureS is a series of meetings organised by Sisal to promote constructive dialogue between private companies and institutions on changes affecting the competitiveness of the country and its businesses. The goal is to play a proactive role, offering solutions that promote a more digital and inclusive future and ensuring sustainable progress for everyone.

The first event held in February 2024 focused on the importance of innovation as a driver of competitiveness for Italy and its businesses. Then, last November, the second event examined the subject of digital infrastructure as a development driver for the Italian production system. The third meeting held in April 2025, titled "Global Connections and Digital Challenges: Networks, Algorithms and Platforms in a changing world", looked at the deep and transformational impact of technology on contemporary economic, social and political dynamics.

Global Compact and UN Women: Sisal's commitments to promote social sustainability

In June 2024, Sisal signed the 'Businesses for People and Society' manifesto of the United Nations Global Compact, which aims to promote an ever greater role for the private sector in the area of social sustainability in companies, along supply chains and in communities. The aim of the Manifesto is to raise the level of ambition, doing more than is legally required and involving the entire value chain with a view to ensuring a fair and sustainable future for the generations to come. The decision to sign the Manifesto is closely linked to the company's commitment to advancing the UN 2030 Agenda on an ongoing basis.

In 2025, Sisal's CEO also signed the Women's Empowerment Principles (WEPs), a UN Women and UN Global Compact initiative to promote gender equality in the workplace and in society at large.

Sisal Group

Our corporate purpose: Build a more responsible future

We believe in gaming as a **form of entertainment that avoids excess**. That is why we invest in resources and technology so that **our offering is increasingly advanced, simple and safe**.

We believe that **the driver of all successful innovation is responsibility**, that is why we prioritise our **rules for protecting people and promoting individuals**, for the benefit of society as a whole.

We play an active role in ensuring that our business model **creates economic value in a balanced and responsible way**. Responsibility allows us to promote **higher standards that can drive sustainable evolution across our industry**.

That is why we protect **players**, putting them **at the heart of every action we take**; we support social progress by contributing to the **generation of shared value for local communities**; we **value each individual** by recognising that people are the true wealth of our society.

Because winning the challenge of responsibility means that everyone wins.

Mission

To provide the best responsible gaming experience, generating value for society and for people.

Vision

To be the international leader in responsible gaming, driving digital innovation.

Values

Responsibility

Central to our actions

It guides our strategy, ensuring awareness, sustainability, and long-term growth.

People

The heart of our company

We are committed to listening to, valuing and rewarding every individual so 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.

Profile and entertainment offering

For 80 years, we have accompanied Italy's evolution with our innovations in the world of gaming, offering expertise and generating trust through ongoing dialogue with all stakeholders.

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. Since then, we have developed and diversified our business, exporting our culture and expertise outside Italy.

Sisal Group operates in **Italy, Morocco and Türkiye**, with an entertainment offering embracing lotteries, betting and gaming in both online and retail channels.

We operate in the **games for cash prizes market** based on government **concessions** granted by ADM (Agenzia delle Dogane e dei Monopoli – Customs and Monopolies Agency) in Italy, SGLN (Société de Gestion de la Loterie Nationale) and MDJS (La Marocaine des Jeux et des Sports) in Morocco, and TWF (Türkiye Wealth Fund) in Türkiye

Our offering

Lottery

Sisal is the exclusive concession company for national lotteries (GNTN) 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 19 European countries.

Sisal's local companies also manage the entire lotteries portfolio in Morocco and Türkiye: lotteries and fixed-odds betting, instant-win lotteries, passive lotteries.

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. Since 2024 Sisal also operates in the sport betting in Morocco: sports bets, virtual bets, and parimutuel betting game.

Gaming

Sisal manages amusement machines in the physical channel – AWP (Amusement With Prize) and VLT (Video Lottery Terminal) – and online gaming (slot machines, table games, instant games, poker, card games and bingo) at national and international level through the company's proprietary portals and mobile apps.

Omnichannel distribution network

The nationwide distribution network represents a channel of preferential dialogue with local areas and plays a strategic role for Sisal and local stakeholders in promoting our Responsible Gaming approach across all the countries where we operate.

The **ubiquity of our points of sale** contributes to the high quality of our offering to customers. Constant investment in the development of our people's technical and professional know-how and relational skills cultivates our credibility, helping us promote the rule of law and safety in gaming and pursue nationwide sustainability initiatives. It also **contributes to the growth of the online customer base from an omnichannel perspective**, through activities including the opening of gaming accounts and top-ups in points of sale, customer care for the online customer base (provided by the staff of directly managed retail points), and the development of the omnichannel loyalty programme.

To understand the needs of points of sale and provide them with updates and support, including specific training opportunities, we promote constant dialogue with retailers, partners and their staff over various channels: **Contact Centre, Retailer Portal, e-mails and terminal messaging.**

We also **constantly monitor the performance of our network** to identify any need for corrective action to support the business or any cases of excellence to reward. This activity is carried out in two main ways: data analysis by our business analysis teams to identify variance with respect to expected results, and visits by the sales force, who actively support retailers.

Network digitalisation

With a view to improving both the quality and safety of our services and the sustainability of our points of sale, we are promoting the digitalisation of our network and connected activities.

From 2022 to 2024, the number of bets managed via apps grew by 61%, and by 2025 we will release digital versions of all our main lottery games, strengthening our omnichannel approach and reducing the environmental impact of paper consumption.

In 2024, **75% of bets were handled via technological devices**, including TG Self, Prenotatori and dedicated apps. We have also equipped some of our points of sale with payment machines that pay out winnings without consumers having to use the cash desk. Where present, this solution handles 65% of winnings, improving the customer experience, speeding up operations and reducing the workload of point-of-sale staff.

And in terms of sustainability, there has been an **almost 90% reduction in printed promotional material in Sisal shops**, replaced by communication solutions on digital media.

The Italian network

We have over **37,124 points of sale** in Italy, **split between the Branded and Affiliated channels**:

- **1,522 Branded points of sale** (Group brands), **70 of which managed directly by Sisal** ("Direct points of sale") and 1,452 managed by third parties and connected to the Group's IT systems;
- **35,602 points of sale managed by third parties**, including bars, tobacconists and newsagents, whose ubiquity enables us to reach a vast consumer base.

Sisal Wincity

The top of the range in the distribution network, Sisal Wincity is an innovative concept based on the "Eat, Drink and Play" model, which combines gaming, food and beverage, and entertainment. There are 60 Wincity points of sale in major Italian cities including Milan, Rome, Turin, Brescia, Pescara, Florence, Catania and Bologna, three of which have restaurants. In 2025, the first fully sustainable gaming concept store was inaugurated in Milan.[5]

Sisal

There are also about 369 Sisal points of sale offering the full range of our products, with the main focus on horse racing and sports betting, in a high-tech environment specifically designed to satisfy customers' needs. They are joined by 1,093 Gaming Corners (PGS) and Horse Racing Gaming Corners (PGI).

Over
48 thousand
points of sale globally

Over
37,100
in **Italy**

Over
8,300
in **Türkiye**

Over
2,600
in **Morocco** of which

1,400
with the new betting licence (Sisal Jeux Maroc) from January 2024

5 Further information is available in the **Environment** chapter.

The online channel

Our online gaming channels are a key aspect of our business. Alongside historic brands like Totocalcio, SuperEnalotto and Sisal Matchpoint betting, our offering also includes exclusive games for digital platforms.

Sisal was a first mover in the digital world, launching online betting back in 2004. Today, it offers one of the widest ranges on the market, with **over 1,500 games** also available on mobile devices via dedicated apps: Sports, Virtual and Horse racing Betting; Lotteries and Instant-Win Lotteries; Poker and other card games; Casino, Slot, Instant Games and Bingo.

The two proprietary gaming platforms (D-Box and Next) have also made it possible to expand and differentiate the offering with the launch of **50 proprietary cross-country games** and the implementation of promotional and product features that have supported the growth of national and international business in recent years.

Our gaming platforms can be accessed desktop, smartphone, and mobile apps.

8.7 mln

average monthly visits to the online portal in 2024

Sisal wins four EGR Italy Awards 2024

In 2024, Sisal confirmed its position as an online gaming industry leader by winning four prizes at the EGR Italy Awards. This initiative recognises the best players in the online gaming industry, focusing on the significant challenges associated with innovation.

For the fifth consecutive year, we were named **Operator of the Year** in recognition of our excellence in the online gaming industry and our ability to set new standards.

Our other awards were:

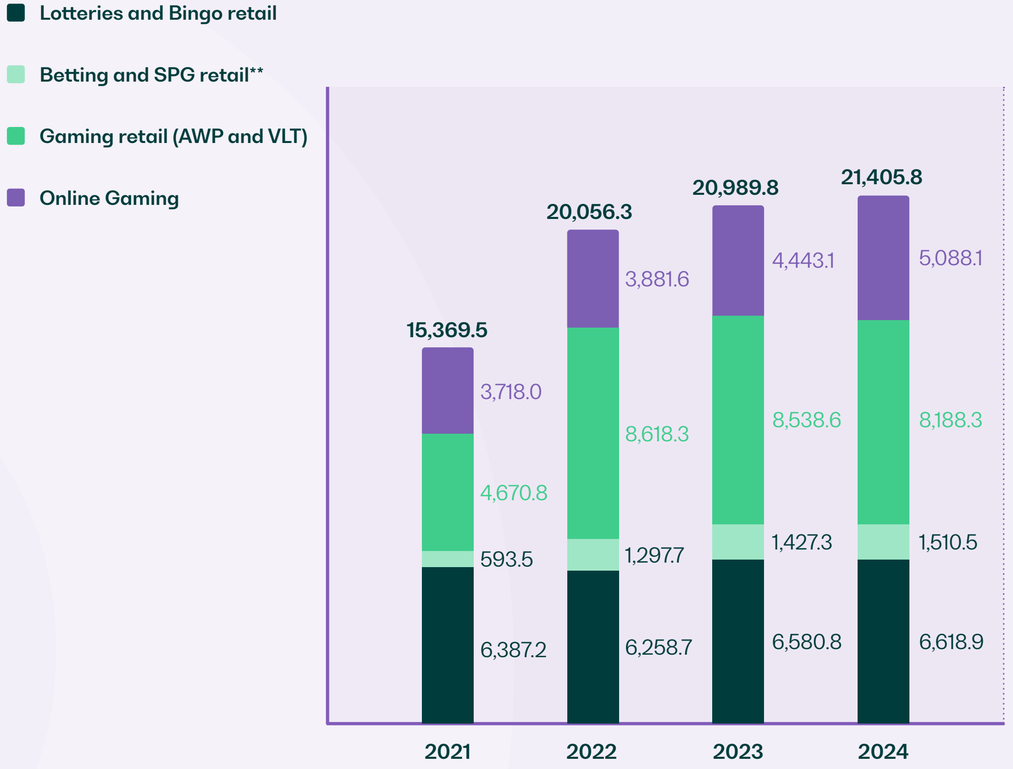
- **Safer Gambling Operator**, for our ongoing commitment to promoting responsible and informed gaming;
- **Diversity & Inclusion Model**, emphasising the importance we attach to DEI issues such as gender, accessibility, LGBTQIA+, generations and multiculturalism;
- **Betting Operator**, confirming the excellence of our sports offering, characterised by a wide range of events, competitive odds and innovative features, all designed to offer customers an increasingly engaging gaming experience.

The Gaming Market in Italy

The total turnover of the Gaming Market, following the years affected by the pandemic, continues to grow—reaching a record figure of over €157 billion and showing a CAGR (Compound Annual Growth Rate) of +12.2%.

An analysis of the various segments reveals significant growth across all sectors, particularly in online gaming, which no longer appears to be driven by pandemic-related effects and is now emerging as a major and sustained gaming trend within the national landscape.

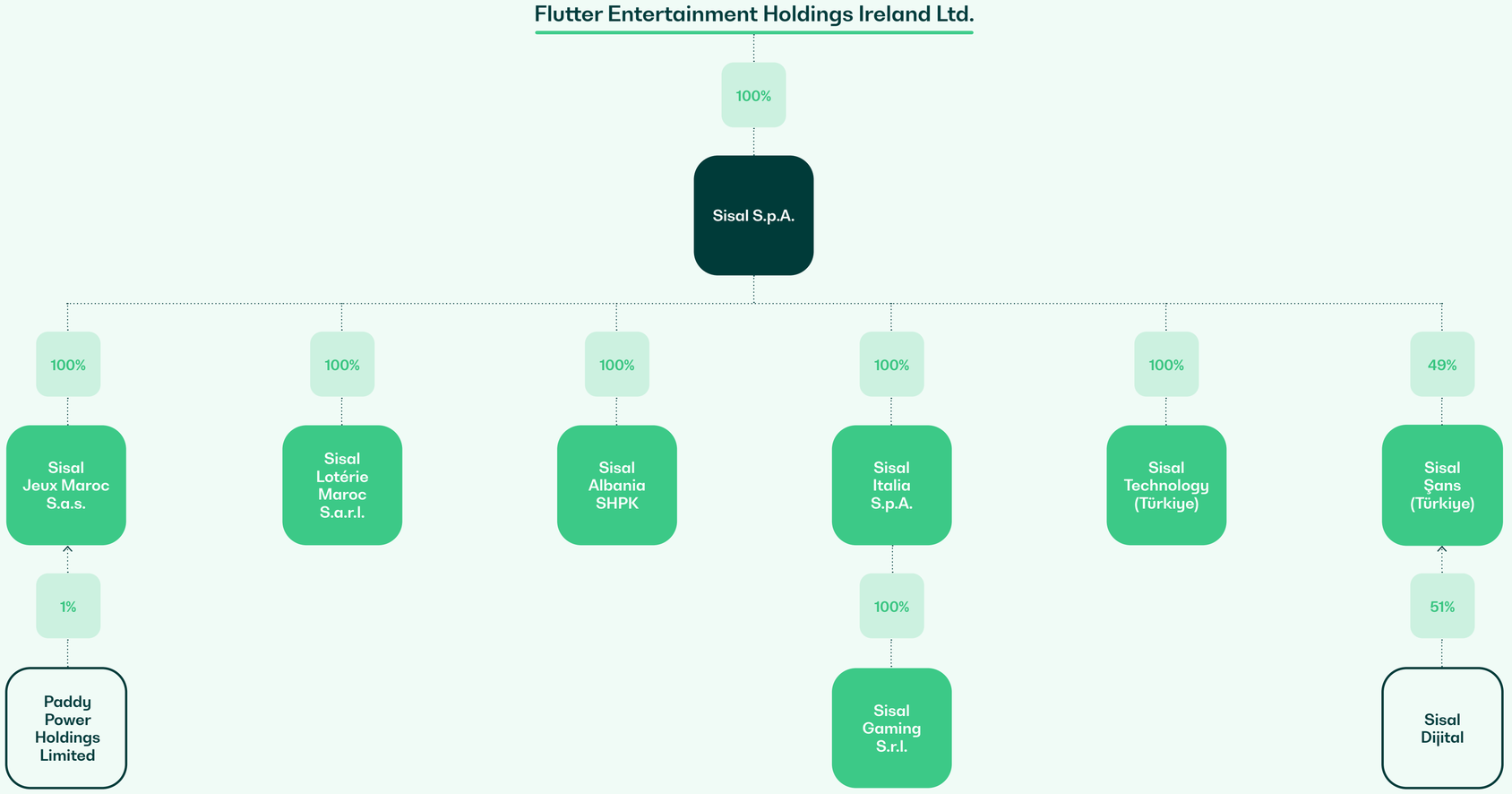
GGR* Italy by product (€m)



Source: Estimates based on ADM (Agenzia delle Dogane e dei Monopoli - Customs and Monopolies Agency) data. All the data presented excludes Section 7 data and includes AWP licence fees and the 2015 Stability Law.
*GGR (Gross Gaming Revenue), calculated as Total Turnover minus player winnings (Payout).
**SPG (Sports Prediction Games).

Group structure

In 2022, Sisal Group became 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 both the London Stock Exchange (FTSE 100) and the New York Stock Exchange.[6]



Please note that the following group companies are not included in the group chart: Sisal Technology South Africa PTY Ltd, an inactive company established in connection with the participation in the tender issued by the National Lottery Authority of the Republic of South Africa, and Sisal Technology Tunisia S.a.r.l., a company currently in liquidation.

Key ■ Group Companies ☐ External Shareholders

6 The company chart refers to the ownership structure as of December 31, 2024. For more details on the organisational structure, see the website: **Organisational structure | Sisal**

International operations

Our long-term vision is based on a **gradual approach to international development** that promotes **sustainable business growth**, at the same time as adapting our organisational structure and the Responsible Gaming model to the different realities characterising the countries where we operate. Our strategy is driven by two complementary focus areas:

- **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 Digitalisation:** the development and management of technology hubs, designed to support the Group with proprietary digital solutions and innovative services and to ensure proximity to target markets.

Drawing on our experience in lottery and gaming management and our ongoing commitment to product innovation and consumer protection, we are working to **seize business opportunities and consolidate our leadership in new markets** by bidding for tenders and acquiring gaming licences.

We are introducing this process in countries where the gaming culture is already rooted and present, with the aim of **spreading our sustainable business model**, which promotes responsible choices and increases player protections. We also generate value in terms of jobs and the creation of economic resources that can be reinvested to support the local area and local communities, also through lottery-related fundraisers, for social causes or natural disasters..

At the same time, we also develop business internationally through the opening and management of **technology hubs**, which support activities both within the relevant country and at Group level. Highly qualified and specialised local staff make a fundamental contribution and are now a valuable resource for Sisal in achieving its strategic objectives.

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

Albania

Sisal operates in Albania through the **Tirana Hub**, the first to be opened in **2019**. It provides technological support and customer experience insights to drive the growth of Sisal's multichannel business and synergy 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, and in fact some core services are developed and delivered entirely by the Albanian site for the whole group.

Morocco

Sisal has been operating in Morocco since 2019, after being awarded the contract put out to tender by the Moroccan National Lottery Management Company (SGLN) in February 2018. The ten-year concession provides for the management and development of a portfolio that includes **lotteries, instant-win lotteries, online games, virtual races and VLTs**.

In November 2022, Sisal and consortium partner Paddy Power (the first collaboration between Sisal and Flutter) won the tender for sports betting called by Marocaine des Jeux et des Sports (MDJS). Sisal started the process of managing **sports betting** in Morocco in the first quarter of **2024**, through the new legal entity Sisal Jeux Maroc. The concession runs for eight years from 1 January 2024, with an option to renew it for a further two years.

Market context

There are three licence holders: Sorec, under the Ministry of Agriculture, which has the monopoly on and manages horse race betting directly, La Marocaine des Jeux et des Sports (MDJS), under the Ministry of Sport, the licence holder for sports betting, and Société de Gestion de la Loterie Nationale (SGLN), under the Ministry of Finance's development bank, which holds the licence for national lotteries. Most market revenue is generated by the retail channel and, from a historical perspective, the main driver is **betting (above all horse races)**, which accounts for over 60% of all gambling in the country.

GGR* Morocco by product (€m)

Source: H2 Gambling Capital 2024 estimates

* GGR (Gross Gaming Revenue), calculated as Total Revenue minus Payout.
** The term Gaming includes AWPs, VLTs and Online gaming.

Türkiye

In September 2019 Sisal, in partnership with Şans Dijital ve Interaktif Hizmetler Teknoloji Yatirim A.S., a company in the Turkish Demirören Group, won the competitive tender run by Türkiye Wealth Fund (TWF), holder of the Turkish National Lottery (Milli Piyango) licence, to award a ten-year operating contract.

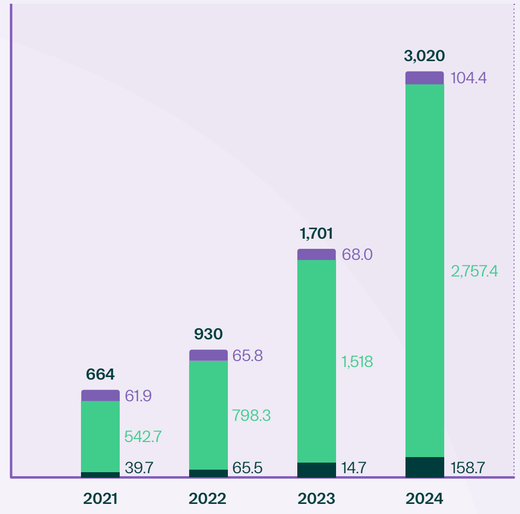
Operations officially started up the following year (2020), with the management and development of a portfolio comprising **lotteries, instant-win lotteries, virtual races and online games**. In 2022, Sisal Şans was granted a contract extension (expiring on 30 June 2031) by the Regulator.

2022 also saw the opening of the Istanbul hub, which is also home to PLAYNEXT, Sisal's first game studio.

Market context

The lottery concession in Türkiye is under the authority of the Türkiye Wealth Fund (TWF), the sports betting concession is administered by IDDAA – under the Ministry of Sport – and operated by Şans Girişim Ortak Girişimi A.S, while the Turkish Jockey Club (TJC) holds the monopoly on horse racing betting. Growth in recent years has been driven by the online market, which now represents almost 40% of the total gaming market. In terms of breakdown by product, most revenue is generated by betting, which accounts for more than 90% of all gambling in the country.

GGR* Türkiye by product (€m)



Source: H2 Gambling Capital 2024 estimates

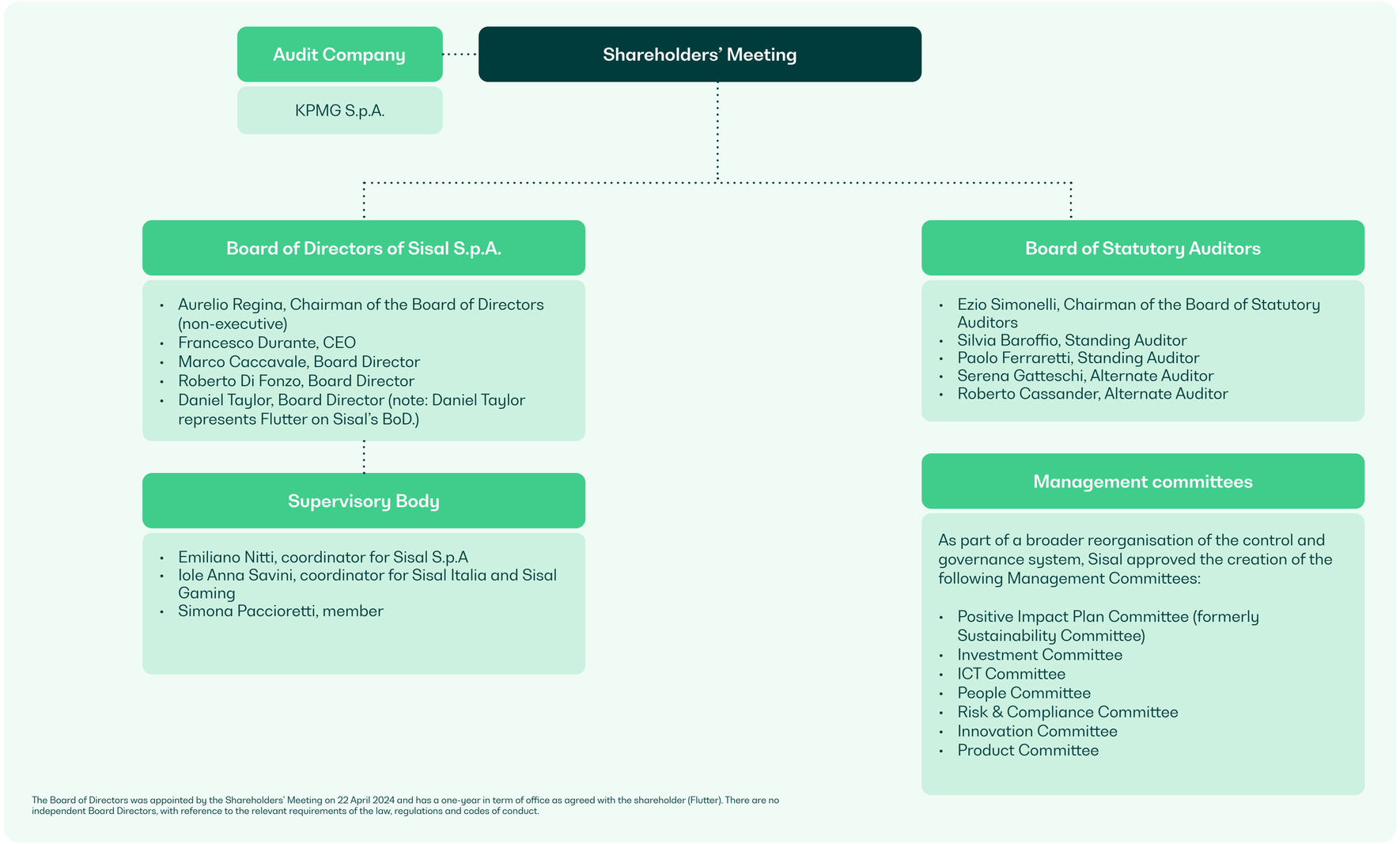
* GGR (Gross Gaming Revenue), calculated as Total Revenue minus Payout.
** The term Gaming includes AWPs, VLTs and Online gaming.

Governance System

The goal of the corporate governance system is to create value for all stakeholders, fully aware of the importance of transparency in corporate decision-making and of the need to have an effective internal control system.

Sisal S.p.A.'s organisation is based on the management and control model set out in Article 2380-bis et seq. of the Italian Civil Code, as follows:

- **Shareholders' Meeting:** is competent to pass resolutions in ordinary and extraordinary session on matters assigned to it by the law or the articles of association.
- **Board of Directors:** is vested with the broadest powers for the ordinary and extraordinary management of the Company, with the authority to take all appropriate action to achieve the corporate purposes, with the exclusion of those matters assigned to the Shareholders' Meeting.
- **Board of Statutory Auditors:** oversees compliance with the law and the articles of association, observance of the principles of good management, and the adequacy and actual functioning of the Company's organisational, administrative and accounting structure. The requirements, functions and responsibilities of the Board of Statutory Auditors are regulated by law.
- **Audit Company:** the statutory audit of the financial statements is carried out by a specialist company, in accordance with the law, duly appointed for this purpose by the Shareholders' Meeting on the basis of a reasoned proposal submitted by the Board of Statutory Auditors.
- **Supervisory Body:** the Company has adopted an Organisation, Management and Control Model pursuant to Article 6 of Legislative decree no. 231/01, which aims to ensure fair and transparent business activities, and established a Supervisory Body (OdV), composed of two external members and one internal member (the Internal Audit Director), with the task of overseeing the observance and functioning of the Model, familiarity with it within the Company, and its updating.



The Board of Directors was appointed by the Shareholders' Meeting on 22 April 2024 and has a one-year in term of office as agreed with the shareholder (Flutter). There are no independent Board Directors, with reference to the relevant requirements of the law, regulations and codes of conduct.

Our Organisation

The chart refers to the organisation as of 31 December 2024.

The development of the **Flutter SEA** regional division required the design and implementation of a **new organisational structure, which went operational in January 2025**. For more details, see the presentation of the strategic vision 2025 on **page 19**.

Context and strategy

Background trends and data

The international socio-economic context remains fragile, characterised by **uneven growth, persisting geopolitical tensions, and continuing high inflation** that is affecting consumption and investment. This means that companies are operating in an unstable environment, where new political priorities are intertwined with long-term structural challenges.

At the same time, issues relating to Diversity, Equity and Inclusion (**DEI**) and **climate change are becoming an increasingly political and cultural battleground**, both nationally and internationally.

According to the World Economic Forum's Global Risks Report 2025, 6% of respondents identified **social polarisation** as one of the greatest global risks for the year a wake-up call that all sectors must take into account, demonstrating their ability to implement a responsible business model.

Expanding Online Gaming: A Rapidly Growing, Digital and Integrated Market

$165.8 billion
GGR[7] of the global online gaming sector in 2024 (+18% vs 2023) [8]

This figure confirms the sector's growth, driven by **increasingly digital, widespread, and accessible demand**. In Italy, total gaming turnover[9] has reached a record of €157 billion, with a 12% CAGR (Compound Annual Growth Rate) over the past three years, thanks to the continued expansion of both the online segment (+11%) and offline betting (+39%) over the same period.[10]

This momentum in the online market has led many companies to adopt **omnichannel strategies**, integrating physical and digital channels to offer smoother, more consistent customer experiences.[11]

In this fast-growing environment, **ensuring player safety and long-term business sustainability** becomes critical. This means promoting **safe and responsible gaming models** and developing **player protection tools** to identify and prevent potentially harmful gaming behaviour in advance.

For Sisal, the commitment to Responsible Gaming is at the core of our strategy. For years, we have worked to raise awareness about the risks of gaming and to promote safe and informed behaviour, investing in research and technology, while continuously improving our offer and entertainment channels.

Learn more in the **Responsible Gaming** section.

AI and automation: the gaming market enters the era of predictive intelligence

97% accuracy rate for AI
in identifying problem gambling behaviour

The analysis published by Business2Community in 2025 and based on data collected during the first 30 days of user activity[12], demonstrates how the adoption of **predictive models** can enable timely and targeted interventions, helping to strengthen responsible gaming strategies. For operators, these tools represent a strategic opportunity **to strengthen security measures in gaming and improve consumer relations**, with a view to protection and sustainability.

The **integration of artificial intelligence and automation** is also transforming the gaming industry by enabling **new forms of personalisation and control**. It allows real-time analysis of large volumes of data relating to players' behaviour, habits and preferences, enabling operators to dynamically adapt their offering and gaming interface.[13]

For Sisal, Artificial Intelligence represents a strategic driver of innovation and responsibility. Our commitment drives research and testing of AI-based solutions, supporting both Responsible Gaming initiatives (e.g. A.D.A.) and strategic and business activities.

Learn more in the **Innovation** section.

7 Gross Gaming Revenues.
8 H2 Gambling Capital. 2024 estimated data.
9 Total gaming turnover refers to the overall amount of bets made by players.
10 Italian Agenzia delle Dogane e dei Monopoli (ADM).
11 Spanaki, Konstantina, Zissis, Dimitris, Papadopoulos, Thanos, Li, Feng (2023), "The transformation of digital strategy and value creation in omnichannel organisations: The case of the gambling industry". European Journal of Information Systems, 33 (6), pp. 975–992.
12 "AI-Powered Tools and the Future of Responsible Gambling", Business2Community (2025).
13 "The Integration of Artificial Intelligence in the Gambling Industry", SCCG Management (2025).

Cybersecurity, a strategic priority against a backdrop of growing vulnerability

+35% ransomware attacks
in 2024 compared to the previous year

The growth of online gaming and digital tools exposes the industry to **mounting cyber risks**, and the fact that it manages large amounts of sensitive data, from players' personal information to their gaming behaviour, makes it a potential prime target.[14]

The numerous threats are constantly evolving: DDoS attacks,[15] identity theft and account hijacking require **structured and constantly updated measures**. Further complicating the scenario, the widespread adoption of SaaS (Software as a Service) cloud applications, and mobile solutions has significantly broadened the perimeter of vulnerability, requiring even more robust and integrated strategies.[16]

Cybersecurity is therefore a strategic priority for the industry, ensuring operational continuity, regulatory compliance and, above all, player confidence.

In response to growing exposure to cyber risks, Sisal has long positioned cybersecurity as a key strategic lever in its relationship with consumers and in the responsible management of its business. The company adopts an integrated risk-based approach to corporate risk management, with a focus on technological innovation, corporate security culture and regulatory compliance to protect its information assets and player data.

Learn more in the **Business Ethics** section.

Digital emissions and consumption

2.5 billion tonnes of CO_2
generated by data centres by 2030

The data emerging from the analysis published by Morgan Stanley in September 2024 highlights the significant impact of digital technologies on the environment. This aspect is often underestimated due to so-called 'hidden emissions', linked not only to the daily use of devices but also to their production and disposal, in addition to the energy consumed by the data centres that support them.[17]

This issue is particularly relevant for the gaming sector, where online platforms require data centres that operate continuously, resulting in high energy consumption and therefore carbon emissions. Adopting measures such as optimising energy efficiency of devices, using renewable energy sources and implementing eco-friendly hosting solutions can make a significant contribution to mitigating this impact.

Sisal has launched a structured programme to map and monitor environmental impacts across the entire value chain, with the aim of significantly reducing emissions, optimising consumption and improving the efficiency of the technologies used. This approach translates into measurable reduction targets and ongoing investment in the promotion of circular economy models for our products and technologies.

Learn more in the **Environment** section.

DEI, a real opportunity in a changing context

Only 6% of Italian companies
promote a truly inclusive culture

There is still a **deep divide between stated intentions and actual organisational change**. While strategies are being developed to promote a widespread culture of DEI, they are failing to bring about real change in organisations.[18]

The issue of inclusion continues to be not only a question of values but also a **lever for competitiveness and sustainability in the long term**. The most virtuous examples show how integrating DEI into operational models through conscious leadership, measurable objectives and genuine employee engagement has a direct impact on business competitiveness[19]

Sisal stands out as a concrete and recognised example of solid and ongoing commitment to the promotion of DEI, both among its own people and through initiatives focused on the community. Strengthening this commitment requires an active contribution to building a more equitable, representative and inclusive ecosystem for the entire gaming industry.

Learn more in the **People** section.

Flexibility and remote working: work that evolves with the market

3.55 million workers
took advantage of remote working in Italy in 2024

This is a particularly interesting statistic because **73%** of these workers say they are against a full return to the office. An unequivocal sign that **work flexibility is now structural**.[20]

This transformation therefore requires companies to strike a strategic balance between productivity, wellbeing and organisational sustainability, confirming that the **hybrid model** is a key competitive lever for **attracting and retaining talent**. The introduction of technological and digital work tools and flexible working models makes it possible, most importantly, to guarantee the quality of the services offered while maintaining high levels of motivation among employees and their sense of belonging to the company.

Sisal anticipated this transformation by introducing remote working back in 2015 with an initial pilot project. Alongside contributions for new parents and other corporate welfare programmes, we are committed to promoting the wellbeing of our people and enabling them to maintain a healthy work-life balance.

Learn more in the **People** section.

14 "Transforming Gaming's Data Security Management", BDO USA (2024).
15 They target websites and servers, disrupting network services by attempting to overwhelm an application's resources.
16 "Cybersecurity in Gaming: Safeguarding the Future of Digital Entertainment", The Gaming Boardroom (2024).
17 "Greening Digital Companies 2024", International Telecommunication Union (2024).
18 DEI Index 2024, EY (2024).
19 "Diversity, Equity and Inclusion Lighthouses 2024", World Economic Forum (2024).
20 "Between Remote Work and Return-to-Office", Politecnico di Milano's Smart Working Observatory (2024).

Business model

Capital

Financial

- **Revenue**
- **Group turnover**
- **Growth of the International segment** (in particular thanks to the commercial performance of the Turkish subsidiary Sisal Şans)

Physical & Digital

- **More than 1,500 o**nline games
- **Over 35,000** lottery terminals, **23,000** AWPs, **5,700** video lottery terminals and **3,600** betting terminals
- **4** proprietary gaming
- **AI algorithm** for predictive detection of at-risk behaviours
- **11th most visited multi-sector eCommerce** in Italy, ranking **1st in the betting and casino sector** (Source: Casaleggio Associati)

Human

- Skills of **3,491 employees in 4 countries**
- **Over 800 people in ICT** and software development roles
- **33 million** customers **globally**
- **1,450 suppliers**
- **Relationships with the GoBeyond ecosystem**
- **Institutional relations and university partnerships**

Natural

- **46,582 GJ of electricity consumed**, of which **100% from renewable sources**
- **3,551 tonnes of paper purchased**

The business and value creation model is based on our Purpose:
Build a more responsible future

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.

Governance | **Risk management** | **Security**

Values	Responsibility	People	Innovation
Strategic drivers	Sustainability • **Play Well** - Responsible Gaming • **WorkBetter** - People • **Do More** - Community • **Go Zero** - Environment	Digital Growth • Omnichannel • In-house technology development • Non-Gambling Products • Artificial Intelligence	International Market • Development of foreign markets • Scouting for new markets • Bidding for international tenders • Promotion of Innovation and the Responsible Gaming model
Game Offer	Lottery	Betting	Gaming
		Omnichannel	
Markets	Italy Retail	International Retail	Online

Generated Value

for Customers

- **Winnings paid out to customers** (payout)
- **3,307 hours of training** provided to employees on **Responsible Gaming**
- **94.4%** of players in Italy use the Play Well tool

for Investors

- **EBITDA**
- **Amount paid to capital providers**

for Institutions

- **Gaming taxes paid** at Group level
- **Fair Foundation** research activities

for Partners and Suppliers

- **Amounts paid to distribution networks**
- Involvement of suppliers and startups in **innovation, decarbonisation and environmental impact reduction initiatives**

for People

- **+800 new hires**
- **39% of female colleagues**, of which **37% in top leadership roles**
- **71,580 hours of training provided**

for the Community

- **3,635 hours dedicated to employee volunteering** with the company WeDo programme in the three-year period 2022-2024
- **€408,264 of investments** in the community
- **€480 thousand paid to startups** in the eight editions of GoBeyond

for the Environment

- **4,219 tonnes of CO_2e avoided** through the purchase of Guarantees of Origin (GO) and Energy Attribute Certificates (EACs)
- **-11% in the Group's total energy consumption** in 2024 compared to the 2022 baseline
- **-14% in paper consumptio**n in 2024 compared to the 2022 baseline

Our strategy for a more responsible future

Our strategy to grow the business and promote a more responsible future is how we realise our corporate purpose, “Build a more responsible future”, which is our raison d’être and the principle that guides all our activities.

The strategy that has guided our actions until 2024, a year of radical transformation for Sisal, **rests on three pillars: Digital Growth, International Market and Sustainability**, all closely interconnected. 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 communities 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.

Evolution in 2025 and the strategic priorities

In 2024, we collaborated with and became **an increasingly integral part of Flutter’s wide-ranging, rich and extremely interconnected ecosystem**. This joint effort at Group level has also resulted in Sisal gradually and naturally organising itself around **a project-based approach**, creating an even more flexible and thriving organisation thanks to **new forms of cross-department collaboration**. This approach drives cross-functional, sustainable and continuous growth across the company, one of our goals from the outset. As part of a broader reorganisation of the Flutter group aimed at accelerating global growth, the **Flutter SEA (Southern Europe & Africa) division** was established within the International segment effective January 1, 2025, to lead the Group’s expansion across the region. This evolution provided an opportunity to rethink the operating model in order to prepare the organisation to manage increasing scale and complexity. The organisational structure previously centred around the single Sisal brand has been replaced by a **multi-brand, multi-country operating model**, which now also includes responsibility for the PokerStars brand (in Italy, Spain, France, and Portugal) and Snai.[21]

The new structure rests on three macro pillars:

- **Commercial structures:** responsible for managing customers and implementing our brands’ commercial strategies in various countries, with the aim of achieving and consolidating leadership positions in the markets where they operate.
- **Shared services (Product, Technology, Operations):** responsible for providing cutting-edge technological solutions, an innovative product portfolio and operational support to optimise and enhance our brands’ economies of scale in different markets.
- **Corporate Functions (People, Finance, Legal & Risk, Strategy):** responsible for providing strategic and operational support, ensuring the coordination needed to translate the Group’s objectives and strategies into concrete results.

Our vision for 2025 brings with it a **new set of strategic priorities**, which while continuing the work done so far and in line with the company’s principles, represent a strengthening of the goals achieved over the last year.

Change the game

Boost innovation and disruptive thinking, with the support and expertise of Flutter in the form of the Flutter Edge programme, by promoting the Group’s sustainability model (Positive Impact Plan) and aligning all planning with its execution.

Win online gold medal position

Secure our leadership position in the online market through investments in innovation, technology and digital skills.

Deliver transformative growth

Address the challenges of growth and the complexities of a constantly changing market both in Italy and worldwide, by investing in people and developing models of delegation.

21 On April 30, 2025, Flutter Entertainment completed the acquisition of Snaitech S.p.A., one of the leading omnichannel operators in Italy, from a subsidiary of Playtech plc.

Sustainability strategy

In line with our Purpose, **we act to build a more responsible future.** We aim to lead the sustainable evolution of our sector, promoting gaming that is fun and avoids excess; protecting and valuing people, both within Sisal and within the community, in order to foster personal growth and territorial development; and mitigating the direct and indirect environmental impacts associated with our activities. We believe that these objectives can only be achieved by investing in research and development to innovate and by promoting ethical and responsible business practices among all stakeholders.

We have therefore developed a **strategic sustainability** model aligned with best practices and national and international benchmarks, including the **ISO 26000** guidelines, the Ten Principles of the **Global Compact** and the **UN Sustainable Development Goals (SDGs).**

The model covers the different areas impacted by our sustainability commitment, each broken down BY **tangible objectives and actions** aligned with **Flutter's Positive Impact Plan**, in order to make a direct and integrated contribution to the Group's commitment.

Our Sustainability Governance: the Positive Impact Plan Committee

Sisal's Sustainability Model and strategic guidelines are defined and overseen by the Positive Impact Plan Committee (formerly the Sustainability Committee), a management committee made up of the CEO and the Leadership Team (Managing Directors/Chief Officers of Sisal's various businesses, markets and departments), under the coordination of the Chief Legal & Risk Officer.

POSITIVE IMPACT PLAN

Flutter's Positive Impact Plan

Launched by Flutter in 2022, the Positive Impact Plan aims to promote a long-term commitment to help **guide the business and, more broadly, the gaming world, towards a more sustainable future**.

An integral part of Flutter Group's overall culture and strategy, the Positive Impact Plan guides the activities of all its member companies. It is structured around **four strategic pillars on which Sisal has based its sustainability objectives**.[22]

Play Well

Promote a responsible and safe gaming model and a positive fun experience across all gaming platforms and channels

Work Better

Build a fair and inclusive work environment that values diversity and promotes people's growth and wellbeing

Do More

Generate a positive impact on communities through collaborations with associations and non-profit organisations, corporate volunteering and social innovation

Go Zero

Take action on climate change and reduce environmental impacts in terms of emissions, energy consumption and use of raw materials

Sisal's drivers

The four pillars are in turn supported by **two cross-strategy levers**, which we invest in to promote continuous improvement and value creation in the medium and long term.

Innovation

Business Ethics

22 **flutter.com/sustainability**

Strategic pillars - Sisal's Contribution to the Positive Impact Plan

PLAY WELL

The Play Well pillar aims to put customers at the centre of everything the Group does and give them a positive entertainment experience.

At Sisal, we want to drive progress in our industry and are committed to investing in research and innovation to generate new ideas and develop platforms and products designed to guarantee safety and reliability. We promote a gaming experience that puts the emphasis on fun and avoids excess in all gaming channels and in all the countries where we operate, through an effective relationship with our customers. We are committed to educating and supporting players, with the aim of promoting conscious, safe and responsible gaming, as well as intervening effectively where we identify potential problems with all the tools at our disposal.

Learn more about Sisal's commitment in the Responsible Gaming section.

WORK BETTER

The Work Better pillar aims to build a fair and inclusive work environment that values diversity in the Group.

At Sisal, we ensure inclusion and respect for diversity, making sure that our people have all the tools and support they need to be themselves and let their talents flourish. We promote collaborative spaces both within the company and between the different companies and countries in which we operate, to foster the exchange of ideas and experiences and promote a culture of innovation. We put health and wellbeing at the centre of every working day and are committed to providing solutions that meet the different life needs of our people.

Learn more about Sisal's commitment in the People section.

DO MORE

The Do More pillar aims to generate value for the communities where we live, work and play, promoting innovation and wellbeing.

Sisal's commitment focuses on two areas: Social Innovation and Corporate Solidarity. We support projects to support social initiatives, collaborating with foundations and non-profit organisations, both to promote community growth and development and to respond to emergencies, such as natural disasters. We want to spread a culture of wellbeing, both through sport and through initiatives designed to encourage healthy lifestyles. We promote entrepreneurship and social innovation that can transform lives by creating connections, developing new skills and solving social problems.

Learn more about Sisal's commitment in the Community section.

GO ZERO

The Go Zero pillar contributes to the ambitious climate action plan and mitigates environmental impacts by reducing net carbon emissions to zero.

At Sisal, we are committed to driving change in our industry, taking action to reduce our environmental impact, but also to inspire others to do the same, be they partners or competitors. 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, and set short and long-term reduction targets. We are also investing in technologies that allow us to accurately monitor and publicly communicate our progress.

Learn more about Sisal's commitment in the Environment section.

INNOVATION

At Sisal, technological and digital innovation are at the core of our business, serving as a lever to achieve the sustainability goals we have set ourselves and to have a tangible positive impact on our players, our people and the community in which we operate. Our advanced omnichannel-oriented gaming platforms and in-house software and applications development skills mean we are always ready to seize the opportunities of the digital transition.

We have a special commitment to studying and promoting solutions based on Artificial Intelligence, with the goal of innovating the business and making it more secure and responsible.

Learn more about Sisal's commitment in the Innovation section.

BUSINESS ETHICS

At Sisal, we promote an ethical approach to business, with a focus on business integrity (anti-bribery, anti-money laundering, conflict of interest, human rights), privacy and data ethics (personal data management and protection) and cybersecurity (information and systems security).

We are committed to this approach along the entire chain, not least through an effective Risk Management Framework and a structured ESG certification process.

Learn more about Sisal's commitment in the Business ethics section.

PLEASE NOTE: This section and the following ESG scorecard refer exclusively to Sisal Group.

ESG Scorecard - Sisal's Contribution to the Positive Impact Plan

Play Well

	Target Value	Year	Progress in 2024	Status
Players using Play Well tools* (Italy)	94%	2024	94.4%	
Specialist retailers who have received training (Italy)	100%	2024	100%	

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

Do More

	Target Value	Year	Progress in 2024	Status
Hours of corporate volunteering in the period 2022-2025	2,500	2025	3,635	
Employees involved in corporate volunteering in the period 2022-2025	1,000	2025	1,344	

* The data refers to participation in volunteer events and not to unique participants.

Work Better

	Target Value	Year	Progress in 2024	Status
Gender Pay Gap - average	-5%	2025	-2.9%	→
	0%	2030		→
Women in top leadership roles	40%	2026	37%	→
Average annual training hours per employee	16	2025	20	→
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 The two programmes were completed in 2024, achieving the desired target a year ahead of schedule.
New talent development programmes are under development.

Go Zero

	Target Value	Year	Progress in 2024	Status
GHG emissions reduction (scope 1, 2 market-based and 3)*	-50%	2030	22%***	•••
GHG emissions (scope 1, 2 market-based and 3)	0	2035	67,384	•••
Reduction of energy consumption through LED lighting (100% of the offices and direct points of sale in Italy)**	-5%	2024	-11%	

* Baseline 2022, recalculated in line with the method adopted for 2024 reporting. Including offsetting.
** Baseline 2022.
*** The increase in emissions in 2024 is attributable to several factors: business growth, the inclusion of Sisal Jeux Maroc within the reporting boundary, the refinement of calculation methodologies for Scope 1 and Scope 3 emissions, as well as the update of emission factors, which resulted in higher values compared to those used for the baseline year (2022). In order to strengthen our climate strategy, we are enhancing the decarbonisation plan to identify and implement new initiatives and actions in support of the climate transition.

The target for reducing GHG emissions was redefined in alignment with Flutter's Positive Impact Plan. For more details see the Environment section.

Key:

Target reached → Progress in line with target ••• Decarbonisation plan launched

PLEASE NOTE: Figures and targets refer exclusively to Sisal Group.

Materiality assessment

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

Context analysis

The main ESG area megatrends – which characterise the broader sustainability context at national and international level and have the capacity to generate a significant impact on the Group's sector of reference – were identified and analysed, This analysis identified 15 topics of interest for the Gaming & Gambling sector.

Stakeholder categories	
Trade associations	Shareholders
Business community	Customers
Financial community	Local community and non-profits
Employees	Regulatory authorities and institutions
Suppliers	Media
Distribution network	Universities and research

Stakeholder engagement process

A double materiality assessment[23], taking account of both impact materiality (inside-out perspective) and financial materiality (outside-in perspective), involved a structured process of direct engagement with the stakeholders in question, based on three main steps.

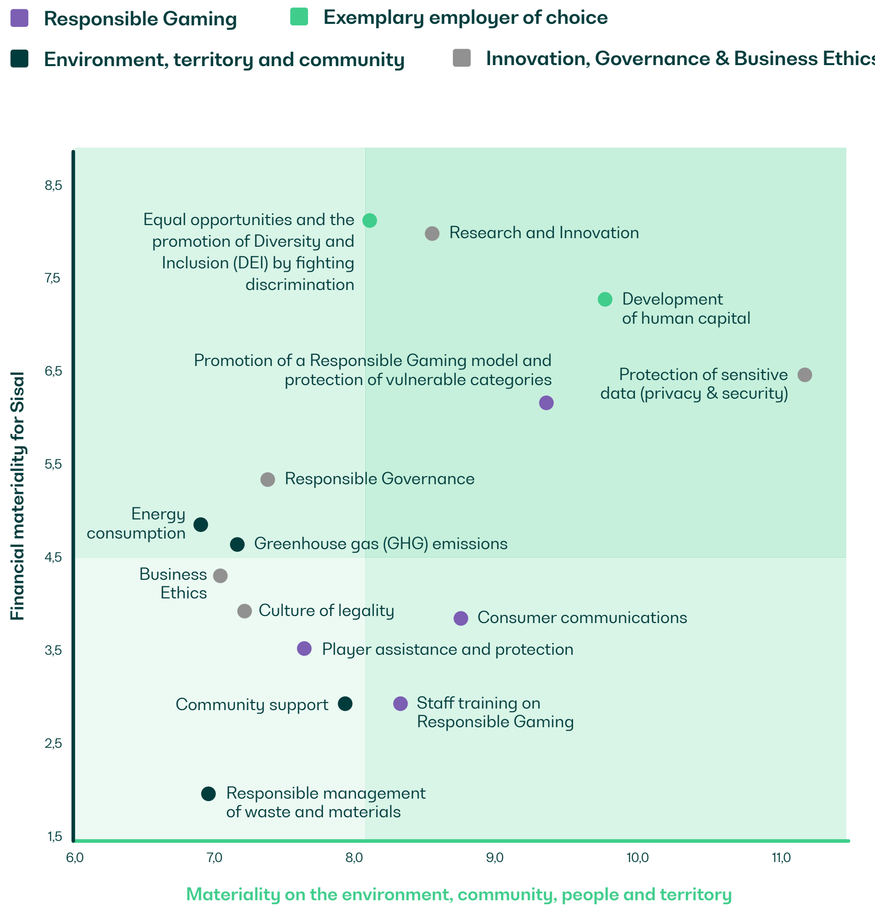
- **Survey:** Three different surveys were prepared to assess the strategic relevance and related impacts (positive and negative, current and potential) of each of the sustainability topics previously identified, respectively for employees, external stakeholders and top management.
- **Multistakeholder focus group:** A focus group was also conducted to explore in detail the opinions and expectations of stakeholders in connection with the strategic relevance of potentially material topics, the level of impacts associated with such topics, and the oversight implemented for each of them.
- **One-to-one interviews on financial materiality:** One-to-one interviews were conducted with management figures who have expertise in the areas of finance and risk management, in order to identify the potential positive and/or negative effects (financially relevant risks and opportunities) connected to sustainability topics defined as material.

Double materiality matrix

By combining the assessment based on the previous studies, and particularly the scores obtained for each topic by calculating the average of the risks and opportunities involved, the following **summary matrix** was produced, with **financial materiality** along the y-axis (vertical) and **environmental, community, people and territorial materiality** on the x-axis (horizontal).

In addition, in order to identify the highest priority topics for Sisal, those with an above median[24] score in both areas considered were highlighted.

For more details on the materiality process and the complete list of impacts identified, see the special annex on **page 74**. The information related to "financial materiality" is not covered by the limited assurance engagement carried out by KPMG S.p.A.



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 (DEI) by fighting discrimination
- Development of human capital

23 The concept was introduced by the European Commission in the 2019 Non-Financial Reporting Guidelines and included in the Corporate Sustainability Reporting Directive of the European Financial Reporting Advisory Group (EFRAG). In this model, ESG topics are assessed based on risks and opportunities, defined as material from two perspectives: financial and impact.
24 The median represents the value that lies at the midpoint of a given set of numbers.

Responsible Gaming

Our vision

Today's evolving regulatory environment calls for a radical review of the strategies adopted by the industry to date, with an ever-greater focus on players through the **development of new protection tools** and **information and awareness campaigns** designed to promote **a gaming culture that puts the emphasis on fun and avoids excess**.

Responsible gaming is therefore at the core of Sisal's sustainability strategy, forming part of the **Play Well** pillar. Our proactive approach involves the entire organisation and aims to identify elements and actions needed for a **Responsible Gaming model capable of preventing the development of problems**, ensuring **player safety and promoting healthy and informed gaming behaviour.** This makes it possible for us, on one hand, to ensure continued spending by current and potential consumers with a view to medium-long term sustainability, and on the other hand to **have a direct impact on the reputation of Sisal and the industry as a whole** by restoring the concept of fun to gaming.

Main material topics

- Promotion of a Responsible Gaming model and protection of vulnerable categories
- Player assistance and protection
- Staff training on Responsible Gaming
- Consumer communications

*For the main risks and correlated opportunities see the table on **page 75**.*

Highlights

- Responsible Gaming programme certification in line with the highest standards set by European Lotteries (EL) and the World Lottery Association (WLA). (**page 25**)
- **Over 30,000 customers involved** in research activities on Responsible Gaming issues in 2024. (**page 26**)
- Ongoing investment in innovation and the development of Player Protection tools, first and foremost the **A.D.A. Artificial Intelligence algorithm** designed to identify potential problem gambling behaviour. (**page 26**)
- **5,313 points of sale and 1,579 employees** received training in Responsible Gaming and related risks in 2024. (**page 28**)
- Support for players who may have developed a gaming-related disorder, offered through the **online treatment service provided by FeDerSerD** and by referral to the **National Helpline** for gaming-related issues in all our communications. (**page 29**)

Targets and KPIs

Play Well

	Target Value	Year	Progress in 2024	Status
Players using Play Well tools* (Italy)	94%	2024	94.4%	
Specialist retailers who have received training (Italy)	100%	2024	100%	

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

Target reached

The Responsible Gaming strategy

In line with its corporate Purpose, Sisal intends to **offer the best gaming experience** and generate value for the company and its people, aiming to become an **international leader in Responsible Gaming**.

For this reason, we have set ourselves the goal of 96% of players using a Play Well tool by 2025, in order to uphold a commitment inspired by the highest international standards and the following guiding principles: care, respect, listening, and consumer protection. Our goal is to **bring about real change within the industry** and generate economic and social value for the company, for the value chain we are part of, and for the community as a whole.

For Sisal to pursue this goal, we have created a **dedicated function** for defining our Responsible Gaming strategy and the development, implementation, monitoring and continuous updating of the **Responsible Gaming Programme**. The governance of our Responsible Gaming commitment is under the direct control of the CEO, who has the last word on approving the Responsible Gaming annual strategic plan and overseeing its implementation.

Based on research results and the current and potential risks identified, we have also set up **operational and cross-functional working groups** to ensure that Responsible Gaming is an integral part of the business.

These working groups each have their own area of responsibility and also devise pilot solutions in the development of new player protection tools. Monitoring of performance indicators and key actions is discussed on a quarterly basis with the Leadership Team in the Sustainability Committee, as well as in periodical meetings with the working groups.

Sisal's Responsible Gaming Programme

Our **Responsible Gaming programme**, in line with our Purpose and at the core of the business strategy, protects players, especially those in vulnerable categories, through **information campaigns, prevention of problem gambling phenomena, and support for players with critical gambling-related issues.**

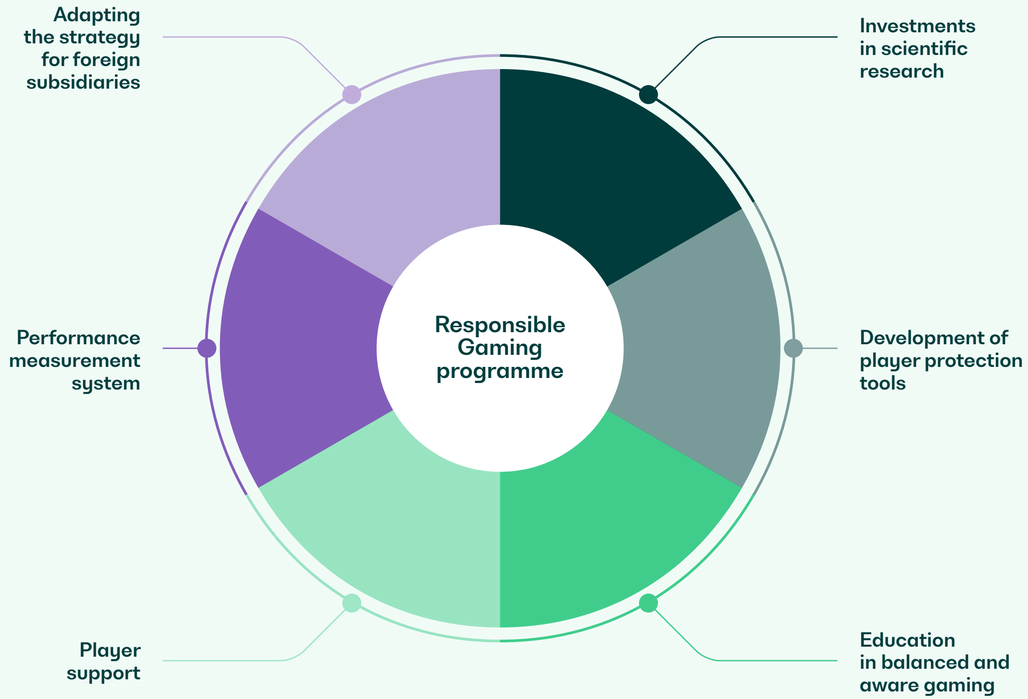
"Responsible Together" sums up our approach, which is integrated with all the business areas and all channels. It is based on the **engagement of all the relevant stakeholders** – from employees and retailers to gamers and research organisations – and aligned with the main international standards in the industry.

Responsible Gaming Certifications

We have been certifying our Responsible Gaming programme since 2011, in line with the highest standards set by **European Lotteries (EL) and the World Lottery Association (WLA)**. The standards identify the key issues for operators to promote responsible gaming and groups them into eleven sections.

In 2023, the certifications were renewed for the fifth consecutive time at the top level (level 4). Specifically, we conform to EL standards with maximum scores in seven sections: responsible gaming governance, points of sale, game design, player education, stakeholder engagement, research and entertainment devices.

Following a process of alignment at international level, the foreign subsidiaries are launching activities to achieve adequate levels of compliance with international standards by sharing Sisal's Responsible Gaming guidelines. Specifically, in November 2024, Sisal Şans in Türkiye obtained WLA level 3, while Sisal Loterie Maroc contributes to the certification of SGLN (Société de Gestion de la Loterie Nationale) according to the EL standard.



Investments in scientific research

In partnership with universities, we monitor and analyse perceptions and sensibility regarding Responsible Gaming in order to understand in depth how **players' behavioural models** change and to offer **effective responses to the phenomenon of problem gambling**.

Over
3,000
players under 25 chose to spontaneously answer questions on gaming

Since 2022, we have been working on an **integrated project for monitoring problematic players,** with the aim of continuously tracking online and offline gaming behaviour and profiling them in terms of risk levels, attitude towards and experience of gaming, as well as any pathological conditions. All this thanks to a **questionnaire addressing the entire customer base and in line with the rigorous international recommendations of the Problem Gambling Severity Index (PGSI)**[25], supplemented by a set of socio-demographic questions.

Over
30,000
customers involved in surveys in 2024

This involved over 30,000 of our customers in two separate moments and built a **richly structured database** that helps us better understand the characteristics of Sisal players and identify protective measures in line with their risk levels. This dataset feeds our working groups, which form the framework of the Responsible Gaming programme and directly involve individual business functions, and the Artificial Intelligence algorithm learning process, driving evolutionary development and continuous performance improvement.

Thanks to the research carried out, it was possible to develop, in collaboration with Università Cattolica in Milan, a **new PGSI analysis model** that aims to define a different and more profound classification of problem gamblers in three clusters, on the basis of gaming behaviours and psychological motivations, and the identification of risk indicators enabling prompt and personalised intervention.

We have also included specific mitigation areas in the model, in line with the characteristics of our product portfolio and the sales network.[26] The results have been scientifically validated with the publication of the paper "Drawing Problem Gamblers' Profile in Italy: A Comprehensive Categorization from a Behavioural, Psychological, and Socio-demographic Perspective".[27]

Dialogue with players is also driven by a **feedback process** that strengthens their sense of trust. 80% of the players who took part in the survey, in fact, chose to receive the results of the analysis of gaming behaviours and the associated risks, demonstrating the gradual development of awareness of the risks associated with a given gaming behaviour.

80%
of participants in surveys choose to receive our analysis results

Promotion of the first research doctorate in Responsible Gaming

In collaboration with Università Cattolica in Milan, we launched the first research doctorate in Responsible Gaming. Wholly funded by Sisal and with the approval of Università Cattolica's Ethics Committee, the first research doctorate in Responsible Gaming was formalised in 2023.

With a minimum of three publications in three years, it is designed to promote comparative behavioural analysis between Italy and other countries regarding gaming models, the responsible gaming activities implemented and their effectiveness.

This is an important step towards overcoming the stereotype view of the sector and being able to address government and public opinion with the same authoritativeness as other sectors deemed less critical. The doctorate involves research work at the university and laboratory activities at Sisal.

Specifically, the analysis relating to the first publication entitled "Financial Literacy and Economic Attitudes as Protective Factors Against Pathological Gambling? A Systematic Review"* was written in 2024 and accepted for publication in January 2025 by the Journal of Gambling Studies. The study undertook a systematic review of the literature to analyse whether financial literacy can protect against the risks associated with problem gambling.

*The publication can be viewed by **following this link**.

Development of player protection tools

Risk assessment in game development

Since 2010, we have been monitoring the risk factor of our games using GAM-GaRD, which provides an accurate assessment of the social risk associated with each new game before it is marketed.

Created by Canadian company GamRes, the tool can be used to examine game dynamics applied to the development of effective strategies and tools at the service of responsible gaming and underlying communication strategies.

Developed by an international team of psychologists and researchers, it **analyses a game's structural characteristics** (duration, maximum winnings, frequency of prize draws, etc.) **and features** (accessibility of gaming venues/shops, opening hours, etc.) based on parameters devised and tested by a panel of world experts.

We also **reviewed the Game Design procedure** and introduced, right from the project study and design phase, a risk classification associated with gaming products that takes into account the principles and criteria of our Responsible Gaming programme.

Safeguards in the online channels

We continuously improve the online gaming experience on our portals and digital applications, as well as through advanced technologies that guarantee safe, age-restricted gaming procedures designed to promote aware and balanced gaming behaviour.

Our commitment to **digital security** is based on implementing technologies and tools capable of **preventing children from accessing the online gaming offering**, also through internal controls (starting with the registration process for opening a gaming account). We also make use of the central systems of the Agenzia delle Dogane and

25 The Problem Gambling Severity Index (PGSI) is a standardised tool used to assess the severity of problem and pathological gambling, widely recognised as the international benchmark in the field of responsible gambling. It provides reliable and objective measuring of gambling-related behaviours and enables operators and regulators to identify gamblers who might need support or intervention. Its importance lies in its scientific validity and ability to provide data of use in designing and implementing effective programmes for preventing and treating problem gambling.
26 See the **in-depth study** for more details.
27 Source: Micro & Macro Marketing (ISSN 1121-4228).

dei Monopoli (Customs and Monopolies Agency) to verify players' personal details, including their date of birth and tax code, in real time. Any applicant who is not an adult Italian citizen with a valid tax code is denied entry.

To complete the registration process and enable us to verify the data entered, the applicant is asked to submit a copy of an identity document of the person who filled out the form within 30 days. Failure to meet this deadline entails automatic suspension of the account. We also assure a safe and balanced gaming experience on our digital channels thanks to:[28]

- **The "What sort of player are you?" self-assessment test,** redefined in 2022 in collaboration with the EngageMind Hub at Università Cattolica del Sacro Cuore in Milan in order to develop new research areas and include socio-behavioural and psychological variables for accurate and detailed customer profiling, making it possible to inform consumers in real time of any problem situations;
- **The "Useful tips for Responsible Gaming"**, to promote an informed approach to gaming.
- **Tools for monitoring** an account's credit and debit transactions over the last three months, available in the "My Account" section of the player's personal area.
- **Temporary/permanent self-limitation and self-exclusion tools for players.** For example, we have significantly reduced gaming account deposit limits, which lowers the level of risk players are exposed to, and introduced play breaks;
- **Tools to tackle fraudulent use of personal data and credit cards and prevent potential money laundering operations,** guaranteeing a very high level of security for our websites;
- **Prevention tools** such as the management procedure for at-risk customers in the online channel, based on accurate indicators, in order to identify and prevent potentially problematic behaviour.

2025 will also see the implementation of the player protection tools provided for in Article 15 of Legislative Decree No. 41/2024 and Article 20, Paragraph 3, of the draft agreement relating to the concession for the operation of and revenue collection from the games referred to in Article 6, Paragraph 3 of Legislative Decree No. 41/2024, such as:

- self-limitation tools in terms of time, spending and losses;
- limitation tools based on the amounts deposited in each player's gaming account, broken down by age and gaming behaviour;
- automatic messages during gameplay highlighting the duration of the game and providing players with real-time information on spending levels;
- self-exclusion tools, including the exclusion of individual product categories, for a period of time defined by the player and also for individual gaming operators.

A.D.A: Artificial Intelligence for Responsible Gaming

We have invested in the development of Artificial Intelligence tools to define new player clusters and be able to guarantee predictive identification of at-risk gaming behaviours. In particular, the **A.D.A. (Anti Dependence Algorithm)** is an Artificial Intelligence system resulting from Sisal's strong focus on technological innovation and behavioural research. Based on our socio-behavioural model defined in collaboration with Università Cattolica and fed by real data from the gambling experiences of over 600,000 customers every month, this algorithm can **analyse players' behaviours and flag any signs of problems, thus predicting at-risk behaviour and profiles** with seven times more accuracy than the previous version.

A.D.A.
7 times more accurate than the previous version

This tool is a clear example of how investment in digital innovation intersects the commitment to responsible business, as well as being our solution to provide a truly safe gambling experience.

In February 2024, we **obtained the Italian patent on our Responsible Gaming** method for automatic recognition and mitigation of gambling-related at-risk behaviours. Issued by the Italian Patents and Trademarks Office, it **recognises the uniqueness of our approach and its capacity to offer a concrete solution for preventing problem gambling**. The system will make integrated use of the dataset containing the gaming transactions of a subject in a given period, behavioural analysis, the Artificial Intelligence algorithm and any activation of mitigation action specifically identified with expert support.

Sisal's goal is to continue to refine and add to A.D.A. functionality, with the integration of **automatic text analysis** on the large volume of messages exchanged daily between the customer base and Contact Centre operators. To do so, a **text mining system** was developed in collaboration with the Università Cattolica del Sacro Cuore in Milan, in order to evaluate problematic verbal elements in these exchanges based on a psycho-linguistic analysis carried out by the University's Department of Psychology. The system uses an algorithm based on linguistic rules to identify and monitor problem gambling, with continuously updated rules and dynamic calculation of the level of problem behaviour. Its main features are:

1. **Thematic analysis:** the system is based on an analysis of key themes related to problem gambling and the linguistic markers associated with them.
2. **Macro-categories and linguistic markers**: the themes are grouped into macro-categories, each with specific linguistic markers, which act as a guide for the system to identify relevant portions of chat.
3. **Weights and problem scores**: weights are defined for categories and integrated into the algorithm to calculate a problem score. This score ranges from -1 to 1, with four interpretation thresholds: **Not problematic** (values < 0), **Slightly problematic** (0 - 0.4), **Moderately problematic** (0.4 - 0.8), **Compulsive** (> 0.8).
4. **Marker updating:** The linguistic markers and weights are updated continuously to ensure maximum reliability.

Safeguards in the retail channel

We also ensure high standards of protection for our players in the retail channel, thanks to the vital role played by our points of sale in providing information and awareness raising about safe and conscious gaming behaviour.

Our stores have **information materials** about the ban on underage gambling, the rules and probabilities of winning, the risks caused by gambling and the support centres available, as well as details on how to take the "What sort of player are you?" test. A **Safety Button** is also available on gaming terminals to make it easier to contact support services for at-risk customers. Our retailers take special **training courses** on Responsible Gaming so that personnel are aware of the risks connected with gambling and have the knowledge and tools to provide problem players with support.

Training, correct display of information materials and sufficient knowledge and use of player protection tools are also mandatory requirements for obtaining **Responsible Gaming Certification** (see relevant box above). A point of departure in a process of continuous improvement geared to guaranteeing respect for players and their protection by creating new best practices for Responsible Gaming.

In the AWP area, the pilot player protection project launched in 2022 has been further expanded, with the aim of introducing **time and spending limits for Slot Machines and Video Lottery Terminals** in a sample of our points of sale. This application is one of the most advanced prevention models applied to AWP machines in Italy.

In 2024, we also implemented a special internal procedure to **monitor attempts by minors to enter the direct points of sale** in Sisal's network. This monitoring strengthens enforcement of the ban on underage gaming by introducing an internal reporting mechanism for any attempt to enter (or suspected attempt), which all staff at points of sale is required to update on a daily basis.

28 Tools implemented for Italy and extended to Morocco and Türkiye in 2024.

Education in balanced and aware gaming

“Gioco Sicuro” certification of our stores

The goal of guaranteeing maximum customer protection is an integral part of our corporate identity. It is why we were the first gaming operator to implement a **Store Certification** project to make our stores recognisable to consumers and the public in general as centres of legality and excellence in Responsible Gaming management.

In 2022, we initiated a complex process of adopting Responsible Gaming standards and best practices, involving not only the proper display of signage but also appropriate training of managers, including knowledge of Player Protection tools.

Under this project, an accredited external certification organisation annually verifies compliance with the relevant technical requisites and correct implementation of the internal control system.[29]

In April 2024, 537 direct and specialised points of sale were certified, representing 97% of our certifiable network.

Player education

Our primary responsibility is to **spread a gaming culture that puts the emphasis on entertainment and avoids excess**. That is why we plan and provide information and education opportunities on the use of our products, promoting informed and balanced gaming behaviour across all gaming channels.

Awareness raising activities are carried out at various levels and coordinated across all contact channels, ensuring that the message reaches all our customers and potential players through the bricks-and-mortar distribution network across Italy and our digital channels.

Our **point-of-sale network** therefore plays a vital role in providing information, raising awareness and acting as an important point of reference for players across the country. Retailers are provided with kits containing all our Responsible Gaming tools and information, for use on gaming materials, customer displays (the player-facing terminal screens) and store installations.

These materials contain not only the features and rules of play, but also useful information to learn more about the product, including links to our digital channels.
Also appearing in a prominent position on all forms of communication are the **ban on underage gaming**, the notice about the **risks caused by problem gambling**, and information about the **probability of winning**.
Starting in 2025, we will implement new information campaigns and communication initiatives on Responsible Gaming, in compliance with the provisions of Article 15, Paragraph 2 of Legislative Decree No. 41/2024. Also in accordance with the Legislative Decree, we will develop promotional, communication and awareness campaigns, including for social purposes and consistent with the need to promote the prevention and combating of pathological gambling (Article 15, Paragraph 3 of Legislative Decree No. 41/2024).

Point-of-sale training

We promote training programmes for the network on gaming-related issues, with a special focus on regulatory aspects and customer protection.

Since 2008, all our Italian points of sale can access the online courses at any time using an **e-learning platform** available 24/7. With the launch of **MySisalBusiness** in early 2025, the platform was given a makeover during which the Responsible Gaming content was updated in line with the latest developments in the company’s programme.

5,313 points of sale received Responsible Gaming training

In 2024, we introduced a **new obligatory training course for all our direct point of sale staff and the operators of partner points of sale**. The goal of this activity is to guarantee maximum customer protection by sharpening the focus on vulnerable players, including young people aged between 18 and 25, and learning the correct strategies for approaching young players with potential gambling problems.

The training course is provided in the form of interactive learning cards that include text content, videos and multiple-choice quizzes to check that the information has been correctly understood.

In 2024, the course was completed by **100%** of managers in specialised, direct and partner points of sale, and by **98%** of all staff in our direct points of sale.

All courses launched in previous years remain active and must be completed by new employees or new business partners who join our sales network.

We began **scouting activities** in 2024 to identify new, more engaging training methods for our target audience. In 2025, we will offer gamified training to our entire sales network and develop interactive role-playing activities using virtual reality tools.

We are also constantly monitoring the level of awareness of Responsible Gaming issues in our points of sale by means of a **Mystery Inspector survey.**

Employee awareness raising

Awareness raising and training colleagues on Responsible Gaming and related risks are central to our strategy.

2,164 hours of training provided in 2024.

For this reason, we provide obligatory training to all Sisal employees on the Responsible Gaming Programme and the importance of maintaining a balanced gaming model that avoids excess and is geared to protecting vulnerable categories. Training sessions end with a questionnaire to check that participants have understood the material.

Colleagues are also given updates on the areas of intervention and new initiatives introduced via the internal communication channels, thus generating increasing awareness of the central role of the programme and developing a deep commitment to its principles and values.

29 For more information, see the Certification Rules in the Industry Certification - Industry Docs section. Certificates issued by ITALCERT on the basis of Sisal’s Technical Specification for the Responsible Gaming certification of SISAL points of sale.
30 The subjects of these campaigns will be defined by the government commission established by the Department for Information and Publishing of the Italian Prime Minister’s Office.

1,579 employees trained in 2024

All Sisal employees receive training and constant support in the form of meetings with clinical experts and psychologists specialising in the prevention and treatment of pathological gambling.

In 2024, we reviewed the **basic training course on Responsible Gaming**, "Responsible Gaming in Sisal – 2024 Edition," to bring it into line with changes to the Responsible Gaming Programme and recent regulatory developments.

The course is obligatory for all company employees and has also been extended to all Sisal Albania Customer Operation staff. A **new training course** was also launched: "The A.D.A. Model for Responsible Gaming", which focuses on our artificial intelligence model designed to identify problem gambling behaviour.

We have developed a **quarterly newsletter** for all Sisal Italia employees, as well as **monthly update**s on developments in Responsible Gaming in Italy and around the world, featuring best practices, trends, initiatives, research and events, with the aim of sparking discussion and brainstorming to raise awareness about the issue and generate new ideas.

In addition, as part of **Safer Gambling Week** (November 18-24), the meeting titled "Artificial Intelligence & Responsibility" addressed particularly relevant issues relating to the use of artificial intelligence tools, and the advantages and risks associated with them, with a specific focus on the gaming sector.

Also in 2024, Sisal launched a new **Responsible Gaming Champions** project, involving 15 colleagues in a wide-ranging programme of training, events and other activities aimed at establishing and consolidating a group that can represent the fundamental values of Responsible Gaming and promote them both within and outside the company.

Another aim of this activity is to actively support the development of initiatives around the **prevention of problem gambling**, as a way to increase awareness of customer protection tools and reduce at-risk behaviour. The official launch event for the Responsible Gaming Champions community took place on January 29, 2025, but the first training sessions were held in 2024, in partnership with Luiss Business School.

Player support

Our responsibility towards players ranges from the game design phase through mitigation of any potential negative impacts, providing expert **support for players who may have developed a gambling-related disorder. This works through two main channels**:

- **The totally free online treatment service provided by FeDerSerD** (Italian Federation of Addiction Departments and Service Operators), available on the website **www.gioca-responsabile.it**, is wholly funded by Sisal. With the support of experienced therapists, courses of treatment are available based on individual needs.

- **The Italian national freephone number for gambling-related issues (TVNGA) at the Istituto Superiore di Sanità:** a team of professionals provide anonymous advice and guidance for people who have developed problems caused by compulsive gambling, as well as for their families. The service is available on **800.558.822** from fixed and mobile phones, Monday to Friday, 10am to 4pm.

All our information communications on Responsible Gaming reference the **help centres** and give details for those wishing to check their risk profile using the "What sort of player are you?" test.

Performance measurement system

Based on our research and our experience in the industry, 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 assess the effectiveness of the Programme and implement any necessary corrective actions.

Adapting the strategy for foreign subsidiaries

As part of Sisal's internationalisation process, we are committed to promoting our approach to Responsible Gaming in all the countries where we operate.
Every country has its own gaming rules and customs, so **everyone in our local teams** must be involved in promoting our Responsible Gaming strategy and proposing and developing initiatives in line with local legislation and circumstances.

The following are examples of how the Responsible Gaming Programme was developed in our subsidiaries in Türkiye and Morocco in 2024.

- **Implementation of responsible gaming policies**: we have adopted policies geared to promoting responsible gaming behaviour among their customers. This included adopting daily and/or weekly deposit limits, self-exclusion and control tools for identifying and helping players with problem behaviours.

- **Personnel training:** we have invested in personnel training to guarantee better understanding and management of responsible gaming. This training concentrated on raising awareness about the signs of problem gambling and also tips and best practices for effectively managing complex situations through empathy.

- **Collaboration with local organisations:** contacts were made with local organisations, such as problem gambling consulting centres and academic research bodies, with a view to developing partnerships and implementing prevention and support programmes.

- **Monitoring and evaluation of results:** we have implemented monitoring and evaluation systems for measuring the effectiveness of responsible gaming initiatives. This involved gaming data analysis, customer satisfaction surveys and feedback from personnel to identify areas for improvement and best practices.

- **Scientific research activities:** since January 2024, research based on the "What sort of player are you?" questionnaire has been conducted periodically in relation to the subsidiary Sisal Sans. The aim is to continue monitoring the customer base in Türkiye in the area of Responsible Gaming, in parallel with the survey on Sisal Italia. A collaboration agreement signed with Bahçeşehir University provides us with scientific support specifically linked to the local culture in order to ensure that the research is relevant to the context.

In-depth

Problem gambling

Problem gambling is characterised by players having difficulty setting limits (on spending, time and the gambling impulse itself) despite the fact this has negative consequences not only for themselves but also for their families.

If not recognised and managed, problem gambling can turn into **pathological gambling**, a clinical disorder characterised by a real addiction that can compromise the physical and psychological health and even the social life of the person affected.

Problem gambling behaviours

The main behaviours associated with problem gambling include:

- the need to bet increasing amounts of money or to play again immediately after losing under the illusion of winning the money back;
- gambling because bored, stressed or feeling guilty or depressed;
- gambling on more than one table or with a variety of games in pursuit of potential winnings;
- repeated failed attempts to stop gambling, sometimes accompanied by high irritability;
- denial of being a gambler or taking measures to conceal bets;
- presuming that others can be relied on to remedy a financial situation compromised by gambling (resulting in requests for money);
- endangering or loss of important relationships or educational or career opportunities due to gambling.

Problem gambler categories in the Sisal model

In a survey conducted in collaboration with Università Cattolica in Milan* and published in 2023, we defined three different categories of problem gamblers on the basis of their unique characteristics in terms of demographic, behavioural, psychological and physiological details.

1. **“The Relax Seekers”:** players who see gambling as a way to relax, a distraction from worries that negatively affect their mood.
2. **“The Disappointed Gain-Oriented”:** players driven primarily by the desire to win and who tend to have a worse emotional state after gambling, despite their strong perception of the seriousness of problem gambling.
3. **“The Adrenaline-Filled”:** players driven primarily by the pursuit of excitement and strong emotions, who display impulsive behaviour and do not seem to recognise any risk either before or after playing.

*Sesini, G., Castiglioni, C., De Vita, S., Cesti, B., Graffigna, G., Drawing Problem Gamblers’ Profile in Italy: A Comprehensive Categorization from a Behavioural, Psychological, and Socio-demographic Perspective, <<MICRO & MACRO MARKETING>>, 2023; (Early access): 1-23. [doi:10.1431/108162] [https://hdl.handle.net/10807/255515]

People

Our vision

We promote a work environment that makes **everyone feel valued, represented and free to express their potential**, because we believe that Diversity, Equity, and Inclusion (DEI) are not goals in themselves, but cross-industry drivers of innovation, sustainability, and collective growth.

At the same time, we have a sharp focus on **the overall wellbeing** of our people, investing in their physical and mental health, in safety and in the creation of an accessible, welcoming and safe work environment for everyone.

This vision corresponds directly to the strategic **Work better** pillar and is implemented through measurable policies, tools and initiatives designed to work at all levels of the organisation and actively involve people.

Main material topics

- Equal Opportunities and the Promotion of Diversity and Inclusion (DEI) by fighting discrimination
- Development of human capital

*For the main risks and correlated opportunities see the table on **page 76**.*

Highlights

- Creation of **Employee Resource Groups (ERGs)** – groups of volunteers who share areas of interest – in order to strengthen Sisal's DEI journey. (**page 32**)
- **Over 71,580 total hours of training provided**, thanks in part to the 1,700 training modules and 150 courses available on the Learn platform. (**page 36**)
- Sisal has adopted the J**ob Banding system developed by Willis Towers Watson** for career management. (**page 37**)
- **Over €2m** paid out in **welfare bonuses and wellbeing initiatives** in 2024. (**page 38**)
- **Health and Safety Management System in compliance with standard UNI EN ISO 45001:2018**, ensuring a structured approach geared towards continuous improvement. (**page 39**)

Targets and KPIs

Work Better

	Target Value	Year	Progress in 2024	Status
Gender Pay Gap - average	-5%	2025	-2.9%	→
	0%	2030		→
Women in top leadership roles	40%	2026	37%	→
Average annual training hours per employee	16	2025	20	→
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 The two programmes were completed in 2024, achieving the desired target a year ahead of schedule. New talent development programmes are under development.

◎ Target reached → Progress in line with target

Our People strategy

We believe that a sense of belonging is the result of **an inclusive and respectful work environment that is open to diversity in all its forms**. That is why we adopt systems and processes based on data and active listening, with the aim of attracting, developing and retaining the best talent.
We aim to become a beacon for people who are looking for a place to grow by promoting **independence and continuous training**, which are key drivers to **support future employability** and enhance the development path of all our people.

Our commitment is strengthened by **digital transformation**, which has long been a key strategic driver in making the organisation more efficient and enabling new ways of working. Technological investments involve the entire company: from learning platforms and data access to tools designed to promote collaboration, connection and a smooth and inclusive user experience. This approach is complemented by bottom-up co-creation initiatives, which give space to our people's ideas and skills and help build **an increasingly participatory and shared corporate culture**.

Diversity and inclusion

- Our teams represent the diversity of the communities where 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

Growth and talent development

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

Digital and international transformation

- 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)

In recent years, Sisal has adopted **an increasingly structured approach to DEI**, aimed at fully integrating diversity and inclusion into the Group's corporate culture and projects. The programme covers five different areas – **Gender, Disability (Accessibility), LGBTQIA+, Generations and Multiculturalism** – and is based on active listening and co-creation processes.

With a view to delivering a **concrete and sustainable DEI action plan** and to promoting a culture of respect, Sisal has introduced objectives, policies and guidelines, initiatives focused on training, awareness-raising and activation, and tools used for measurement and listening (surveys, indexes, certifications).

From vision to action: our DEI journey

Sisal's approach to promoting well-being and supporting our people has evolved steadily over the years, effectively becoming system-wide in 2021 with the creation of the **Inclusion Team**, the involvement of the **Leadership Team, and the integration of initiatives designed to address needs relating to generational diversity, parenting and mental health**.

Following the finalisation of the **Inclusion Guidelines** in 2022, which set out best practices and behaviours to promote a fair and collaborative work environment, in 2023 the focus shifted to defining and achieving specific objectives for the five key areas.

Today, Sisal is consolidating this commitment even further with the introduction of a new **DEI Policy** and a **DEI Governance** system fully integrated into the Group's corporate strategy and positioning. A key part of this evolution is the formal creation of **Employee Resource Group (ERG) DEI Networks**, supported by **DEI Ambassadors** who help people and the organisation talk to each other, gather feedback, and suggest practical ways to make the workplace more inclusive. The updated governance framework enables Sisal to strengthen its organisational model and consolidate an integrated, long-term approach to DEI. The **2025 plan** aims to increase the international impact of initiatives and make inclusion an increasingly distinctive feature of our corporate culture.

Policies and Guidelines supporting DEI

Promoting a culture of inclusion means **rethinking processes and behaviours to offer accessible, barrier-free experiences**. With this objective in mind, Sisal has defined a detailed roadmap of policies and guidelines to generate a positive impact both inside and outside the organisation:

- **PEOPLE procedures:** we have worked on integrating principles of fairness and inclusion into HR processes, such as gender equality in selection processes.
- **DEI Policy**: we have developed a new DEI policy to promote diversity and inclusion within the company, updating the framework in line with the new DEI governance model.
- **Accessibility Policy**: we have drawn up an accessibility policy to establish common guidelines that break down physical and technological barriers, regardless of location and individual needs.
- **Inclusion Guidelines**: these define concrete actions and behaviours to promote an open, inclusive and integrated workplace.
- **Guidelines on Multiculturalism**: these offer practical advice on how to value cultural differences and promote respectful and collaborative relationships in an increasingly international environment. With 38 nationalities represented across our global sites, cross-culture collaboration is essential to our business success. Actions promoted include the alignment of company calendars with local holidays and the introduction of tailor-made initiatives, such as solutions for celebrating Ramadan in Muslim-majority countries. In 2024, we also launched a support programme for those embarking on international experiences, offering a combination of information booklets and individual support. Our aim is to help people make the most of the learning opportunities offered by international and mobility projects, making it easier for them to integrate and communicate in new cultural contexts.

Training, awareness raising and activation

Sisal promotes a culture of inclusion by offering a broad and varied training programme that aims to raise the awareness of, engage with and empower everyone in the organisation. In more detail, we offer programmes designed to reduce stereotypes and prejudices, ensure equal access and promote personal responsibility for development, following three key guidelines:

- **raising awareness** through initiatives such as **DEI Talks and dedicated courses**;
- **equal access to training**, regardless of gender, age, background, ability or other factors;
- **shared responsibility**, encouraging people to take charge of their own development journey, while respecting the specific characteristics and needs of each individual.

Our **Inclusion Team** is responsible for internal and external training activities, working with top-tier partners such as **Parks** and **Valore D.**

For example, an entire day in 2024 was dedicated to the topic of **physical and verbal discrimination**, with the aim of transforming awareness of the impact of everyday language into positive and meaningful behaviour.

In 2025, the team has evolved into **Employee Resource Groups (ERGs)**, creating communities of interest on DEI issues at a local level as well. An internal survey of all colleagues informed the definition of areas of priority interest, with the aim of aligning the development of work groups with people's real needs.

Over
140 managers
took part in training activities on DEI issues in 2024

An ecosystem of initiatives to promote an accessible and pervasive culture of inclusion

With the aim of making inclusion an integral part of company life, we are working to create a **broad-based training ecosystem that is accessible to everyone** and includes various initiatives:

- **DEI Talk - Awareness Programme:** launched in 2022 in collaboration with DiverCity, the programme offers themed webinars led by experts and influential figures in the national and international DEI landscape. So far, over 10 events have been held, with an average attendance of between 300 and 400 participants for each event. Since 2024, the format has also been rolled out internationally.
- **Including for Growing:** to support the promotion of a fair and inclusive culture, in 2022 we launched an mandatory course on issues related to diversity, equity and inclusion, taken so far by around 2,350 people. The course is organised into training areas that help participants understand the value of diversity through videos and concrete examples of behaviours to adopt or avoid in order to promote a more equitable and inclusive workplace.
- **LEARN Inclusion Catalogue:** over 60 training modules available on our LEARN platform, open to everyone in the organisation and giving them the freedom to choose what to learn based on specific interests.
- **"The Culture of Respect":** launched in 2023, this video series recounts episodes from everyday life at the company to promote a widespread culture of respect, addressing issues such as gender, parenting and LGBTQIA+. The episodes, which are also subtitled in English, have been viewed over 1,290 times.

Key **female empowerment** initiatives include the DEI Talks and the training courses **supporting parenting** for both mothers and fathers, developed in collaboration with **Wise Growth** and **MeFirst**. The programmes developed so far include:

- **Women Empowerment Programme (WEP)**: this professional growth programme launched in 2022 has involved over 350 women in learning and awareness raising workshops.
- **Parental Empowerment Programme (PEP):** a multidisciplinary course to support parenting for both mothers and fathers, with over 440 participants since 2023.

Conscious and inclusive leadership: management training

Our commitment also translates into **personalised content** and initiatives targeting managers, seen as agents of change and the primary promoters of inclusive leadership that is mindful of disability, multiculturalism and generational diversity. The following programmes are dedicated to them:

- **Inclusive Leadership Programme:** this course promotes the acquisition of practical tools for translating inclusion into effective actions that have an impact on the corporate culture, with a collaborative approach.
- **Inclusive Hiring:** training for HR and hiring managers on disability, reasonable accommodation and inclusive selection, focusing on candidates' specific needs.

International Women's Day as an opportunity for team building and growth in Morocco

SLM organised a full day event for the women in the team to share, having breakfast and lunch together before taking part in a workshop on female empowerment and enjoying some recreational team-building activities. One of these activities was a treasure hunt to find handcrafted objects purchased from a cooperative of women in vulnerable economic circumstances.

Another important part of this ecosystem is the **RISE programme**, an initiative designed to promote professional growth and female empowerment within Flutter Group, divided into three main activities:

- **RISE Sponsorship & Advocacy:** 22 talented women supported by members of our Leadership Team on sponsorship and strategic visibility programmes, with the aim of helping them fully express their potential and accelerate their professional growth.
- **RISE Summit:** an event dedicated to over 100 women in managerial roles from all Flutter divisions and brands, designed to promote networking and showcase individual skills through dedicated panels.
- **RISE Magazine:** a digital publication distributed on the 'Everyvoice' Slack channel, bringing together testimonials, stories and best practices from various Flutter organisations on the subject of female empowerment.

We have launched various initiatives to support the LGBTQIA+ community and **recognise the value of every identity**, both inside and outside the company:

- **Pride parade participation:** we took part in Milano Pride for the second year running and in Roma Pride for the first, involving more than 1,000 employees and volunteers, thanks in part to the distribution of over 250 physical kits and one digital kit. Two information desks at head office also provided opportunities for discussion and exchange, while personalised company spaces and visual materials celebrated Pride throughout the organisation.

- **LGBTQIA+ glossary:** we have developed and distributed a tool and dedicated content to promote inclusive terminology and raise awareness on issues related to gender identity and sexual orientation.

- **'All Included' talk:** we organised an internal event, also available on the training platform, which saw the participation of experts on intersectionality and parenting, with an online audience of over 360 people.

Measuring and listening tools

Right from the start of its DEI journey, Sisal has adopted an approach focused on monitoring, so that it can **measure progress continuously, identify areas for improvement and ensure that initiatives are aligned with strategic objectives.** The company uses a series of specific indicators:

- **DEI Dashboard:** this measures annual progress against targets set for gender pay gap, women in leadership positions and disability gap, making it possible to identify any disparities, verify the effectiveness of the policies implemented, and provide useful information to guide strategic decisions. We also periodically calculate supplementary metrics so that we can quickly identify any corrective actions needed.

- **Disability Index & Interview:** Sisal is the first Italian company in the gaming industry to adopt the Disability Index, an analysis performed by Mercer[31] to assess the level of inclusion of people with disabilities within the organisation using a structured and objective approach. The framework complies with the Disability Equality Index, the leading independent, third-party resource for the annual assessment of policies and programmes promoting the inclusion in companies of people with disabilities, created by Disability:[32] The assessment is carried out every three years in order to monitor progress and verify the effectiveness of the actions defined. During 2024, we also interviewed 26 people with disabilities to understand their specific needs and experiences. We have also drawn up a multi-year accessibility plan with targeted actions.

- **ALL ACCESS:** the project aims to encourage people with specific mental or physical health needs to voluntarily share their requirements, so that the organisation can offer specific support and, if necessary, assistance in obtaining a disability certificate for INPS-recognised conditions (Law No. 68).

- **UNI/PdR 159:2024:** Sisal is one of the first companies in Italy to obtain certification for the inclusive employment of people with disabilities. This standard defines guidelines and makes it possible to identify any improvements to address and assess during annual audits by the independent certification body.

- **UNI/PdR 125:2022:** Sisal also fulfils its commitment to a fair and inclusive workplace by submitting the company's gender equality policies to a detailed certification and improvement programme. This commitment has been recognised by UNI/PdR 125:2022 certification – first obtained in 2022 and renewed in 2023 and 2024 – an Italian standard that attests to the adoption of structured and measurable corporate practices to promote gender equality. This certification requires the implementation of strategies based on clear performance indicators and measurable targets, enabling continuous progress monitoring in terms of equity and inclusion.

- **Leadership Roadshow - Inclusion Corner:** Leadership Roadshows are a concrete opportunity to promote direct dialogue between management and employees, ensuring that everyone's opinions and needs are actively listened to. Six Roadshows were organised in 2024 in Italy (Rome, Lecco and Naples) and abroad (Tirana, Istanbul and Casablanca). This programme also includes the Inclusion Corner, where employees have the opportunity to learn more about the company's diversity and inclusion initiatives, find out about the strategies adopted to reduce the gender gap and make an active contribution with their own ideas.

- **eNPS:** the Employee Net Promoter Score is a standardised model used by numerous international companies. Seen as a reliable indicator of employees' level of satisfaction, it is designed to measure the quality of their relationship with the company. The result is expressed as a percentage and measured every three months in each country.[33] In the four surveys conducted in 2024, the eNPS stood at 38%, with an average of 58% promoters.

Collaborations and research for evolving inclusion

Sisal promotes **opportunities for dialogue and exchanging best practices** such as the "**CEOforLife Roundtable**", an initiative involving CEOs, universities, research centres and institutions to generate new synergies around inclusion and well-being, contributing to the Sustainable Development Goals of the UN 2030 Agenda.

The company also takes part in **national surveys and research projects** on topics such as parenting and workplace inclusion. They include the surveys **"Women, Work and Demographic Challenges",** conducted by GiGroup in collaboration with Valore D, and **"Towards shared parenting – Experiences from corporate paternity leave"**, by Tortuga with the support of CEOforLife, SDG Leaders, HRC and promoted by the Hon. Lia Quartapelle. These were joined by the publication of a podcast dedicated to the results of the surveys and the organisation of Parental Empowerment Day. Sisal has also signed up to the "**Working Mom**" project, stepping up its commitment to promoting a healthy work-life balance.

31 Mercer is a global strategic consulting firm specialising in human resources, benefits, healthcare and investment services.
32 Disability:IN is a leading global non-profit organisation promoting the inclusion of people with disabilities in the corporate world. With a network of over 500 companies, the organisation provides resources, certifications and support to promote inclusion and diversity in the workplace.
33 Participants are asked to express their preference on a scale from 0 to 10: all scores are then classified and divided into three groups: Promoters (9-10), Neutrals (7-8), Detractors (0-6). The Employee Net Promoter Score is calculated by subtracting the percentage of Detractors from the percentage of Promoters. Participants are asked to give reasons for their answer.

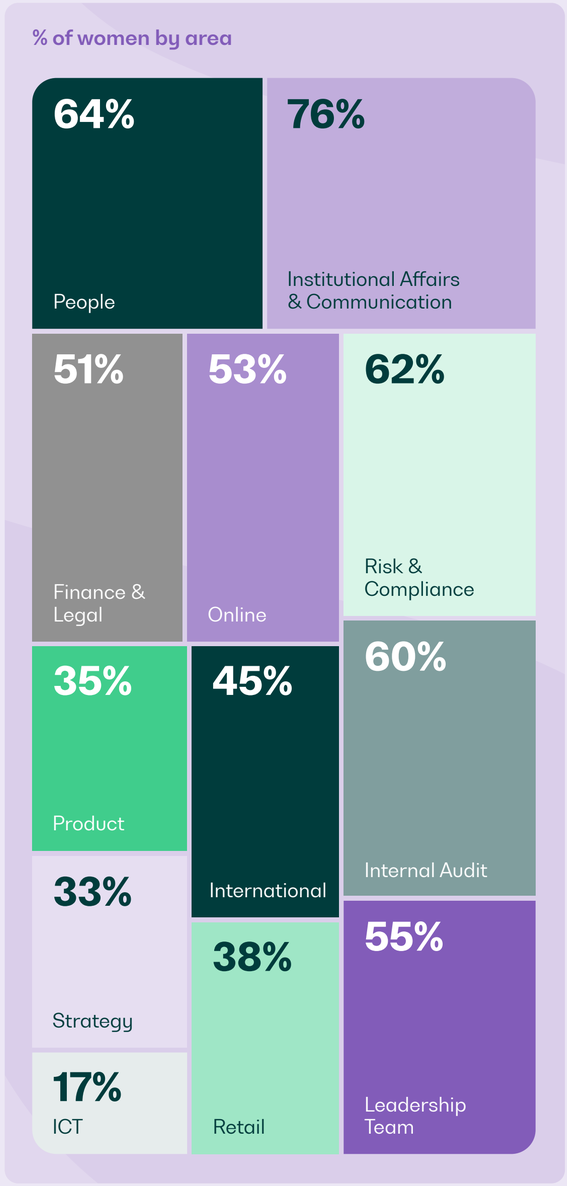
Zero Gender Pay Gap

Sisal adopts internal procedures and behaviours that ensure **equal access and resources for men and women**, including middle and top management positions. To promote gender balance, the company promotes **female empowerment** through targeted training initiatives and **employer branding** actions that aim to attract more female talent. In line with the goal of achieving **zero Gender Pay Gap by 2030**, Sisal also continuously monitors remuneration, taking corrective action to ensure equal pay for equal roles and merit, and tracks promotion trends to guarantee **equal growth opportunities and representation**.

In addition to women's empowerment programmes, including those supporting parenting, another key element of our gender equality strategy is the **active involvement of men** through allyship programmes that aim to build concrete alliances and foster cultural change.

Gender Pay Gap Sisal – Roadmap				
2022	**2023**	**2024**	**TARGET 2025**	**TARGET 2030**
-6.2%	-3.4%	-2.9%	-5%	0

No career path or area of the company is off limits to Sisal's female employees, as can be seen in the chart shown below, which illustrates their distribution across the various company departments.



Our partnerships and collaborations in Italy to promote gender equality

- **Target Gender Equality (TGE) of the United Nations Global Compact** Between 2023 and 2024, we signed up to the second edition of the Target Gender Equality (TGE) programme promoted by the United Nations Global Compact, an international accelerator that aims to help companies set ambitious and measurable gender equality goals, in line with SDG 5 of the 2030 Agenda. The nine-month programme involved 34 Italian companies and focused on two priorities: boosting female leadership in the workplace and reducing the gender pay gap by promoting fair and inclusive remuneration policies.
  At the end of this journey, in 2025, Sisal's CEO signed the Women Empowerment Principles (WEPs), an initiative promoted by UN Women and the United Nations Global Compact to promote gender equality in the workplace and in society.

- **STEM by Women** By signing up to STEM by Women, we want to support women's access to and growth in STEM disciplines. As a member of the Association, Sisal worked with other businesses to help create the "HumanAIze" master's course at Politecnico di Torino, continuing its participation in the second and third editions of the initiative in 2024 and 2025.

- **Ingenio al Femminile Awards** For the second year running, we acted as Ambassador at the "Tesi di Laurea - Ingenio al Femminile" Awards, an initiative promoted by the National Council of Engineers to support young engineering graduates. The aim is to enhance their skills and make it easier for them to enter technical and digital professions, not least by talking directly with partner companies.

Türkiye: Empowering Women in Technology
Sisal's Türkiye Tech Hub collaborated with **CoderSpace**, the Türkiye-based platform specialising in career development in the technology sector, to host **an empowerment event for women in technology at its offices**.

The initiative offered networking opportunities, workshops and mentoring. This collaboration has reinforced the importance of female inclusion within the tech space and provided participants with valuable skills and connections.

Accessibility

Sisal **promotes full inclusion and equal opportunities** in the organisation for people with disabilities or special accessibility needs. To promote the **representation of people with disabilities**, we adopt a systemic approach organised into four areas: representation and employment, culture and leadership, accessibility and accommodation at company level, supplier diversity and community involvement.

The concrete actions stemming from this commitment are **self-disclosure campaigns, training, physical and digital audits, the appointment of a Disability Manager and global inclusive policies.** We also think that **digital accessibility** is an essential element in building an inclusive, equitable and universal experience. We have therefore **reviewed our internal software and hardware catalogue** in order to offer devices that are accessible to everyone.

Creating inclusive connections: Sisal attends disability-related events

Diversity Day
This is the most important Italian event focusing on the employment of people with disabilities and protected categories, promoted by ANDEL, Value People and Jobadvisor. A concrete opportunity for companies, candidates, universities and institutions to meet and reduce the gap between disability and the world of work.

Inclusion Job Day
This event promotes interaction between businesses and people with disabilities, supported by partners in a position to help companies build an inclusive culture, structure and planning. It stands out for its multi-stakeholder approach and active involvement of universities, third sector organisations and the media.

Beyond Speed Date
At the "Beyond Speed Date" event organised by Manpower Group, our Talent Acquisition & Employer Branding team took part in a series of speed "dates" with candidates in protected categories. An informal, dynamic event that provided further insights to increase dialogue and our commitment to real inclusion.

Personal growth and empowerment

Professional training and growth

Sisal offers everyone the chance to invest in their growth by completing innovative training courses with a focus on **employability** and **self-development** and on a **broad-based learning culture**. We offer a dynamic and inclusive training environment based on **digital platforms**, which provide flexible, personalised and international courses designed to meet current needs and anticipate future ones. The courses use **independent and collaborative** methods, encouraging constructive dialogue between individuals and their managers.

Our **FLEXILEARNING guidelines**, introduced in 2023, promote a responsible and ongoing approach to personal development. The guidelines offer recommendations on the minimum time to spend on individual learning activities and the most effective ways to integrate training into everyday life, in response to the needs identified in conversations with our people and in line with the principles of Sisal's **People Strategy**.

71,580
hours of training provided

20
average hours of training provided per employee

100%
of our people have access to training programmes

Training programmes and initiatives

- **Learn:** is the digital space dedicated to learning. Unique, accessible and inclusive, it enables our people to better manage their time and introduce innovative and updated content into their development paths. New features and content are added to the platform all the time, aiming to offer increasingly personalised and sustainable learning experiences for everyone in the Group.

1,700
independent training modules and **over 150** live courses

- **GoFluent:** this platform offers courses in 12 languages. It can be used both on the web and via an app and also offers each user the possibility of inviting a guest from outside the organisation for free. Every semester, a gamification system rewards effort with individual language workshops offering a targeted learning approach.

340
personalised packages of individual lessons

- **Learning Days**: these inspirational events with prominent speakers are planned every quarter, aiming to encourage discussion about current and relevant topics in the field of DEI and beyond. The first edition was organised around three macro-themes, each dedicated to a key aspect of learning and professional development: personal growth and the ability to consciously build a personal learning journey, planning strategies and tools for tailored professional development, and the importance of digital skills in facing the challenges of the future.

Over
700
Participants and **1,449** hours of training provided

- **Managerial training:** courses, events and meetings to support managers in their training and provide more room for interaction with their peers. The initiatives aim to boost their leadership skills, sharpen awareness of their role, and offer advice on key behaviours for dealing with the challenges and complexities of today and tomorrow. 'LEAD Breakfasts' is one of the most popular initiatives, offering opportunities for managers to talk over breakfast (in person or virtually) and learn from each other by exchanging ideas, perspectives, experiences and best practices.
- **Talent Programs**: these aim to anticipate and accelerate people's growth in synergy with organisational and business needs. Training courses are tailor-made and geared to professional growth.

67
interns involved since 2022

- **Trainee Bootcamp:** this programme is for interns starting out on their careers. Meetings focus on relevant issues and identifying key learning and development skills.
- **LevelUp School**: this programme is designed to help professionals under the age of 30 improve key skills in 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. Following the success of the pilot edition in 2023, LevelUp School went global in 2024 and can now be accessed by everyone in the Group.

73
professionals under the age of 30 involved

Türkiye and Albania united by new Social Ambassadors

Aiming to promote our people's talent and increase the visibility of the Sisal brand on social media, in 2024 we launched an international call to find 'ambassadors' for our Hubs in Türkiye and Albania. The 21 selected ambassadors took part in a series of workshops to improve their LinkedIn skills, as well as to learn how to build a personal brand and develop an effective editorial strategy, combining their commitment to Sisal's values with the potential of storytelling on social media.

Talent development

A fair work environment is based on transparency and meritocracy and shows people how to achieve their own personal and corporate goals.

At Sisal, we make every effort to ensure equity in the allocation of responsibilities, pay and development paths. This approach translates into structured processes that form part of our **Talent Framework**, which is fully integrated with Flutter Group and organised into four phases:

- **DEFINE:** identify potential to promote business growth and guide individual development through targeted training programmes.
- **FIND:** identify and develop talent through a consistent and structured model.
- **NURTURE**: develop strategic skills with accessible and scalable training programmes.
- **MOVE**: allocate people to the roles best suited to them, aiming to maximise impact, satisfaction and corporate cohesion.

Sisal's approach makes it possible to **map people's potential and define targeted succession plans** based on the 3A model:

- **Ability:** we assess skills and abilities in the management of more complex roles.
- **Agility:** we consider adaptability to change and the ability to manage new situations.
- **Aspiration:** we take account of ambition and motivation when filling positions with greater responsibility.

This assessment makes it possible to break down the company's employees into homogeneous groups based on their potential:

- **High Potential:** includes people who combine high levels of ability, agility and aspiration.
- **Mastery Potential:** includes talents with high ability and excellent performance in a specific area.
- **Growth Potential:** this group includes positive performers and people with as yet undeveloped growth potential.
- **Refocus Potential:** groups together people who need support to improve their performance.

Individual development or group learning plans are defined for each of these groups, on a joint basis with the managers, as well as experiential training opportunities designed to

- **Engage:** engage with high-potential talent through opportunities to discuss ambitions, strengths, motivations and areas for development.
- **Educate:** give high-potential individuals the opportunity to develop the skills needed to deal with new and unusual situations (learning experiences, communities of practice, individual support through mentors or coaches).
- **Experience:** identify development opportunities in line with individual aspirations (extra duties, mentoring, participation in cross-functional projects).
- **Expose:** build networks to seize opportunities for exposure to learning moments (such as meetings or sponsorship by mentors).

Global Performance Management

The performance assessment system is a key professional development tool with a transparent approach based on objective criteria. Launched in 2021, it **promotes a culture of improvement and continuous feedback**, with annual monitoring of the results achieved and the skills deployed, in line with Sisal's Skills Model.

Underpinning Sisal's incentives system, the **Global Performance Management** process involves the entire corporate population, linking results to **bonuses and MBOs** and also taking account of sustainability objectives. The **Global Recognition Programme** rewards employees who do not qualify for the MBO scheme but have distinguished themselves during the year for their excellent performance.

The programme includes initiatives such as **exclusive events with top management, extra holidays, personalised vouchers, team-building experiences and participation in international events**, rewarding merit and reinforcing the sense of belonging.

Career Management

At Sisal, career management is designed to **offer fair and transparent development paths that are consistent with the characteristics of the role and the person**.

The model is based on the Job Banding system, introduced in 2024 based on the Willis Towers Watson methodology[34] and in line with the approach adopted by Flutter Group, which aims to ensure uniform language and criteria at international level.

The system, used to classify positions according to the **responsibilities and complexity of the role, impact on the organisation, skills required, seniority** and other relevant factors, has gradually been rolled out to all the Group's sites.

Professional growth is divided into three stages:

1. **Position assessment:** the Banding System is used to identify positions with an increase in grading[35] at organisational level and assess any individual band changes.

2. **Professional Solidity (Global Performance Management)**: career promotion is only considered when performance in the last one or two years is at least higher than "Well"[36]

3. **Readiness Evaluation:** in the case of managerial roles, after ascertaining Banding and Performance prerequisites, the person is involved in an assessment process to certify their skills and identify areas for development using a transparent and shared evaluation method.

Reskilling programme

In order to promote employability and improve productivity, Sisal has launched a training and development programme aimed at **professional reskilling**.

The programme has a special focus on people with lower performance levels, aiming to **unlock their potential, increase their motivation and support their growth in the organisation**. It includes a series of measures aimed at promoting more structured and synergistic collaboration between the resource, their manager and Human Resources representatives, taking an integrated approach involving the identification of areas for improvement, the enhancement of individual potential and the definition of personalised development paths, in line with the company culture.

The programme involves the use of:

- **People management observation tools**, to identify team potential.
- **Personality and motivation questionnaires**, to increase awareness.
- **Training and coaching**, to support development and performance improvement.
- **Communication workshops**, to encourage sharing and feedback.
- **Individual meetings**, to monitor development and take concrete action.

The effectiveness of these processes is monitored by comparing key indicators against industry benchmarks to identify any areas for improvement and take corrective action if necessary.

34 Willis Towers Watson is a British-American multinational company specialising in risk management, insurance brokerage and corporate consulting. The company, established in 1828, is the world's third largest insurance broker, operating in more than 140 countries.
35 Grading: level of classification of roles or positions within the organisation on the basis of the Job Banding criteria defined.
36 Well: performance that meets expectations by using skills judged effective in managing activities and achieving expected results. This level of performance enables an employee to demonstrate their reliability in the management of the activities assigned to them.

Personal wellbeing

We foster the **physical and mental wellbeing of people who work at Sisal** and this has a positive impact on our work environment and on the wider social context. In our support for full personal wellbeing, 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 motivated talents.

For the **community**, a healthy work 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.

In view of the macroeconomic situation and 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 a synergy of policies, initiatives, tools and benefits.

Promoting work-life balance in Morocco

The Sisal Lotérie Maroc and Sisal Jeux Maroc teams took part in the **“Mental Health at Work” workshop** led by a specialised doctor, focusing on stress management and how to achieve a healthy work-life balance.

And during **Ramadan**, the employees of Sisal Loterie Maroc and Sisal Jeux Maroc celebrated the breaking of the evening fast (Iftar) by sharing a convivial evening.

Physical wellbeing

Sport is an integral part of Sisal’s culture, which promotes a healthy and active lifestyle as a form of prevention and wellbeing. That’s why all the company’s people have access, by agreement, to a **network of sports and wellness centres** throughout Italy, with **over 500 activities** available.

At our new headquarters in Milan, we offer proximity services through the **Sisal Gym** and the **wellness room,** with on-site osteopaths, physiotherapists, doctors and nutritionists. The facilities have **over 500 members**, with an average of 180 regular users and numerous specialist consultations (around 30 with the nutritionist, 50 massage sessions with the osteopath and 120 non-competitive sports fitness assessments, including an electrocardiogram with report).

The goal in 2025 is to consolidate and expand the offering by introducing new specialist proximity services at the sites with most people, organising webinars on conscious eating, promoting healthy food, and replicating the most successful initiatives.

Financial education for personal wellbeing

In 2024, we rounded off our commitment to mental and personal wellbeing by introducing **Nudge**, a financial education app promoted by Flutter Group and available to everyone in the organisation. The app supports the development of greater awareness in the management of economic resources, an often overlooked aspect but one closely linked to psychological well-being.

Nudge uses **personalised plans**, **intuitive tools** and **targeted educational content** to help plan personal finances, reducing stress and strengthening the sense of stability. The platform offers a flexible and accessible experience, with **over 30 subject areas, financial education stories**, personalised notifications and content that can be adapted to meet individual needs, pointing the way to more concrete and effective personal growth.

Mental health

Sisal recognises mental wellness as a key factor in individual wellbeing, the quality of relationships and engagement at work. Since 2021, we have been collaborating with Mindwork in Italy, offering each employee up to **five individual online psychological consultations per year,** fully covered by the company. This extremely popular service has recorded high usage rates, with many colleagues choosing to continue their treatment independently.

In 2024, the programme was refinanced and **extended to the foreign subsidiaries** (Morocco, Türkiye and Albania), with local professionals who speak the language of the country to ensure effectiveness and cultural sensitivity. The launch was accompanied by a well-attended introductory webinar.

As well as individual programmes, we promote quarterly **webinars on the subject of psychological health**, with contributions from experts and opportunities for open discussion. For the third year running, the company marked **World Mental Health Day** (10 October) by participating in the annual event organised by Mindwork, stepping up its commitment to a culture of psychological wellbeing in the workplace.

WePlay 2024: our sports tournament goes international

With the participation of teams from **Morocco, Türkiye and Albania**, the WePlay multidisciplinary sports tournament had, for the first time, participants from all our countries.

The tournament involved **more than 350 colleagues** in five-a-side football, tennis, padel and beach volleyball competitions. The final stages were held in June 2024 in Riccione, during a **two-day sports and team-building event** celebrating diversity and a sense of community that transcends borders.

Health and prevention

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 the general state of health and prevent pathologies in the early stages.

Prevention initiatives also make it possible to book **examinations with other health specialists** (e.g. osteopaths, physiotherapists, nutritionists) who provide personalised plans for various wellbeing needs.

Scientific information and awareness raising: collaboration with the Veronesi Foundation

In 2024, **in collaboration with the Veronesi Foundation,** we launched a campaign to raise awareness about **cancer prevention**, with a specific focus on gender-specific health needs. During the campaign, **two webinars** were organised on female and male cancers respectively, led by researchers from the Foundation.

The meetings were attended by about **300 colleagues**, promoting awareness of the importance of healthy lifestyles and early diagnosis.

At the end of the webinars, **information materials and a prevention calendar** were made available to offer practical tools for integrating prevention into everyday life. The high level of interest and the quality of the content confirm the value of the initiative, which **will continue in 2025** with the expansion of the collaboration to **new health and wellbeing-related areas**, providing scientific content that can be accessed by all the company’s employees.

Support for parents and caregivers

Sisal has always been sensitive to problems linked to parenthood, and the specific support it provides has evolved in the last 10 years. Since the first remote working pilot project 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 that our people raise with us. We have 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 for school book costs throughout children's education. We also launched Sisal Summer Camp, an initiative providing a €400 credit to reimburse expenses for our colleagues with children aged 3 to 15, plus 10 stays at a campus near London for those with children aged 15 to 18.[37]
- **Training and support:** we think that parenthood is a challenge, not least in terms of reconciling family life and work, and must be supported with practical tools and by sharing experiences. That 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. In 2025, we will continue to enrich our offering with new services in response to any needs arising from continuous dialogue with our people and in line with trends seen outside the company. We will also consolidate objectives, expected behaviours and initiatives into a **unified company policy**, available for the entire organisation to access, which makes our commitment in this area even clearer and more widely shared.

€55,000
paid out in reimbursements for text books

€127,000
paid out as contributions for summer camps

Remote working

Sisal introduced remote working well before the public healthcare emergency.

In fact, in 2015 we launched the first remote working pilot project, with the overall aim of improving flexibility and reducing commuting times, to foster synergic management of work and life commitments.

Over the years, we have extended 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.

1,493
regular remote workers

About 4.5 mln
km of commuting avoided by working remotely

Health and Safety

People's health and safety are essential conditions for and primary goals of Sisal's business operations, in line with the company's values and the Group's code of conduct.

As part of our wider commitment to respecting human rights, we work hard on **the continuous improvement of our practices and develop and promote a robust safety culture** that guarantees a healthy and hazard-free environment for everyone who works with and for the Group, investing in training, awareness raising and certified management systems.

Company policies and practices

The founding elements of our safety culture are 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, the sharing of experiences, and benchmarking against international best practices.

In line with its **Health and Safety Policy**, the Group strives to manage its activities in compliance with the provisions of current laws and regulations, optimise business processes, and improve the efficiency of resource consumption, not least by adopting the highest standards. In carrying forward our commitment, we have implemented **policies and practices that safeguard safety in our workplaces and guarantee the wellbeing of our people**.
They include:

- Development and adoption of an **Occupational Health and Safety Management System in compliance with 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.
- **Training programmes and periodical information initiative**s to raise employees' awareness of the risks specific to their jobs and the preventive measures to adopt.
- Regular **inspections**, identification and constant **analysis of risks**, plus the definition of **actions to mitigate hazards** in the workplace through a risk-based approach.

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 misses.

55%
of staff inside the corporate perimeter covered by ISO 45001 management systems (91% in Italy)

(85% in Italy)

37 The 10 stays – two weeks paid for entirely by the company – were allocated on the basis of the ISEE (Equivalent Economic Situation Indicator) ranking (from the lowest to the highest).

Community

Our vision

At the centre of the **Do More** strategy pillar, Sisal's corporate solidarity strategy aims to **create value and generate a positive impact for the communities where we live, work and operate**. We strive to understand their needs and support them in the most effective manner possible, concentrating on certain specific areas in particular - **Sport and gaming, Tech4Good, Health and wellbeing** – and leveraging the engagement of our colleagues. We also act promptly to provide aid to communities and people affected by disasters and emergencies.

This is not only a "giving back" system but also the way Sisal stays connected to the communities where it operates and builds valuable relations with stakeholders by investing in inclusive growth and **collective wellbeing**. Corporate solidarity is also a value that colleagues recognise, one that often influences their decision to join our company and stay with us, because it strengthens a sense of belonging and shared values.

Main material topics

- Community support
- Research and Innovation

*For the main risks and correlated opportunities see the table on **page 77**.*

Highlights

- **5 areas of action in the Do More strategy:** Sport and Play, Health and Wellbeing, Tech4Good, Employee Engagement, and Support in Cases of Disasters and Emergencies. (**page 41**)
- **€50,000 equity-free grant for the eighth edition of GoBeyond**, which in the "Call for Ideas 2024" had **460 startup applicants** from all over Italy. (**page 42**)
- **WeDo 4 Social Inclusion** is the new WeDo corporate solidarity programme designed to support six non-profit organisations through training. (**page 44**)
- **Over €400,000** allocated by Sisal in 2024 to **projects and initiatives in support of the community**, through a wide-reaching network of partners in our four countries. (Selected examples on **page 45-46**)

Targets and KPIs

Do More

	Target Value	Year	Progress in 2024	Status
Hours of corporate volunteering in the period 2022-2025	2,500	2025	3,635	
Employees involved in corporate volunteering in the period 2022-2025	1,000	2025	1,344	

* The data refers to participation in volunteer events and not to individual participants.

Target reached

Sustain community growth and wellbeing

Under our Do More strategy, we foster our **colleagues' initiative, dedication and creativity to generate a positive impact**.

Our people actively participate in the implementation of the strategy through **volunteering and fund-raising activities**.

Our approach enables to effectively address local needs and culture and collaborate with dependable third-party organisations to guarantee that the programmes and causes we support are focused on impact.

We are making it increasingly simple for our colleagues to participate in our **voluntary activities** in three priority areas: **Sport and leisure, Health and wellbeing, Tech4Good**, which are complemented by volunteering engagement activities and support in cases of disasters and emergencies.

We act on a global scale in synergy with Flutter and also locally on the causes identified as priority by our brands. Every year we involve more colleagues, form new partnerships and reach out to more and more people in local communities.

Initiatives combating gender violence

Under our DEI strategy, we also help the community by **fostering awareness, education and active support** on gender violence issues, a social emergency that calls for concrete and constant action.
The main initiatives include:

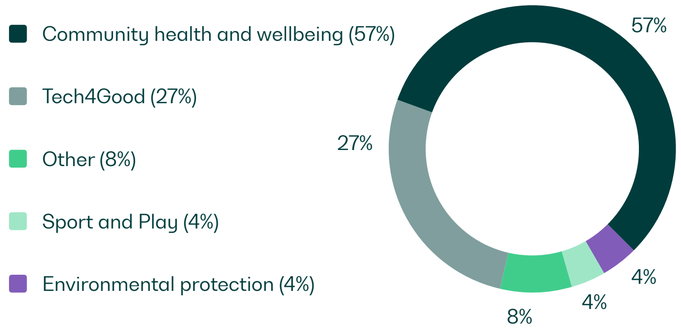
- **Advocacy**: providing information, tools, networks and services to combat violence against women and support them in at-risk situations. Support is given to organisations like WeWorld Onlus and Fondazione Libellula, which both promote women's rights and building a culture of respect.
- **Affinity Team**: formed in 2023 by 29 volunteers, this has grown into a DEI Network (ERG) that promotes awareness raising initiatives to combat gender violence. Over the year, some of its members qualified as active ambassadors with Fondazione Libellula.
- **DONNEXSTRADA**: in 2025, a collaboration was launched with the aim of developing a network of Punti Viola, safe havens for employees and customers, starting with the Wincity Green point of sale, where Sisal personnel are trained to combat gender violence.

A year of initiatives dedicated to women in Albania

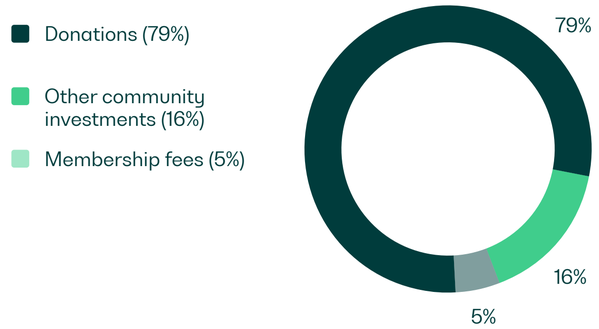
- On 8 March, representatives of Sisal's Hub in Albania spoke about their **experience as professionals** to an audience of students at Epoka University, Tirana.
- In November, on the other hand, the team stepped up its commitment to **combating violence against women** by participating in **awareness-raising initiatives** addressing education and advocacy in collaboration with **UN Women**.
- Thanks to collaboration with **NGO Different & Equal**, Sisal Albania also **supported a mother and her two children** who had survived years of domestic violence by covering a part of their rent and raising money for textbooks.

Do More - Generating shared value for communities		
Sport and leisure	**Community health and wellbeing**	**Tech4Good**
Support for organisations and projects that facilitate access to sport, demonstrating its importance as an instrument of integration and a catalyst of positive social change, and for the creation of healthier and more prosperous communities.	Support for organisations and projects that promote and facilitate access to services that improve health and wellbeing in communities, also in the context of combating gender violence.	Support for organisations and projects that use technology and access to technological skills to improve people's lives, create connections, find innovative solutions to social problems and improve employment levels, especially for under-represented groups.
Involvement of colleagues		**Aid in cases of disaster/emergency**
Support for volunteering and fund-raising events, encouraging colleagues to help the community by offering four hours of work per month during office hours.		Support for organisations working on the ground to help people and communities affected by disasters or emergencies through cash donations, matched giving or other in-kind donations.

Community investments by area



Community investments by type



Tech4Good

GoBeyond 2024

GoBeyond is the responsible innovation platform created by Sisal to support the ecosystem of startups and anyone who has a socially and environmentally useful business idea.[38]

GoBeyond saw particular growth with the **Call for Ideas 2024**, the eighth edition of the programme, which reported a record **460 applicant startups** from all over Italy and a significant number of businesses **led by women** (**42%** against 35% in 2023), bucking the overall trend in Italy (13%).

The 2024 winner of the €50,000 equity-free grant was SMUSH Materials, a startup that fights pollution from single-use plastics by transforming agricultural sub-products into biomaterials for packaging. **Northern Light Composites, Promama, Sunspeker, BrailleFly and Develop-Players** were the other finalist startups, winning **advisory packages** designed by GoBeyond partners to assist their growth.

The 2024 edition also introduced the "**Sisal Challenge: sustainable retail**", which acclaimed and launched collaborations with innovative startups working on sustainable solutions applicable to retail operations. **The winner of the challenge and a €10,000 grant was the aforementioned Northern Light Composites**, which addresses the problem of end-of-life fibreglass by turning it into a circular composite material.

For the second year running, a **special prize was awarded to concept only startups**, i.e. ventures not yet established and without a validated product or service. The prize was awarded in collaboration with incubator **Startup Geeks**. The three startups that won free access to the online Startup Builder incubator course are **Myconic, Elevair** and **DORA skincare**.

GoBeyond 2024 in numbers

460
startups took part in the Call for Ideas

Over 20
startups awarded

42%
women-led startups

37%
startups with ideas ready or active on the market

€50,000
equity-free grants awarded to the winning startup

€10,000
equity-free grant assigned to the winning startup of the Sisal challenge: sustainable retail

Special mentions	
Mamacrowd	SMUSH materials
Alkemy	All the semi-finalist startups
Carter & Benson	Promama
Google	Arabat
SheTech	Promama, Deply, Drop, Develop-Players

Synergies with the GoBeyond universe

In line with our Open Innovation strategy, we consider synergies and collaborations with GoBeyond applicant startups.

Fortestream

This startup develops algorithms based on Artificial Intelligence to predict the success of startups. We therefore developed a partnership to integrate their technology into the process of assessing the startups competing in the Call for ideas.

Develhope

Founded in 2019, this is one of the main Italian **coding schools focusing on young NEETs** (Not in Education, Employment or Training), especially in Southern Italy. After the experience of the Call for Ideas 2022, in 2024 a **partnership was formed to support tech training and access to the labour market**, which will have a positive impact on the lives of over 1,000 people.

The initiative provides sponsoring for **introductory training courses**, with **20 scholarships** awarded to develop new tech skills, covering the full cost of the course. With this project, Sisal actively contributes to reducing youth unemployment, filling the digital divide and promoting social inclusion.

38 More details on GoBeyond and the Open Innovation strategy in the Innovation section, page 59.

The impact of GoBeyond based on SROI analysis

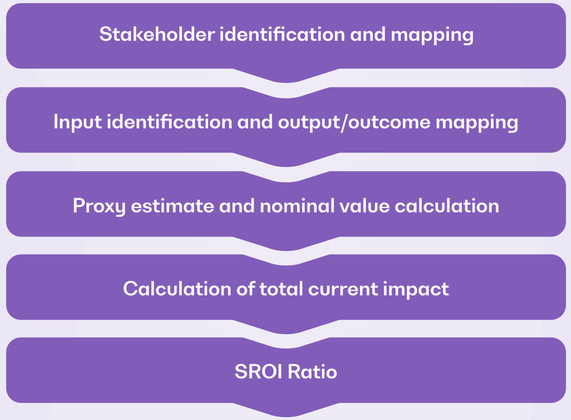
GoBeyond, **Sisal's responsible innovation platform for supporting the startup ecosystem**, is evolving along with its community and aims to create shared value for it.

In 2024, we conducted an **external assessment of the social impact generated by the GoBeyond Programme in the five-year period 2020-2024**. T

This was carried out with support from Promos Srl SB in collaboration with SIM and SIT (Politecnico di Torino) and **based on the application of SROI (Social Return on Investment)**, a methodology that measures and monetises the social value generated by an initiative with respect to investments made.

This assessment made it possible to obtain a rigorously objective and replicable picture of the impact produced by GoBeyond on the main stakeholders, in line with the principles of transparency, accountability and ongoing improvement of our sustainability commitments. It is therefore a **key tool for shaping future strategic choices in the fields of innovation and social impact**.

Assessment process



Methodology

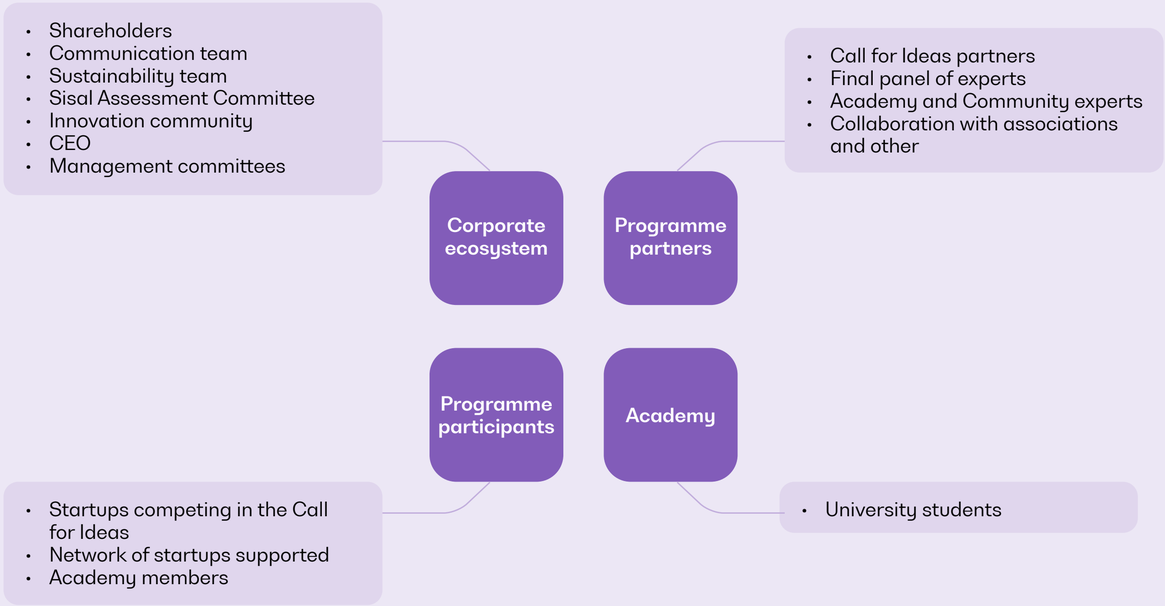
GoBeyond was analysed in terms of its overall organisation with a special focus on the Call for Ideas and activities in support of the startups involved in it. The method looked at the **qualifying elements** emerging from the editions held between 2020 and 2024, as well as at the **types of engagement** of the various stakeholders.

The SROI assessment is the first step in a process that will continue with a questionnaire designed to check that the beneficiary startups of the GoBeyond programme are producing, in turn, a positive impact on the environment and on society.

Stakeholders and value generated

An initial mapping of the platform's stakeholders identified **four macro-categories**, each with different forms of involvement and benefits.

The generation of social value was estimated for each category on the basis of actual changes observed during the five-year period in question with respect to the theory of change and the use of economic proxies representative of the benefits obtained, such as participation in training courses, access to qualified networks, increased visibility, improvement of skills and opportunities for professional and entrepreneurial development.



Assessment results

Impact generated is expressed by the **SROI index** (or SROI ratio), which defines the ratio between the total value of the impact generated and that of the system inputs.[39] The assessment produced a SROI value for each of the five years under analysis.[40] The value of GoBeyond's SROI Ratio in 2024 was 5.06 against an average of 3.55 for the period 2020-2024.

The data collected confirm GoBeyond's solidity and effectiveness in generating significant and lasting positive impacts for its stakeholders. Economic value is distributed unevenly across the four stakeholder categories, reflecting the variety of benefits produced, ranging from entrepreneurial growth for the startups supported to enhancement of Sisal's human capital and the strengthening of collaborative networks with partners and universities.

For every euro invested in GoBeyond, 5 euros of value are generated
(SROI ratio in 2024)

The analysis also showed how Go Beyond has made a substantial contribution towards achievement of the United Nations' **Sustainable Development Goals** and in particular Goals **4** (Quality education), **8** (Decent work and economic growth), **9** (Industry, innovation and infrastructure) and **17** (Partnerships for the Goals).

The assessment process was also important in terms of in-house learning, accountability and strategic orientation, reinforcing dialogue with stakeholders and focusing on the company's positioning in the field of sustainable innovation.

Looking forward, the results will support the **ongoing improvement of GoBeyond** and consolidate its role as a **platform enabling social entrepreneurship and responsible innovation in Italy**.

39 The NET SROI was also calculated, which considers the ratio between the net value of impact generated (difference between the value of the impact generated and the costs necessary for running the programme) and the total value of system inputs.
40 An SROI ratio of over one shows that the programme, with respect to how much it has invested, has generated a value in excess of costs incurred.

Corporate Solidarity

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 **volunteering projects, donations and fundraising initiatives, partnerships with associations and non-profit organisations**.

In 2024, Sisal allocated **€408,264** for projects and initiatives to support the community.

€408,264
allocated to projects and initiatives to support the community.

WeDo: corporate solidarity programme

WeDo is our corporate solidarity programme, an idea launched in 2018 to enable our people in Italy to **dedicate working hours to volunteering**, channelling their desire to help others and feel socially useful.

Over the years, WeDo has become an increasingly complex programme structured to identify and satisfy the needs of the communities around us.

This is thanks to the **creation of an extensive network of locally active non-profit organisations** and the **direct involvement of our people**, so strengthening their sense of corporate allegiance and belonging to the community more in general.

The programme is based on our colleagues being able to use **up to 4 working hours a month** to volunteer using the company platform WeDo, a user-friendly mobile portal that enables colleagues to find out about initiatives supported by Sisal, engage in individual and group volunteering, and support any ongoing fundraising and donations, as well as keeping up to date on what's happening in the field of solidarity or flagging associations or causes to support.

WeDo 4 Social Inclusion

In 2024, in partnership with Rete del Dono, Sisal launched the first edition of **"WeDo 4 Social Inclusion", an initiative to support six non-profit organisations in Italy** with training designed to give them the tools to become autonomous and economically sustainable.

The initiative provides a powerful model for all the players involved. On one hand, the non-profit organisations received **digital training, fundraising and crowdfunding, as well as economic support from Sisal**.

On the other hand, employees were actively involved in signalling and selecting the finalist associations. Finally, the company forged **relations with new local organisations**, laying the foundations for future projects and volunteering opportunities.

In this first edition, **43 organisations applied**, from which 6 semi-finalists were selected to receive the training and a €1,000 grant per organisation. Of these, **three finalists received a matching contribution of €8,000 from Sisal** for their fund-raising campaigns completed in early 2025.

WeDo Portal: Key Figures for 2024

81
volunteering projects launched during the year

42
registered non-profit organisations

37
supported non-profit organisations

Associations supported

FINALISTS

- **Il Balzo ETS**
  This helps people with disabilities and refugees live independently through a support network and intense collaboration with institutions, organisations, associations, social workers and caregivers. The project supported, "The Garden of Talents", is a space where children and teenagers, particularly those affected by disability or neurodiversity, can develop their potential through creative and fun activities designed to stimulate their abilities.
- **Real Eyes Sport ASD**
  This amateur sports association promotes and organises recreational motor activities for people with visual sensory disabilities. We support their visually impaired five-a-side football team, which also includes sighted players. Using masks to simulate various levels of vision, teams can experience visual disability on the pitch.
- **Consulta per Persone in Difficoltà (CPD) ODV ETS**
  This organisation works for the social inclusion of people in difficulty through advocacy towards institutions, the creation of new disability services and improving accessibility to products and services. The "Diagnostic Centre for neurodevelopmental disorders" supported by our donation addresses the needs of young children and organises diagnostic evaluation for them. It also offers access for families in conditions of economic hardship.

OTHER PARTICIPATING ASSOCIATIONS

- **Mani Tese ETS**
  This association supports farmers in rural communities, women, children and anyone risking marginalisation. It campaigns against educational poverty and in favour of rights, equal opportunities and a culture of peace and inclusive communities. The project to receive support is "1,2,3...STEM! Un futuro in gioco", which focuses on digital inclusion as a way to promote STEM subjects in several secondary schools and support young people in their education.
- **Semia - Fondo Delle Donne Ente Filantropico**
  This is the first Italian "Women's Fund", an independent foundation with a mission to support organisations working for women's rights and gender equality in Italy. The project financed by Sisal is the first training programme aimed at strengthening the operating capabilities of Italian associations that address gender rights and the sustainability of small and medium-sized organisations. Through this programme they will provide tools to improve strategic and organisational capacity, fundraising, communication and advocacy.
- **Associazione Arcobaleno Onlus**
  This non-profit volunteer organisation has been taking care of people with disabilities for 24 years, which it does by creating one big family. The project to receive support is "Se Centro anch'io...", which has a mission to open the Casa di Dario (a residential community for people with disabilities in Ponte Lambro, Como) to people with disabilities in periods when social services are closed (weekends, summer, holidays), with a view to developing their abilities and relational skills and alleviating the mental and practical burden on families and caregivers.

Volunteering Initiatives in 2024

Run4Rome

In partnership with: **Sport Senza Frontiere**

Eight Sisal teams ran in the 2024 edition of Run4Rome, a relay race that highlights social issues and supports the work of the non-profit organisations in the Charity Programme. Of these, the non-profit Sport Senza Frontiere promotes sport as an instrument of education and social inclusion for socially and economically disadvantaged young people.

29 Sisal participants

8 teams

Food ration packaging

In partnership with: **Rise Against Hunger Italia**

Over 250 colleagues from the Rome and Milan offices worked in teams to prepare thousands of food rations for the Zimbabwe Literacy Programme. The rations were distributed to students in local schools to help combat malnutrition and encourage attendance, with 300 children supported for a whole academic year. All this in partnership with Rise Against Hunger, a non-profit fighting hunger through the distribution of food and other forms of humanitarian aid to populations affected by emergency situations.

29 Sisal participants

64,800 food rations prepared

300 children supported for an entire academic year

Blood donation

In partnership with: **AVIS Milano, La Rete di Tutti Odv, Centre Régional de Donation du Sang de Casablanca, Red Cross Albania**

For the first time, Sisal involved its Milan, Rome, Casablanca and Tirana offices in company blood donation days in partnership with local associations. A total of 108 employees took part in the initiative and 93 of them actually donated blood, helping to potentially save the lives of 279 people. In Italy, Sisal made cash donations to AVIS Milano and La Rete di Tutti (€1,000 each) to support their projects during the year.

108 Sisal participants

279 lives improved

Milano Relay Marathon

In partnership with: **PlayMore! and Comunità Oklahoma**

Over 70 colleagues took part in the 2024 Milano Relay Marathon, a non-competitive event to raise funds for non-profit associations participating in the event's Charity Programme. Our colleagues in Rome and Milan were also active on the Rete Del Dono portal, raising money to add to the donation made by Sisal to the event's two non-profit partners: PlayMore!, which promotes sporting activities for people in vulnerable circumstances, and Comunità Oklahoma, which works with minors in problem families.

77 Sisal participants

20 teams

Making bread together

In partnership with: **Fondazione IBVA**

Fondazione IBVA provides aid to individuals and families in serious difficulty by offering food, support and in some cases accommodation as well. A group of employees took part in a volunteering project to make bread and biscuits to give people in the association's care. Sisal's economic contribution also covered the shopping expenses of 20 families for a month.

14 Sisal participants

20 families supported

Help for the homeless

In partnership with: **Corbada Tuzun Olsun**

Çorbada Tuzun Olsun is an association that produces sustainable solutions for homeless people living rough, raising public awareness, addressing homeless people's basic needs and trying to reintegrate them back into society. Colleagues at Sisal Tech Hub Türkiye contributed to providing food and medical supplies for 150 homeless people.

10 Sisal participants

150 homeless people supported

Run & Race as a Marathoner for Down Syndrome Albania

In partnership with: **Down Syndrome Albania Foundation**

October is Down Syndrome awareness month, and over 60 employees at Sisal Albania took part in the Tirana marathon on October 20 to support children with Down Syndrome and other disabilities. The Sisal team took part in the "Run & Race as a Marathoner for DSA", a campaign launched by the Foundation to raise funds. Employees from Italy also took part alongside their Albanian colleagues, running in international teams for a good cause.

67 Sisal participants

20 people supported by the Association's therapeutic services

Creating sensory toys

In partnership with: **Lega del Filo d'Oro**

The Lecco Bione office was involved in an end-of-year volunteer initiative with Lega del Filo D'Oro, during which our colleagues made sensory toys for deafblind children at the association's Lesmo office. Sisal's donation helped fund a month of local services for around 50 people with multiple psychosensory disabilities.

50 Sisal participants

50 people supported

Less waste thanks to World Cleanup Day

In partnership with: **Let's Do It! World/ World Cleanup Day**

As part of the WeDo programme, Sisal's Türkiye Tech Hub organised a waste collection day. The initiative was designed to raise public awareness of the importance of environmental responsibility and foster a sense of community by engaging residents and employees in cleanup and environmental protection activities. This was in partnership with Let's Do It! World, an Estonian organisation that mobilises people all over the world to take part in local, national and regional cleanup events.

10 Sisal participants

Projects Supported in 2024

Support for women in challenging circumstances	Supporting: **WeWorld**
In 2023 Sisal entered into a partnership with the NGO WeWorld, which works for the environment and the fundamental rights of all human beings (especially women and children) and runs a helpline for women in challenging circumstances in the Wincity point of sale in Florence. Through this initial contact, a psychologist can take charge of calls for help and make referrals according to need. Sisal also provided economic support for the activities of Spazio Donna di Giambellino (on the outskirts of Milan), a reception centre/meeting point that aims to restore self-esteem, planning ability, and autonomy for 107 women in difficulty.	
107 women involved in empowerment schemes	

Women empowerment in rural villages	Supporting: **Project Soar**
This is a programme for adolescent girls (9-12 years) at risk of marginalisation, developed by local NGO Project Soar and designed to improve leadership capabilities, raise local awareness of girls' rights and support their employability and careers. The girls involved live in eight rural villages in Morocco, in at-risk areas in terms of child marriages, early motherhood and gender violence. The project provides: donations of sports and art materials and period kits; self-awareness workshops on rights and the future; safe meeting spaces for participants; meetings with parents and members of the local community, led by the girls.	
302 young women involved in the empowerment programme	

Christmas donation for food parcels	Supporting: **Coopi**
Set up in 1965 and now active in 33 countries, COOPI operates in areas characterised by extreme poverty and socio-political or environmental fragility, adopting an approach that combines intervention in emergency situations with rehabilitation and the development of communities. The donation was made at Christmas to support "Countering Poverty", a project that will distribute food parcels to families living in poverty.	
30 families supported with food parcels	

Prevention through information	Supporting: **Veronesi Foundation**
In addition to a donation to support the Foundation's scientific research, an information campaign was organised for Sisal employees, with "Healthy Living" webinars dedicated to cancer prevention in women and men.	
330 webinar attendees from Morocco and Italy	

Acting together to protect the seas	Supporting: **WorldRise**
In 2024, Sisal joined forces with Worldrise on various fronts to raise awareness about the wonders of and threats to the marine environment, addressing both employees and external stakeholders. We supported Worldrise's "30x30 Italia" campaign, which has the ambitious goal of establishing Marine Protected Areas to protect at least 30% of Italy's seas by 2030. Employees also took part in a series of webinars that explored how a healthy sea is linked to human health. Lastly, Worldrise collaborated (in the form of scientific consulting on the marine environment and its biodiversity) on the development of Mad Plastics!, a standalone Roblox game promoted by Sisal that interweaves digital entertainment with environmental action and proposes initiatives in the virtual world that have a positive knock-on in the real world.	
473 participants in webinars from Italy, Albania, Türkiye and Morocco	

Purchase of Holiday Greetings Cards for children	Supporting: **SOS Children's Villages Albania**
Sisal's Albania Tech Hub supported SOS Children's Villages Albania by buying 800 Christmas cards made by the children. The funds raised helped improve the quality of life of children in vulnerable circumstances, support at-risk families and provide assistance in emergencies.	
800 cards purchased	

Therapies for children on the autism spectrum	Supporting: **Centro Benedetta d'Intino**
Centro Benedetta D'Intino offers a way to communicate with children who are unable to express themselves with their own voices, based on two areas of clinical intervention: Augmentative and Alternative Communication (AAC), which focuses on children with complex communication needs, and Psychotherapy, which provides free-of-charge psychological support to help children and families deal with trauma or distress. The donation will supplement a fund-raising initiative organised by Sisal for the association.	
Annual therapy programme for **3** young children with serious autism spectrum disorder.	

Inclusion through acting	Supporting: **Associazione Arte nel Cuore**
In 2024, Sisal continued to support Associazione Arte nel Cuore and their acting course for young people with and without disabilities. It aims to improve their quality of life through art – a universal language without barriers – and promote their inclusion in society and the labour market through artistic training.	
85 young people supported in their training course	

Environment

Our vision

Sisal recognises **climate change** as one of the **most urgent environmental challenges** and considers its mitigation a central element of its **sustainability strategy**.

In a global context in which **environmental sustainability** is a strategic priority, **Sisal is actively committed to contributing to the ecological transition** with concrete and measurable initiatives, in line with the goals of the **Go Zero** strategic pillar.

We have defined a decarbonisation pathway aligned with Flutter's strategic levers. Sisal's climate commitments are, in fact, **part of the broader Flutter Group strategy**, whose reduction targets have been approved by the **Science Based Targets initiative (SBTi)**.

This commitment is a fundamental part of our corporate vision and translates into an integrated approach that pulls all the available levers, from **process digitalisation and promoting the circular economy** to efficient and responsible resource management, with the aim of making a tangible contribution to building a more responsible future. A central role is played by the **active involvement of the value chain**, which is considered key to enabling change on a systemic scale.

We have therefore embarked on a programme to **strengthen collaboration with suppliers and partners** and promote a shared culture of sustainability. In this context, the integration of **environmental criteria** into our operational processes and procurement models is a key factor in generating tangible environmental benefits along the entire chain. Joint commitment enables us to tackle climate challenges with a **synergistic approach** and help consolidate collective action in favour of the climate.

Main material topics

- Greenhouse gas (GHG) emissions
- Energy consumption
- Responsible management of waste and materials

*For the main risks and correlated opportunities see the table on **page 77**.*

Highlights

- In 2024, we integrated and upgraded initiatives to **boost energy efficiency and reduce GHG emissions**. (**page 48**)
- **4,219 tonnes of CO_2 equivalent (CO_2e) avoided** through purchases of Guarantee of Origin (GO) and Energy Attribute Certificates (EACs). (**page 50**)
- **46,582 GJ of electricity purchased (-11% vs 2022)**, of which **100% from renewable sources**. (**page 51**)
- **100%** of the Group's gaming and thermal paper is **FSC certified**. (**page 54**)
- **99% of materials recovered** as part of responsible waste management. (**page 55**)

Targets and KPIs

Go Zero

	Target Value	Year	Progress in 2024	Status
GHG emissions reduction (scope 1, 2 market-based and 3)*	-50%	2030	22%***	
GHG emissions (scope 1, 2 market-based and 3)	0	2035	67,384	
Reduction of energy consumption through LED lighting (100% of the offices and direct points of sale in Italy)**	-5%	2024	-11%	

* Baseline 2022, recalculated in line with the method adopted for 2024 reporting. Including offsetting.
** Baseline 2022.
*** The increase in emissions in 2024 is attributable to several factors: business growth, the inclusion of Sisal Jeux Maroc within the reporting boundary, the refinement of calculation methodologies for Scope 1 and Scope 3 emissions, as well as the update of emission factors, which resulted in higher values compared to those used for the baseline year (2022). In order to strengthen our climate strategy, we are enhancing the decarbonisation plan to identify and implement new initiatives and actions in support of the climate transition.

The target for reducing GHG emissions was redefined in alignment with Flutter's Positive Impact Plan.

Target reached Decarbonisation plan launched

Strategy for mitigating and adapting to climate change

Our approach to managing environmental impacts is based on the principles of **prevention, protection, information and participation**, because we believe a strategy of mitigation and adapting to climate change is key to achieving resilience and protecting natural capital.

The integration of environmental criteria into corporate governance is assured by the **Positive Impact Plan Committee** (formerly the Sustainability Committee), which defines environmental policies and the relative strategic goals. This is backed up by climate risk management under the Enterprise Risk Management (ERM) model, by the development of solutions supporting the ecological transition, by monitoring key environmental indicators – including Scope 1, 2 and 3 GHG emissions – and by launching training courses and engagement and awareness-raising initiatives around ESG issues, addressing both internal personnel and external stakeholders.

In 2024, we further consolidated our environmental management strategy by adopting a centralised cloud-based platform implemented by Flutter. The platform enables structured, accurate and transparent management of environmental data to improve collection, analysis and reporting processes and support decision making.
Our commitment is aligned with Flutter, whose GHG emissions reduction target was approved by the Science Based Targets initiative (SBTi) in May 2024, confirming our robust decarbonisation programme based on scientific evidence.

Main areas of intervention for energy efficiency and reducing Sisal's GHG emissions

Areas of intervention	Initiatives / Actions	Benefits / Performance
Energy efficiency	Replacement of obsolete air-conditioning systems with more efficient ones	• Electricity savings[41] • Reduction of direct and indirect GHG emissions (Scope 1 and 2) thanks to lower refrigerant gas losses or the use of refrigerant gases with a lower GWP.[42]
	Continuation of the relamping programme to replace incandescent with LED lighting	• Total energy savings of **over 600,000 kWh.** • Reduction of indirect GHG emissions (Scope 2): **over 150 tonnes of CO_2e avoided**.
Energy from renewable sources	100% of the electricity used at Sisal's sites and directly managed points of sale is from renewable sources.[43]	• **Reduction of indirect GHG emissions (Scope 2)** • **4,192 tonnes of CO_2e avoided in 2024**
	Installation by 2025 of a photovoltaic plant for self-production of electricity from renewable sources at a point of sale in Florence.	Estimates: • **Over 20,000 kWh** of electricity from the grid **saved** • Reduction of indirect GHG emissions (Scope 2): about **8 tonnes of CO_2e avoided.**
	Startup by 2025 of the photovoltaic plant for self-production of electricity from renewable sources at the Milan office.	Estimates: • **41 kWh of installed power** • **Over 50,000 kWh** of electricity from the grid **saved per year** • Reduction of indirect GHG emissions (Scope 2): about **16 tonnes of CO_2e avoided.**
	Sisal uses **Green Data Centres** to guarantee reliability for all its business IT needs and deliver high energy efficiency results	• In Italy, **100% of the electricity** used by Green Data Centres is **from renewable sources** • At Group level, **over 64%** of the electricity used by Green Data Centres is from **renewable source**s • In Italy, Sisal uses Aruba's data centres. For fully operational data centres, Aruba has set the goal of achieving a **PUE**[44] **below 1.3** (1.4 for those operating in warmer climates). The same target will apply to data centres in operation starting from 2030. • Reduction of indirect GHG emissions (Scope 3): **about 523 tonnes of CO_2e emissions avoided** in 2024).
	Green Clause for indirectly managed points of sale: partners must commit to a supply contract for electricity from renewable sources.	• Reduction of indirect GHG emissions (Scope 3) • Awareness raising among partners
	Green tariff offer of electricity from renewable sources: we offer Points of Sale the possibility to stipulate advantageous green tariff contracts under an agreement with a leading energy provider.	• Reduction of indirect GHG emissions (Scope 3) • Awareness raising among partners
Low impact facilities	Launch of the **first Wincity Green**, a new format that adopts eco-compatible solutions to reduce energy consumption, waste production and consumption of natural resources.	• Energy saving • Reduction of direct and indirect GHG emissions (Scope 1, 2 and 3) • Reduction of environmental impact associated with waste products and consumption of natural resources • Customer awareness raising

41 These energy savings only refer to the project to replace obsolete air conditioning systems, net of any potential increases in electricity consumption correlated to other actions/activities/systems.
42 Global Warming Potential, a characterising factor that describes impact in terms of radiative forcing of a unit based on the mass of a given greenhouse gas compared to that of carbon dioxide in a given period of time.
43 Covered by Guarantee of Origin (GO) certificates in Italy and Energy Attribute Certificates for foreign subsidiaries.
44 Power Usage Effectiveness (PUE) is a standard metric used to assess the energy efficiency of data centres. It is calculated as the ratio between the total energy consumed by the facility and the energy used directly by IT equipment. A PUE of 1 indicates maximum efficiency, where all the energy is used exclusively for IT equipment with no waste. According to a recognised study, the global average PUE of data cents in 2024 is 1.56.

Areas of intervention	Initiatives / Actions	Benefits / Performance
Sustainable mobility	Transition of the company fleet to hybrid and electric models, with no IC engines, by end 2025.	• Reduction of direct GHG emission (Scope 1) • Reduction of **fossil fuel consumption by 10% in 2024** in Italy. Adjusting for different vehicle numbers (compared to 2022 when the initiative was launched), **consumption has been reduced by over 24%**.
	Use of biofuels (e.g. HVO[45]) in the diesel vehicles still in the corporate fleet.	• In 2024, Sisal consumed over **1,000 litres of HVO as a replacement for diesel fuel**. • Reduction of direct GHG emissions (Scope 1): HVO emissions are around **90% lower** than diesel.
	Provision of an eco-driving course for technical and commercial staff with a company car in 2025.	Efficient and sustainable behaviour makes it possible to reduce: • fuel consumption • direct GHG emissions (Scope 1) • vehicle wear and tear
Emissions management in the supply chain	Implementation of an **ESG checklist** for supplier pre-qualification and of **environmental requirements** in tenders to **select suppliers with an adequate sustainability culture**, for the more relevant supply categories in terms of purchasing volumes and environmental impacts.	• Selection of suppliers committed to reducing CO_2e emissions (e.g. target Net Zero)
	Sisal has entered into agreements with its logistics suppliers to send monthly CO_2e emissions reports, improving the calculation of GHG emissions and limiting the"spend-based" approach.	• Reduction of indirect GHG emissions (Scope 3): reporting, **begun in November 2024**, already shows a **reduction of around 4%** in total emissions in 2024.
Reducing the consumption of natural resources	Optimisation of the QR code on gaming receipts in the Lottery segment made it possible to reduce their length. The initiative will be extended to all games with paper receipts and to points of sale in Türkiye and Morocco.	• **6.78 million metres** of thermal paper a year • Reduction of GHG indirect emissions (Scope 3): **66 tonnes of CO_2e** avoided • **€224,000** of savings as a result of application to SuperEnalotto
Low impact operations	For years, Sisal has been using a **remote technical assistance** service that significantly reduces on-site interventions, cutting GHG emissions generated by the fuel consumed by Sisal engineers travelling to sites.	• **29,411** remote interventions in 2024 • **1,404,887 km** avoided in 2024 thanks to remote intervention • Reduction of direct GHG emissions (Scope 1): 239 tonnes of CO_2e avoided in 2024
Digital emissions	Measurement of the carbon footprint of the Sisal.it platform's digital emissions using the Software Carbon Intensity (SCI) methodology.[46]	• **71 tonnes of CO_2e** offset in 2024 through a solar-powered irrigation project in Africa.
	A project is under way to improve and optimise the energy efficiency of the Sisal.it platform.	• Reduction of indirect GHG emission (Scope 3) • Customer awareness raising

45 HVO (Hydrotreated Vegetable Oil) is a second generation biofuel obtained by hydrotreating recycled vegetable oils and animal fats. This hydrotreatment process produces a fuel with chemical characteristics similar to traditional diesel but with a considerably reduced environmental impact.
46 The SCI methodology was formally adopted by ISO in 2024 as standard ISO/IEC 21031:2024. This standard provides a reliable, fair and comparable methodology for measuring and reducing the carbon footprint of a software system.

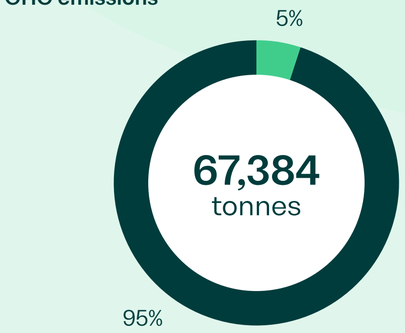
Emissions and energy consumption

GHG emissions

Sisal calculates greenhouse gas emissions based on the **GHG Protocol Corporate Standard**, with geography and activity-specific emissions factors applied.

In 2024, we further updated and refined the reporting process in line with the methodological principles of the GHG Protocol. In particular, we calculated the emissions impact from biofuel and GPL emissions (Scope 1) and from charging electric vehicles (Scope 2), and we refined Scope 3 with the extension of category 1 *Purchased Goods & Services* to all purchases, the reclassification of category 4 *Upstream Transportation & Distribution* and the integration of the emission impact of hotels and taxis in category 6 *Business Travel*.

GHG emissions



- Scope 1 (5%)
- Scope 2 (0%)
- Scope 3 (95%)

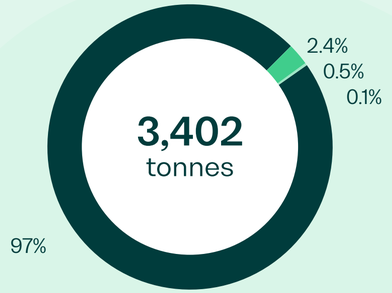
Total GHG emissions amounted to 67,384 t of CO_2e (-3% vs 2023 and +22% vs 2022), of which 5% direct emissions (Scope 1) and 95% indirect emissions (Scope 3). Indirect Scope 2 emissions associated with the consumption of electricity from non-renewable sources stand at 0%, as 100% of the electricity purchased is covered by Guarantee of Origin (GO) Certificates in Italy and Energy Attribute Certificates (EACs)[47] for the foreign subsidiaries. The increase in emissions in 2024 was mainly due to the following factors:

- business growth;
- inclusion of Sisal Jeux Maroc within the reporting boundary;
- upgrading Scope 3 emissions reporting, particularly for Category 1: Purchased Goods & Services;
- 4% increase in the company vehicle fleet; 9% increase in the number of employees compared to 2023;
- refinement of calculation methodologies for Scope 1 and Scope 3 emissions;
- update of emission factors, some of which are higher than those used for the baseline year (2022).

In order to strengthen our climate strategy, we are enhancing the decarbonisation plan to identify and implement new initiatives and actions in support of the climate transition. **Scope 1 GHG emissions, at 3,402 t of CO_2e (+1% vs 2023 and +2% vs 2022)**, were mainly due to emissions associated with the corporate fleet's fuel consumption (97%) and consumption of natural gas for heating (2.4%), which was down 44% on 2023 and 59% on 2022. Refrigerant gas consumption on the other hand accounts for 0.5% and diesel oil for electricity production for 0.1%.
In 2024, we further extended our reporting **of indirect emissions (Scope 3) to the following nine categories:**

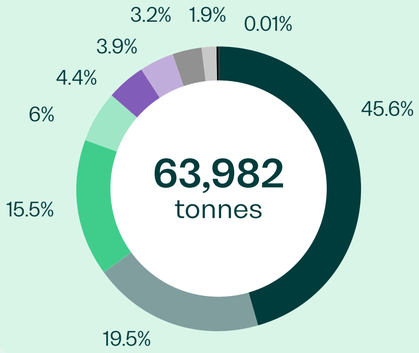
- **Purchased goods and services:** purchase of goods and services, including paper and the energy consumption of IT infrastructure (data centres) managed by external suppliers.
- **Capital goods:** purchases of technology (e.g. cabinets, terminals, monitors, etc.).
- **Fuel and energy-related activities**: consumption not already included in Scope 1 and 2, related to the transport and distribution of energy.
- **Upstream transportation & distribution:** logistics services provided by external suppliers.
- Waste generated in operations: production of special waste, including WEEE, and urban waste.
- **Business travel:** using non-company vehicles (rail, air, taxis) and staying in hotels.
- **Employee commuting:** home-work travel of our people.
- **Upstream leased assets:** energy consumption in indirect point of sale buildings.[48]
- **Downstream leased assets:** energy consumption by technology installed in indirect points of sale.[49]

Scope 1 emissions by source



- Heating (2.4%)
- Refrigerant gases (HFC) (0.5%)
- Company fleet (97%)
- Fuel for electricity generation (0.1%)

Scope 3 emissions by source



- Purchase of goods and services (45.6%)
- Electricity consumption of indirect points of sale (technology-related) (19.5%)
- Electricity consumption of indirect points of sale (buildings-related) (15.5%)
- Logistics outsourced to external providers (6.0%)
- Capitalized assets (including technology purchases) (4.4%)
- Business travel (3.9%)
- Employee commuting (3.2%)
- Energy consumption not already included in Scope 1 and 2 (1.9%)
- Waste generated by operational activities (0.01%)

47 Energy Attribute Certificates (EACs) prove that the electricity consumed is from renewable sources. Each EAC corresponds to 1 MWh of electricity produced from renewable sources (e.g. solar, wind, hydroelectric or biomass) and is physically separate from the energy itself.
48 Estimation model for specialist points of sale: electricity consumption was calculated by adding the consumption of the building to that of the gaming terminals and technologies used. Since 49% of specialist points of sale surveyed (in 2024/2025) said they use electricity from renewable sources, GHG emissions were calculated by applying a correction factor equal to said percentage, obtaining a total value of 5,204 tonnes of CO_2e.
49 Estimation model for general points of sale: electricity consumption was calculated by considering only the consumption of the gaming terminals and technologies used. Since 51% of general points of sale surveyed said they use electricity from renewable sources, GHG emissions were calculated by applying a correction factor equal to said percentage, obtaining a total value of 9,162 tonnes of CO_2e. Sisal has not so far requested documentary proof of statements by the points of sale (e.g. Guarantee of Origin Certificates or contracts proving that electricity supply is 100% from renewable sources), so the figures are to be considered as estimates based on respondents' statements.

Energy consumption

Sisal has developed a structured **energy strategy** in accordance with **ISO 50001**, aimed at ensuring the efficient and sustainable management of energy consumption throughout the entire value chain. To support this strategy, a multidisciplinary Energy Team has been established, responsible for the continuous monitoring and analysis of energy use, as well as for identifying energy efficiency improvement measures. The team also oversees the periodic review of results, ensuring the continuous improvement of energy performance in line with the company's environmental objectives. Our direct energy consumption is mainly the result of **building operations,** including lighting and power for IT technologies and devices, plus the heating and cooling systems of offices and directly managed points of sale. A significant percentage is also linked to **fuel consumption by the corporate fleet**.

In 2024, we continued projects launched in 2022 and defined new actions to reduce energy consumption, by boosting the efficiency of the buildings in which we operate and optimising the technologies used in our points of sale. At the same time, we worked to limit emissions generated by the fuel consumption of IC engine vehicles.

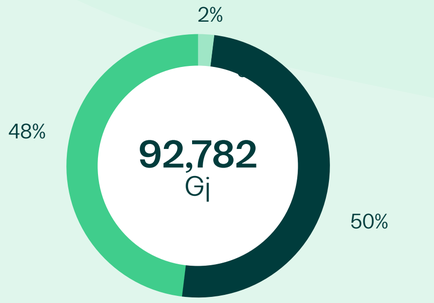
Energy consumption: 92,782 GJ (-0.4% vs 2023 and -6% vs 2022), of which:

- Purchased electricity consumption: 46,582 GJ, equivalent to 12.94 GWh (-6% compared to 2023 and -11% compared to 2022), 100% of which was sourced from renewable energy.
- Fuel consumption for the company fleet: 44,653 GJ (-5% compared to 2023 and -8% compared to 2022).
- Natural gas consumption: 1,506 GJ, equivalent to 42,630 m^3 (-47% compared to 2023 and -61% compared to 2022), used for heating purposes.
- Other sources: 41.66 GJ (-90% compared to 2023 and -97% compared to 2022).

Self-production initiatives

The photovoltaic plant in Rome was only started up in December 2024, whereas the Peschiera Borromeo plant, in service since June 2024, produced over **75,960 kWh** of electricity, of which 74% used by the building and the remaining 26% fed back into the grid. In 2024, work began on installing a **new photovoltaic plant** for self-production of electricity in a point of sale in Florence, to be completed by the end of 2025. In parallel, the existing plant at the Milan site is in the commissioning stage and will be fully operational in the same time frame.

Energy consumption by source



Energy Management of Data Centres

Sisal relies exclusively on third-party data centres, selecting providers with advanced environmental profiles, such as Aruba and Oracle, which use renewable energy sources and adopt energy efficiency practices. These requirements are integrated into supplier selection criteria and contractual agreements.

In Italy, **100% of the data centres used are powered by certified renewable energy;** at Group level, the share is 64%.

Regarding energy performance, in Italy Sisal relies on Aruba's services, which have set a target of achieving a Power Usage Effectiveness (PUE) below 1.3 for their data centres (1.4 for those located in warm climate zones).

Green transition of the company fleet

Sisal's fleet in Italy has about 420 vehicles, used mostly for mixed routes (urban and extra-urban). Reducing the environmental impact of employee mobility is a priority as our company fleet accounts for 97% of direct emissions (Scope 1).

Thanks to the agreement signed in 2022 to replace IC engine vehicles with hybrid and electric models by the end of 2025, the corporate fleet currently has 216 hybrid vehicles (51%) and 43 electric vehicles (10%).

Sisal's commitment to the green transition of its fleet also extends to the development of charging infrastructure. A partnership with one of the leading players in the sector had already been formed in 2022, leading to the **installation of charging stations at the main sites and home wallboxes** for employees who opt for electric vehicles.

100% of Italian fleet vehicles to be hybrid or full electric by 2025

Eco-driving training course

Sisal believes that promoting efficient driving behaviour is an important way to reduce environmental impacts.

In early 2025, we therefore provided eco-driving training courses to a group of employees with a company vehicle, promoting a driving style that reduces fuel consumption and CO_2e emissions.

Ecological driving practices will **significantly reduce fuel consumption, limit climate-changing gas emissions and decrease vehicle wear and tear, helping reduce overall environmental impact**.

The adoption of eco-driving techniques also promotes a more cautious and conscious driving style, which improves road safety.

Remote technical assistance

Sisal's remote assistance programme adopts an integrated architecture based on real time monitoring and remote diagnosis designed to optimise terminal management and repairability.

This approach makes it possible to limit on-site interventions to strictly necessary cases, helping to reduce operating costs and **minimise the environmental impact of maintenance activities**, in line with sustainability goals.

Sisal has a **Contact Centre dedicated to points of sale** and a **Customer Assistance** service available by phone and email from **7am to midnight**. In addition, the chatbot – available 24/7 on the website and app – offers instant answers thanks to a **constantly updated knowledge base**, backed up by operators with expertise in lottery games and Responsible Gaming.

This solution reduces downtime and optimises resources, improving operational efficiency and containing the costs and environmental impact associated with travel by technical staff.

29,411
remote interventions in 2024

1,404,887 Km
avoided in 2024 thanks to remote intervention

239 tonnes
of CO_2e avoid in 2024

Eco-driving driving translates into **fuel savings of between 5% and 30%**, ensuring a proportional **reduction in emissions**

Renewable energy for the indirect point of sale network

To promote greater awareness of the energy transition among our partners and help reduce Scope 3 emissions caused by electricity consumption in indirect points of sale, in 2024 we followed up on two projects launched in 2023.

Green Energy offer reserved for Italian retailers in the MySisal network.[50]

In November 2023, Sisal entered into a partnership with one of Italy's main energy utilities in order to offer its retailers the opportunity to **sign contracts for the supply of electricity from renewable sources at favourable rates**, both for points of sale and homes. In 2024, with the aim of making a concrete contribution to the decarbonisation of the country's energy system, Sisal expanded the initiative with a service dedicated to the installation of photovoltaic systems for domestic self-production, offered to the company's partners.

56 retailers
took up the offer and entered into **green energy contracts** for their points of sale

New Code of Ethics: introduction of the "green" clause

In 2023, Sisal introduced a "green" clause in its contracts with retailers, in line with the principles set out in the new Code of Ethics, which recognises environmental protection as a fundamental value. With this initiative, we aim to promote greater awareness among retailers in the sales network and encourage them to adopt behaviours and solutions that reduce energy consumption. In this context, retailers are required to enter into a contract for the supply of electricity from renewable sources, if they have not already done so.

2,029 points of sale
signed the new contract, which includes the green clause.

Sisal's Wincity Green concept

In 2025, we opened the first fully sustainable point of sale, **Sisal's Wincity Green**, a new concept gaming, dining and entertainment space integrated into the community.

The Wincity Green design process focused on making the spaces not only more modern and digital, but also more environmentally friendly, adopting eco-friendly solutions and optimising energy consumption.

This sustainable and technological approach gives Sisal a solid base on which to expand its point of sale network, with a special focus on energy efficiency and digital innovation.

Reduction of digital emissions

Building on action taken in 2023 to integrate sustainability and technological innovation, in 2024 we repeated the measurement of the Digital Carbon Footprint of our online gaming platform **sisal.it**.

The results of the measurement, performed according to the Software Carbon Intensity (SCI) methodology, are another step forward in the **carbon neutrality process for Sisal's digital solutions**, enabling us to:

- analyse the main emission sources and define reduction measures to boost efficiency and optimise the platform's performance;
- neutralise GHG emissions, pending implementation of the measures defined, by supporting certified projects.

In 2024, to offset the emissions generated by our gaming platform, Sisal supported the SunCulture project in Meru, Kenya. The initiative promotes solar-powered irrigation among smallholder farmers, reducing CO_2 equivalent emissions by replacing fuel-based pumps with renewable energy, while also enhancing climate resilience and improving access to water.[51]

71 tonnes of CO_2e
offset in 2024 through the SunCulture project, which promotes solar-powered irrigation in Africa

50 MySisal is a partner support project with a rich portfolio of services tailor made for retailers, including training courses, communication materials, discounts, experiences, employee insurance and much else besides.
51 **sunculture.io**

Responsible consumption of natural resources and circular economy models

In a scenario in which natural resources are of increasingly strategic value due to their limited availability, it is becoming essential to promote conscious and sustainable use throughout the entire life cycle of products, from procurement and development to production, distribution, use and end-of-life.

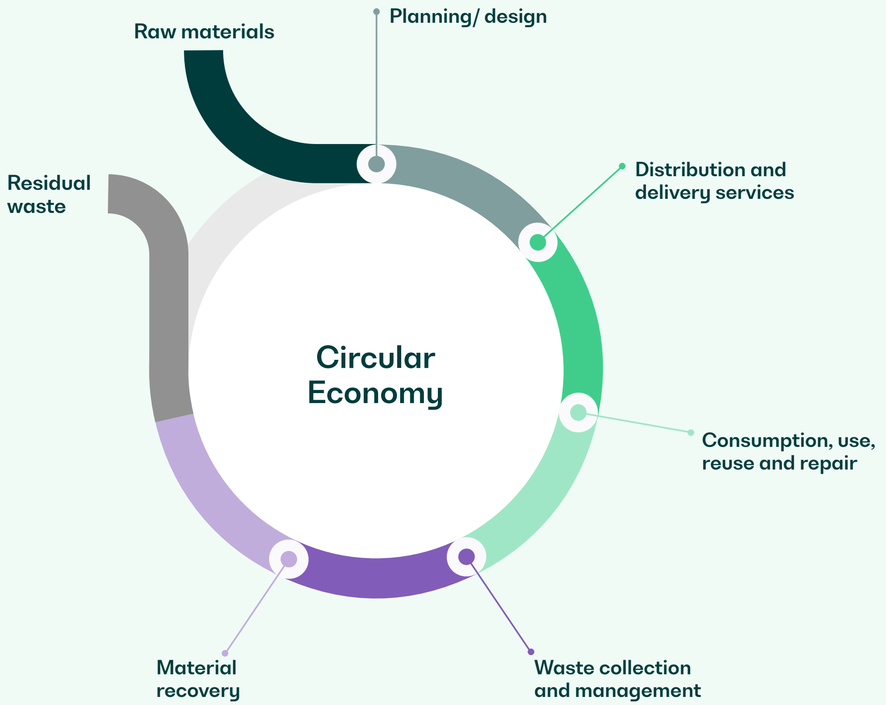
The adoption of **models inspired by circular economy principles** is indispensable for any organisation committed to the ecological transition. The initiatives launched by Sisal in this area are organised into several integrated and complementary action areas.

Raw materials

Use of electricity certified from renewable sources.
Use of FSC-certified paper for betting slips and thermal receipt paper. Optimization of the QR code on gaming receipts to shorten its length and reduce thermal paper consumption.
Use of reusable and compostable materials and packaging.

Planning/ design

App development based on green design principles.
Energy optimization of cabinets and gaming terminals.
The gaming app allows users to fill out betting slips directly on their smartphone, avoiding the use of paper.
Improved energy efficiency and performance of the Sisal.it gaming platform.



Distribution and delivery services

Optimisation of logistics management tools.
Partnerships with logistics providers committed to reducing GHG emissions.

Consumption, use, reuse and repair

Purchase of used cabinets (AWP and VLT) from competitors, which are then refurbished and customized by Sisal.
Promotion of remanufacturing by extending the lifecycle of equipment and components, thereby reducing waste and the consumption of natural resources.

Material recovery

Material recovery from special waste, including WEEE, in collaboration with authorised partners.

Waste collection and management

Collection and management of special waste in collaboration with autorised operators. Monitoring and employee awareness-raising on municipal waste sorting through the use of AI.

Paper consumption

Management of paper consumption is crucial due to its impact on biodiversity, deforestation and climate change. We have an ongoing commitment to reduce the impact of **paper** consumption, which is one of the materials used most to provide Sisal's services.

We are therefore striving to preserve the availability of natural resources by prioritising **digital solutions**, as well as by using **FSC certified paper** from responsibly managed forests and **renewable** and **recyclable materials**. We also promote responsible behaviour among our employees as a way to reduce paper consumption in our offices.

100%
of gaming and thermal paper is **FSC certified** in Sisal Group

Biodiversity

As well as continuing to pursue our commitment to combating climate change, we are actively engaged in protecting biodiversity by reducing the environmental impact of our services. With this in mind, and given the central role of paper in Sisal's business, we promote responsible practices across the supply chain by purchasing FSC®-certified paper.

The FSC (Forest Stewardship Council) is an international, independent, non-profit organisation founded in 1993 to promote responsible management of forests and plantations. FSC certification is a key tool in conserving forest ecosystems, which are increasingly at risk due to over-exploitation of natural resources.

QR code optimisation: less thermal paper, more sustainability

In 2024, we conducted an analysis of the thermal paper used to print gaming receipts, with the aim of reducing consumption.

This simple but high impact solution involves reducing the size of the QR code on gaming receipts. This made it possible to **reduce the average length of Superenalotto receipts by 1.3 cm, saving 6.5% of thermal paper per receipt**.

The benefits on an annual basis are considerable. The change is being made across the entire sales network from April 2025. The next step will be to extend it to all games with paper receipts and gradually to international licences, starting in Türkiye and Morocco.

6.78 million
metres of thermal paper avoided

About
66 tonnes
of CO_2e avoided

€224,000
saved on SuperEnalotto alone

Use of compostable packaging: feasibility study of SMUSH Materials launched

Sisal has launched an exploratory Proof of Concept (PoC) project to assess the technical and commercial feasibility of solutions proposed by startup SMUSH Materials, with the aim of replacing the expanded polystyrene used as a packaging material in gaming terminal assistance logistics.

SMUSH Materials is an innovative startup at the forefront of the biomaterials industry, specialising in the production of sustainable industrial packaging. Based on an idea by a group of researchers and entrepreneurs, the company has developed a **revolutionary technology that leverages fungal mycelium (the net-like structure of mushroom roots) to transform agricultural subproducts and waste into compostable materials**, offering an ecological alternative to packaging produced from fossil sources. SMUSH Materials is also the winner of the eighth edition of GoBeyond, Sisal's responsible innovation programme.[52]

As well as being an environmentally friendly alternative, this packaging is impact-resistant, fire-resistant and impermeable. On reaching its end of life, the material is compostable in 90 days. The solution developed by SMUSH Materials also reduces emissions of climate changing gases by 90%[53] compared to expanded polystyrene.

The mycelium-based packaging produced by SMUSH can **reduce GHG emissions by 90%** compared to expanded polystyrene.

52 Further information is available in **Community and Innovation** chapters.
53 Figure provided by SMUSH Materials.

Waste management

Effective waste management not only contributes to protecting the environment and public health, but is also a key factor in the transition to a circular economy model, in which waste is valued as a resource to recover and reintroduce into production processes to extend its life cycle.

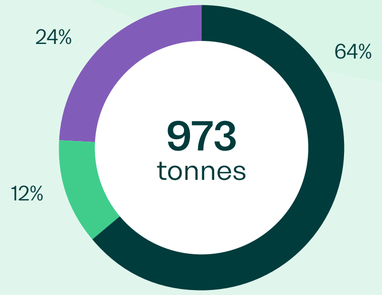
Sisal applies the principles of the European waste hierarchy in its waste management practices, prioritising prevention, followed by reduction, reuse, and recycling, all of which are integrated into the company's operational activities.

Given the predominantly digital nature of the services it offers, the most relevant area in terms of impact is the management of **WEEE** (Waste Electrical and Electronic Equipment), which includes both IT devices used by Sisal personnel and the terminals and other equipment installed in points of sale.

Sisal has a number of **repair and remanufacturing workshops for electronic equipment** (displays, computers, printers, keyboards and other devices). Work carried out in these facilities includes software configuration, hardware repairs using specific replacement components, soldering, functional tests, and device cleaning and updating. Other activities include retrofits and cannibalisation, plus active engagement with manufacturers for warranty management. This approach, replicated across all locations where Sisal operates, enables us to extend equipment life cycles, reduce electronic waste and make a real contribution to the adoption of circular economy models.

Unrecoverable electronic equipment is managed by authorised specialist operators. Tools and devices that are still technologically valid but do not meet all the necessary requirements are sometimes donated to local associations, schools and communities, helping to **reduce the digital divide and promote inclusion and digital literacy** among vulnerable categories in the population, or sold to employees for a token price.

Waste produced



- Non-hazardous waste (64%)
- Hazardous waste (12%)
- Municipal solid waste (24%)

EEE (Electrical and Electronic Equipment) 2024 data

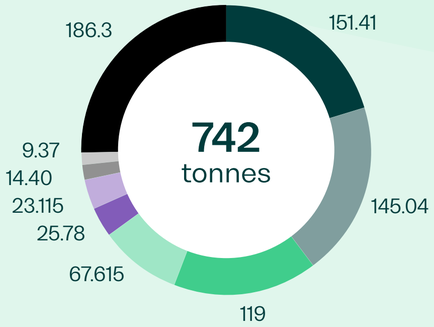
over 29,790
electrical and electronic devices were **repaired** or **reconditioned** for re-use

93%
of damaged electronic devices were repaired and reconditioned

99%
of **materials were recovered** thanks to collaboration with partners on correct waste management

60
devices were donated to non-profit and private organisations (over 420 since 2020)

Materials recovery in Italy (about 100% of WEEE)



- Mixed-material packaging (151.41)
- PC Desktop (145.04)
- TV equipment and monitors (119)
- Display, mixed components and cables (67.615)
- Paper and cardboard packaging (25.78)
- Iron and steel metal (23.115)
- Packaging (wood, glass, other) (14.40)
- Bulky waste (9.37)
- Miscellaneous (organic/non organic waste) (186.3)

99%
of special waste sent for recovery in Italy

Improving waste sorting in collaboration with ReLearn

In 2023, Sisal launched a partnership with **ReLearn**, an innovative startup founded in 2021 to use Artificial Intelligence to monitor and manage waste, for the purpose of reducing this specific environmental impact and promoting **sustainability culture** among employees in innovative ways. Using Nando, a plug-and-play sensor installed on standard waste bins, accurate data is collected to analyse waste production and sorting quality. These measurements make it possible to generate more accurate reports and raise people's awareness. For 2024, the quality of waste sorting (a metric that describes the quality of recycling and community behaviour) reached 60%, up 10 p.p. on 2023.

Following the pilot project launched in 2023 at the Milan and Rome offices (the two sites with most people), the partnership with ReLearn was renewed in 2024 and will be extended to other sites in 2025 and 2026.

60%
quality rate of separate waste collection

54 Introduced by the European Union's waste framework directive (Directive 2008/98/CE), the waste hierarchy aims to minimise the negative impacts of production and waste management and improve the efficiency of resources.

Water consumption

Faced with the growing pressure on **water resources** generated by climate change, Sisal recognises the importance of protecting water availability and adopting sustainable management practices, especially in geographical areas subject to conditions of water stress.[55] Although we consider the water consumption associated with our activities to be limited, we maintain a conscious and responsible approach to this essential resource.

Sisal's water use is limited to potable and sanitary purposes within its corporate offices, which is why the organisation does not have a particularly significant water consumption profile.

In 2024, **100% of the water withdrawn came from third-party suppliers**, primarily public water utilities. Approximately 35% of the total volume was withdrawn in areas classified as water-stressed, according to the WWF Water Risk Filter methodology. This figure is consistent with 2023 but represents a 47% increase compared to 2022, due to the expansion of the reporting boundary following the inclusion of Sisal Jeux Maroc and Sisal Technology, whose operational sites are located in water-stressed regions.

In line with the principles of continuous improvement established by the **Environmental Management System compliant with ISO 14001**, we have set a **target to reduce water consumption by 10%** at Italian offices compared to 2024 levels.[56]

Certified management systems

The adoption and certification of Management Systems in compliance with ISO 14001 and ISO 50001 standards are **central to the achievement of Sisal's strategic objectives**, representing an important tool for promoting staff involvement and continuous process improvement.

The company uses a risk-based approach to periodically assess potential critical issues and define the most appropriate mitigation measures to ensure that residual risk is kept to a minimum and under control.

Water withdrawals

CERTIFICATIONS*

ENVIRONMENTAL MANAGEMENT SYSTEM (UNI EN ISO 14001)

Boundary: Sisal Italia S.p.A., Sisal S.p.A

Our Environmental Management System adopts an integrated risk-based approach and a systemic vision of processes. Our various projects and initiatives in this area are designed to promote a culture of environmental responsibility and raise awareness of contemporary ecological challenges, generating value for customers, stakeholders and everyone who works at our sites.

ISO 14001 certification is another tool that strengthens our commitment to protecting natural resources and preventing pollution.

ENERGY MANAGEMENT SYSTEM (UNI CEI EN ISO 50001)

Boundary: Sisal Italia S.p.A., Sisal S.p.A.

The implementation of an Energy Management System requires efficient management of energy resources and in-depth knowledge of our systems and processes. This enables us to follow a path of energy optimisation and cost cutting, with the aim of achieving our greenhouse gas emissions reduction targets.

NB: there are four ISO 14001 and ISO 50001 certified sites, with 1,487 staff members working in them (66% of the Italian workforce and 43% of the total workforce).

55 Calculated with the Water Risk Filter tool.
56 The reduction target has been defined with reference to the offices included within the ISO 14001 certification scope.

Innovation

Our vision

Innovation is a **core value** at Sisal, essential for anticipating developments in the industry, generating long-term growth and building a sustainable future. We promote an approach to innovation that combines **vision and practicality**: from leveraging internal assets to creating synergy with the ecosystems around us, and from experimentation with emerging technologies to promoting a **widespread and participatory innovation culture**.

The **Strategy function** oversees this process and plays a central role in coordinating and governing innovation, by fostering continuous dialogue between the various business areas and the external ecosystem and by ensuring that strategic vision is aligned with actual planning. This makes sure that resources are distributed to innovation projects on a portfolio basis, ensuring that every initiative is aligned with long-term objectives and produces concrete and sustainable results.

To achieve these objectives, we have adopted an approach based on the **principles of Corporate Digital Responsibility (CDR)**, promoting conscious and ethical use of technologies and generating a positive impact on the environment, individuals and society.

Main material topics

- Research and Innovation

For the main risks and related opportunities see the table on page 78.

Highlights

- A consolidated cross-functional **innovation model** to guarantee maximum effectiveness at all stages of an innovation's life cycle. (**page 58**)
- **Five Envisioning Days** promoted in 2024, with over 630 people involved and **24 innovative ideas and concepts** produced. (**page 60**)
- **15 open days of the Demolab**, a space for discovering and experimenting with Sisal innovation that reported **108 registered visitors** in 2024. (**page 61**)
- **Events and collaborations** with universities and organisations, including master's and academy courses, digital marathons, and tech days and weeks. (**page 61**)
- **Two new experiences based on immersive technologies** developed in 2024: Ocean Guardians and the Sisal Immersive Museum. (**page 62**)
- Creation of the **Sisal AI Centre of Excellence**, a specialisation centre that consolidates advanced skills in fields such as data architecture, machine learning, generative AI and predictive analysis. (**page 62**)

KPI

199 innovation projects managed

587 innovative startups* mapped by Tech Scouting and GoBeyond initiatives

Over 700 people involved in AI training

39 innovative startups supported as part of the open innovation strategy**

* The figure includes startups, SMEs and innovative business ideas not formed into companies (the open innovation programme only considers complete applications).
** This refers to grants provided, services offered under open innovation programmes (mentorship, GoBeyond partner prizes, etc.), collaborations (PoCs/venture clienting) with startups, SMEs and innovative business ideas not formed into companies.

Sisal's innovation governance

Sisal benefits from a consolidated innovation model implemented by a number of teams, each with its own area of expertise but working in close synergy to ensure maximum effectiveness in all phases of the innovation life cycle.

The Innovation Strategy function has three roles:

- **Governance and coordination function**, with the aim of guaranteeing optimal allocation of resources to the various innovation initiatives and maximising their impacts, success and ability to deliver. It creates the conditions for a coordinated short-term innovation drive and a medium to long-term strategy, monitoring adoption, facilitating implementation, evaluating impacts and defining strategic guidelines geared to business objectives. Through intensive interaction and continuous dialogue with all the business and IT functions, it acts as a facilitator and promoter of innovation.
- **An innovation driver**, with an active role throughout the life cycle of an initiative, from defining a vision, with a special focus on emerging technological trends, to idea generation and incubation and technological development when required.
- **Promoter of an open innovation approach**, both internally and externally. Through initiatives like GoBeyond and collaboration with universities and other research centres, the company supports the development of new ideas and technologies.

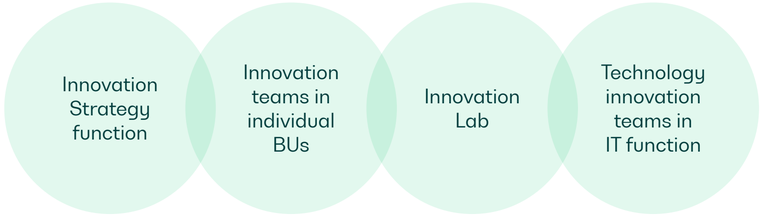
The innovation teams within the product and channel units, with a vertical focus on innovation in their own area, are responsible for identifying and adapting the best product innovations for all countries, exploring and monitoring new and innovative gaming products and functions, conducting market analysis and sector studies and managing the online and retail platforms.

The Innovation Lab, a centre of excellence focusing on innovative technologies developed in various application domains, whether product or process, each monitored by specialists, with a focus on immersive technologies and advanced AI.

The technology innovation teams within the IT function act as innovation enablers and are responsible for continuous upgrading of technological infrastructure, as follows:

- the **IT Strategy** Team is in charge of architecture innovation strategies;
- the **IT System Innovation** Team is responsible for continuous updating of management systems and support for the network, such as customer service;
- the **digital hubs dedicated to specific technological fields**, currently located in **Italy** (Naples and Palermo), **Albania** and **Türkiye**, are staffed by tech experts specialising in software solutions, platforms and business systems.

Structures working in synergy



Our innovation strategy

Sisal has a **dual-speed** innovation strategy capable of combining **short-term** vision with **medium/long-term horizons**. Alongside rapid-impact initiatives designed to innovate processes and products, based on both traditional and transformative technologies (e.g. Artificial Intelligence and Extended Reality), Sisal is building a long-term vision through the study of technological trajectories and the analysis of macro trends, exploratory projects and relative proofs of concept to test new technologies ahead of their adoption. This dual-speed approach makes it possible to incorporate new ideas into the innovation offering on a continuous basis and implement a **paradigm of proactive rather than reactive innovation**.

Thanks to its structured and cross-functional governance, Sisal can coordinate all stages of the innovation life cycle, from concept to effective adoption and impact measurement.

Open Innovation

Open Innovation is at the core of our innovation strategy, creating a **bridge between our in-house know-how and the external ecosystem of technological innovation**, which includes startups, universities and centres of excellence. It's best described as a growth engine that promotes dynamic connection between ideas, startups, talent and innovation ecosystems. This approach enables us to intercept emerging trends, access complementary know-how and co-develop high-impact solutions capable of **generating shared value for society, communities and the company**.

Our Open Innovation model works in two directions:

- **Development of the ecosystem and external collaborations (outside-in):** through **GoBeyond** and the **Innovation Lab's Tech Scouting**, we have developed an open innovation ecosystem that fosters collaboration with universities, research centres, businesses, investors and startups. Thanks to proof of concept (PoC) experimentation, venture clienting models and support in the form of grants, mentorships and advisory services, we collaborate with startups to validate and scale their solutions, reducing the risks associated with adopting new technologies and accessing complementary know-how. This model enables us to feed a virtuous circle of ideas and skills, with initiatives targeting the markets in which we operate. In 2024, we launched an innovation programme in Morocco and in 2025 we will be rolling it out in other countries to strengthen our international presence.
- **Development of innovative projects in-house (inside-out):** innovation is not limited to collaboration with the external ecosystem, but having an internal growth engine is now crucial. That is why we are developing a **Corporate Intrapreneurship programme** to stimulate our colleagues' spirit of enterprise and foster a widespread culture of experimenting with new ideas and creating innovative projects.

Scouting	
Innovative startups* mapped:	Innovative startups supported**:
587	**39**

* The figure includes startups, SMEs and innovative business ideas not formed into companies (the open innovation programme only considers complete applications).
** This refers to grants provided, services offered under open innovation programmes (mentorship, GoBeyond partner prizes, etc.), collaborations (PoCs/venture clienting).

GoBeyond: Sisal's Open Innovation platform

GoBeyond, Sisal's programme to support the ecosystem of startups, has evolved from a Call for Ideas to identify innovative business concepts into a **structured programme of support for sustainable startups**.

GoBeyond is now a point of reference both externally, positioning Sisal as a virtuous example and GoBeyond itself as **one of the best known startup competitions in Italy**, and within the company thanks to the possibility of creating new opportunities for collaboration and innovation.

GoBeyond has the important role of interconnecting externally gathered value propositions with in-house innovation. For this purpose, a Screening Committee (involving the company's main innovation functions) was created to consider possible synergy and collaboration with the candidate startups as a function of the Group's Open Innovation strategy.

Over the years, GoBeyond has built **a solid network of prestigious partners** including Carter & Benson, Mamacrowd, Google, Zest, Startup Geeks, K&L Gates, FoundationC, frog-Part of Capgemini Invent, Social Innovation Teams, NTT DATA, A4W (Angels for Women), SheTech, Alkemy and StartupItalia, which have supported the programme and awarded special mentions to the most deserving startups.

8
record-breaking editions since 2014

+2,000
applicant startups

€480,000
awarded in grants over 8 editions

28 partners
in the GoBeyond network

Under our Open Innovation strategy, GoBeyond has become a strategic asset for generating value, accelerating the adoption of innovative solutions and strengthening our positioning as an active player in the ecosystem of high-impact enterprises and startups.

Today's platform is built on three pillars:

Call for ideas

This is the scouting engine that validates new high-impact solutions. Thanks to a robust network of high profile partners and a model based on financing (grants), venture clienting and concrete PoCs, we can transform the most promising ideas into real collaborations and support the most deserving startups.[57]

Academy

This offers free, on-demand training and is accessible to everyone. Over the years it has consolidated its role as an educational benchmark for emerging entrepreneurs, offering highly flexible training content and practical tools for transforming ideas into successful businesses. In September 2024, it launched **five new on-demand modules focusing on social entrepreneurship** and basic themes such as governance and legal aspects, sustainable financing models, impact design, ethical decision-making and responsible communication. Two online workshops, with a total of 141 registered participants, were also organised to look at key topics like the structuring of governance in startups and scalable fund-raising strategies.

Community

The aim here is to cultivate, on a daily basis, the interconnected ecosystem of startups, experts, businesses, investors and key opinion leaders. In 2024, a **social challenge involving 20 participants** (startups, investors and sector leaders) was launched to discuss two critical issues: skill mismatch and the development of digital infrastructure. This initiative led to the publication of a whitepaper outlining insights and solutions identified.

730 applications overall

460 complete applications
from startups in Italy

€50,000
equity-free grants awarded to the winning startup

14 partners
including businesses, investors and accelerators

6 finalist startups
received advisory programmes to develop their projects

Support for young tech talents in Türkiye

YILDIZ JAM is a videogame development marathon (game jam) organised by the SKY LAB club of Yıldız Teknik Üniversitesi (Yıldız Technical University) in Istanbul. This annual event brings together developers, designers and fans in the industry to create videogames in a limited time frame. Sisal Hub Türkiye sponsored the 2024 edition of YILDIZ JAM, designed to "train" young talents and encourage the development of creative and innovative technological solutions, as a tangible contribution to the growth of the local technological ecosystem.

The future of innovation at the ICTSLab Awards in Albania

Sisal Hub Albania was proud to support the ICTSLab Awards, organised by the platform that celebrates innovation, creativity and the excellence of the Albanian-speaking tech community. As part of our ongoing commitment to promoting innovation, Sisal Hub Albania assigned the Startup prize for 2023-2024 to Redjan Ymeraj for his Wellness+ project, a management software package for customers and operators in the fitness, swimming pools and gyms sector.

International expansion: Impact Beyond Borders

Impact Beyond Borders in Morocco, a programme developed in collaboration with BeEntrepreneurs[58], is GoBeyond's first international pilot to promote local entrepreneurship and sustainable development in the countries where Sisal operates. The project exports a model already consolidated in Italy, amplifying the positive impact of open innovation on a global scale.

The Call for Ideas attracted a total of 143 applications, of which eight were selected for an intensive bootcamp in Casablanca, culminating in a DemoDay with investors and key partners in the ecosystem. PlaVeg won a €10,000 grant and, together with DeepLeaf and 2pi learning, went on a roadtrip around Italy involving key players in the Italian and European ecosystem who actively supported the three selected projects. The initiative also involved key players in the Moroccan ecosystem, strengthening dialogue between local innovation and global opportunities. In the coming years, Sisal will be extending the programme to other key markets.

143 overall applications

78 complete applications
from startups in Morocco

€10,000
equity-free grant to winning startup PlaVeg

3 startups won
a trip to Italy to meet the innovation ecosystem

8 startups
selected for an intensive bootcamp in Casablanca

57 For further details on the 2024 editions of GoBeyond, see the relevant part of the Community section, page 42.
58 BeEntrepreneurs is a non-profit organisation whose main aim is to support entrepreneurship by creating opportunities for young people to invest in startups.

Management of the innovation life cycle

We manage the entire innovation deal flow, from identifying opportunities to funding their implementation and monitoring, ensuring that each initiative generates a real and sustainable impact. Through this **integrated ecosystem**, we identify and explore advanced technologies to create a virtuous cycle of internal and external innovation and consolidate our role as a catalyst of transformation and sustainable development.

199
projects in 2024

The model is based on **three complementary key moments**:

1. Idea generation

The idea generation phase is enabled by initiatives like innovation workshops and other events, such as **Sisal's Envisioning Days**, which are designed in-house to raise awareness around emerging technologies and create opportunities for encounters between industry experts, innovative startups and employees, aiming to promote **participatory strategic innovation**. With a format combining inspirational moments and collaborative workshops, these meetings explore the main tech trends and their potential applications in our business. Each day is split into two main phases, the first dedicated to inspiration, in which speakers and innovators present visions and solutions with a strong transformational impact, and the second focusing on action, in which multidisciplinary teams of colleagues work together to develop project ideas and strategic concepts.

To date, Envisioning Days have given employees an opportunity to analyse key topics like **Esports, the Metaverse, NFT, Web 3.0, Blockchain, Artificial Intelligence (AI), Customer Centricity, Sustainability, Sustainable Technologies and Responsible Gaming**, and to assess their impact on business strategies.

The value of this initiative is twofold: on one hand it gives employees tools and insights to **understand the changes taking place** in the industry, and on the other it **stimulates active, cross-company involvement**, making people the owners of change and the promoters of participatory innovation. In line with the company's sustainability and innovation strategy, the Envisioning Days contribute to creating an **open and dynamic work environment oriented to career development**.

In 2024, these events also produced **24 innovative ideas and concepts**, many of them subsequently developed through exploratory or design activities in various areas of the company. These results reflect the effectiveness of the format in promoting a genuinely participatory and forward-looking corporate culture.

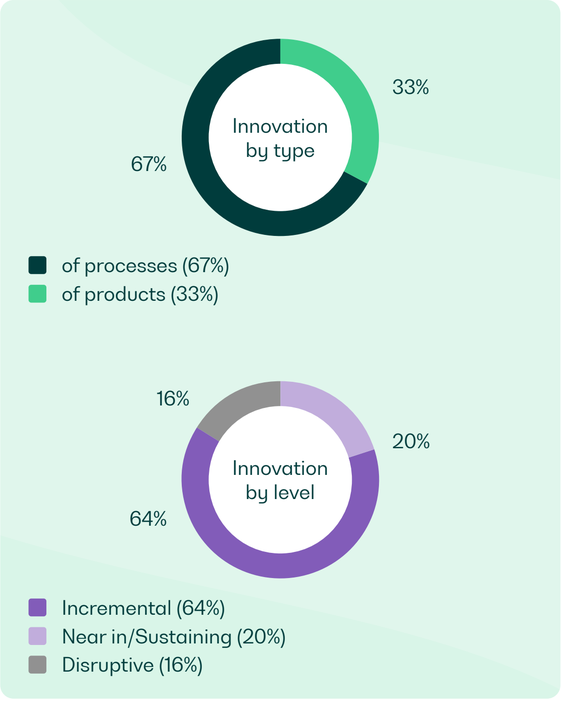
Envisioning Days in numbers	
15 events since 2021	**5 events** in 2024 alone
over 1,200 people involved	**over 630** people involved

2. Innovation mapping

To ensure the strategic consistency and sustainability of investments, Sisal has implemented a **system for mapping and qualifying innovation initiatives**.

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.



3. Contamination and dissemination initiatives

At Sisal, innovation is a core value and a strategic lever for tackling the challenges of a constantly evolving market.

Our ambition is to promote a culture of innovation that goes beyond the development of new products and technologies. It is an approach that aims to radically transform the business model by making it increasingly flexible, sustainable and good at anticipating change in the gaming sector.

The **Tech Observatory** is an integral part of our **Innovation Strategy**, overseeing technological developments and supporting innovation across the company. The Observatory plays a vital role in continuously monitoring the trajectories of both emerging and established technologies, in scouting for avant-garde solutions, and in analysing digital transformation trends. This proactive approach enables us to rapidly identify opportunities and risks, generating a wealth of shared knowledge that feeds an ecosystem of continuous and widespread innovation.

To support and amplify these efforts, Sisal promotes numerous initiatives to raise awareness and spread a culture of innovation within the organisation, using languages, formats and tools that encourage colleagues to engage with the technologies of the future:

- **Tech Trend Report:** informative/exploratory publications that analyse emerging technological scenarios, outline main trends and propose new concepts and possible applications for Sisal's business. From 2021 to 2024, 14 reports were published, including four in 2024 on topics such as Web3, the gaming world, AI, the strategic value of data, and the ethical implications involved in building AI models.

14
Tech Trend Reports published since 2021

4
Tech Trend Reports published in 2024

- **Smart Corner:**
  training and in-depth sessions designed to encourage the various corporate functions to engage with innovation topics, focusing primarily on their own areas of activity. These highly interactive sessions make it possible not only to understand the technological contexts but also the actual impacts of innovation on day-to-day work. The programme's focus in 2024 was on **Generative Artificial Intelligence**: 75 colleagues participated in 11 training sessions enriched by practical workshops and guidelines to encourage conscious use of technology in real working situations.

11 training sessions in 2024

75 colleagues involved in 2024

- **TechRadar:**
  a weekly newsletter for Sisal's internal community, with an average of over 1,000 readers (global open rate ~ 36%), it offers a selection of the most relevant news from the world of innovation, in Italy and abroad. Available in Italian and English, each issue offers a concise and stimulating overview of topics such as AI, cybersecurity, new digital applications and the startup ecosystem, helping to feed curiosity and internal dialogue on emerging trends.

138 issues since 2021

45 issues in 2024

- **Demolab:**
  the first space entirely dedicated to innovation at Sisal, created at our Milan site in 2023. It was designed not just as a physical place, but primarily as a logical space where company employees and external visitors can learn about and experiment with innovation.

The **Demo Lab** offers the chance to learn more about the Innovation Lab, its mission and its contribution to innovation in the company. A touchscreen and interactive software allow visitors to explore the most important projects, but above all to enjoy engaging experiences through virtual reality demos, to walk through and interact with the Metaverse, and to discover the fascinating world of AI in all its aspects.

The Demo Lab 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. In 2024, it presented seven projects on three different devices and was attended by 108 people during 15 openings.

15 openings in 2024

108 Visitors registered in 2024

Main events and collaborations

Politecnico di Torino: Master HumanAIze	Sisal is a supporter of the new Level 2 Master's degree course "HumanAIze: human and social sciences for Artificial Intelligence". 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 Associazione STEM by Women, Sisal contributed to the design of the first master's programme and project work alongside the other supporting companies in academic year 2022/2023, fostering the development of approaches designed to overcome the gender gap and promote equal opportunities in STEM professional roles, working towards a culture of equality and inclusion.
DIGITHON	Again in 2024, through the GoBeyond programme, Sisal partnered with DigithON, one of the most important digital marathons for startups organised in Southern Italy. As well as being represented on the Scientific Committee that assesses the startups, Sisal awarded a **special mention worth €1,000** to the startup best aligned with the values of the GoBeyond programme.
Envisioning Days	A cycle of four conferences held between 2023 and 2024 on the relationship between Innovation and Sustainability, exploring aspects such as Green IT and digital technologies for accessibility, innovation to support retail and store-concept rethinking, and digital solutions for player safety. 2024 saw the launch of a new cycle entirely dedicated to AI and Generative AI: the two-day event involved **315 colleagues** from all Sisal and Flutter sites, offering concrete ideas, use cases and inspirations from the market. The co-creation sessions led to the generation of 12 design ideas that have become part of the corporate AI & Governance strategy.
Italian Tech Week	Through GoBeyond, Sisal was a partner at Italian Tech Week, an Italian technology event organised by the Gedi group in collaboration with Italian Tech.
Cyber Security Academy	A **training course for 30 in-target students** on issues related to Cyber Security and Ethical Hacking themes (from theoretical and practical viewpoints) has been planned in collaboration with Politecnico di Milano. The course was developed thanks to support from professors in the DEIB Department's NECST Laboratory and managers from Sisal, who will demonstrate concrete applications of the topics covered in the business world.
STEM Academy MODIS for 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 **hiring of 12 new professionals in the Milan and Rome offices**.
JOINRS	Sisal embarked on a collaboration with Joinrs, a platform that connects young talents with businesses to promote training and career guidance initiatives aimed at students and new graduates. Through Joinrs, Sisal has created a corporate profile to present its values and available career opportunities, facilitating meetings with qualified candidates interested in pursuing a career in the company. **For 2025, Sisal was ranked among the 100 most attractive companies for Gen Z according to Joinrs**, a result based on the number of views generated by Sisal in activities on Joinrs, the number of applications received for job vacancies, and the number of people registering for employer branding experiences.
Platform Thinking HUB Observatory at POLIMI	The Observatory is a Politecnico di Milano community to which Sisal actively contributes through workshops. Its main purpose is to show the flexibility of the Platform Thinking concept and its adaptability to different environments and sectors, bringing concrete benefits.

Digital innovation and AI

Leveraging the value of internal assets

A company with a solid historical identity like Sisal must innovate not only by creating new products and services, but also by leveraging the value of its existing assets, its technological capabilities and its market position.

With this in mind, a number of projects were launched in collaboration with Politecnico di Milano to radically renew assets already in place:

- On our **Tipster** social betting platform, various solutions were explored with a view to introducing mechanisms similar to those used on the main social networks, in order to give our digital platform the social interaction typical of physical points of sale and create a favourable environment for influencers.
- The **MySisal** programme, on the other hand, concentrated on leveraging the value of the customer base, by offering exclusive services via our platform thanks to direct collaboration with our partners.
- The most recent project involved the **Procurement team**, with the aim of innovating the supplier selection process in order to improve the company's efficiency and competitiveness.

Innovation based on immersive technologies

On the emerging technologies front, Sisal explores the potential of immersive solutions to create innovative and engaging experiences. Through the **XR & Web3 Competence Centre** – our advanced design and development unit for innovative digital solutions – we develop **projects based on Augmented Reality, Virtual Reality, Mixed Reality, and Web3 technologies such as Blockchain, Metaverse and NFT**, supporting internal processes, improving the end user experience and contributing to initiatives for the corporate population.

These technologies are transforming the way we learn, work and communicate, offering new tools to talk about our identity and values and to promote our environmental and social commitment in new, accessible and memorable ways. Thanks to the immersive and interactive potential of Extended Reality and the Metaverse, we can convey complex messages more directly and effectively, creating a strong sense of participation and awareness.
In 2024, we developed Ocean Guardians, a game in the Roblox metaverse themed around environmental sustainability, and a Virtual Reality museum tour, adding these experiences to our know-how.

Ocean Guardians is a videogame developed for the Roblox platform and designed to offer an educational experience that teaches the importance of protecting the oceans from plastic pollution and showing respect for marine wildlife.

The user is transported to an archipelago affected by waste carried there by ocean currents and then tasked with patrolling the seas to collect plastic and save marine wildlife. This experience offers a richly detailed catalogue of both marine wildlife, with its unique characteristics, and of the types of plastic found at various depths. It also highlights just how long it takes plastic waste to decompose and the damage inflicted on the oceans and their living inhabitants.
The production of the catalogue and the scientific accuracy of the information on environments, marine depths and waste dating were curated by partner **WorldRise**, a non-profit expert in the sector.

The **Sisal Immersive Museum** is an interactive digital experience designed to take users on a journey through Sisal's history, from its foundation in 1945 to the present day.

Through virtual reality and the use of **XR headsets**, users can explore some of the company's most significant milestones, from the birth of Totocalcio to the gradual digitalisation of services and the expansion of our responsible entertainment offering, looking back over the evolution of our services and the central role of technological innovation. Accessibility was central right from the design stage of this experience, which is characterised by fluid paths and intuitive interactions designed to offer visitors an enjoyable experience and simplicity of use.

The Sisal Immersive Museum is designed as an educational and information tool that builds on the company's historical memory and expresses its passionate commitment to combining tradition and the future through technology.

Informed use of Artificial Intelligence

Sisal has been investing for years in the development of AI as a strategic lever to generate value in a responsible and sustainable way. In 2024, it set up the **Sisal AI Centre of Excellence**, a specialisation centre that consolidates advanced skills in fields such as data architecture, machine learning, generative AI and predictive analysis.

The centre works on three main fronts:

- **development and industrialisation of high-performance AI models**, including tools based on LLMs (Large Language Models);
- **technological scouting and studying the evolution of innovations** to ensure early identification of emerging solutions;
- **experimentation and prototyping** of high-potential technologies, with a focus on sustainable integration into the company's ecosystem.

All these activities are coordinated in line with the **overall AI strategy**, defined by the **Innovation Strategy** function using clear and measurable objectives aligned with the business strategy, key initiatives and the corresponding operating and investment roadmap.

The success of this holistic approach to AI and data analysis is assured by a framework of AI process governance at both organisational and technological-infrastructural level, i.e. a set of policies, processes and practices that guarantee that AI technologies are developed, implemented and managed responsibly, ethically and in compliance with legislation, including the relevant EU regulation (AI Act).

The key functions are:

- **AI Governance & AI Accountability**, involving the definition of roles and responsibilities in decision-making and strategic models, as well as in operational models for the design, development and maintenance of AI systems.

- **AI mapping and cataloguing**, involving the creation of a detailed inventory of AI applications used at Sisal for the purpose of monitoring and effectively managing

- **Risk classification and mitigation**, involving the classification of AI solutions on the basis of risk profiles, in line with the provisions of the AI Act and corresponding mitigation measures.
- **AI policies and guidelines**, involving the definition of a conformity programme setting ethical, legal and operational standards governing the use of AI in terms of transparency, equity, security and responsibility, and establishing clear limits on the types of application that are acceptable or banned in line with current legislation.
- **AI training and communication initiatives** to help Sisal people, including management, understand the risks, opportunities and ethical implications of using these technologies, whether as users or developers. It is important for the entire organisation to acquire skills in the design, management and responsible use of AI, for the purpose of avoiding harmful or discriminating decisions and ensuring that technologies are used ethically.

On the technology front, Sisal has adopted a methodological approach designed to guarantee that AI tools are created in accordance with privacy, security and ethics by design principles. The approach is therefore an important way to minimise the risks associated with AI and to facilitate certification of conformity to international best practices.

To back up this model, Sisal also acquired a **GenAI & Automation Platform** that enables:

- **Safe and sustainable development of tools based on generative AI**, with data protection, limited energy consumption and the intelligent reuse of responses;
- **transparent creation and management of machine learning models**, ensuring explainability, data checking and compliance with corporate policy.

With this integrated approach, Sisal promotes innovation that harnesses technology to responsibility, contributing to the development of a **more ethical, secure and sustainable digital ecosystem**.

Many AI tools were created in 2024, both as product and process innovations, including:

Gaia – Generative AI Assistant

Gaia (Generative AI Assistant), a project launched in 2023 and extended in 2024 with a pilot phase, explored the impact of generative AI on optimising day-to-day work tasks, with a special focus on **time saving** and **simplifying activities**. Testing was carried out in areas such as software development and multimedia content creation, using tools like GitHub Copilot, ChatGPT, Synthesia and Microsoft 365 Copilot. The pilot phase involved **54 developers** from all ICT areas for coding support activities, and 20 colleagues working on content creation.

The use of **Microsoft 365 Copilot** led to an average reduction of **26%** in the time taken to complete document-related and management tasks, while **GitHub Copilot** delivered a reduction of **52%** in development times. On the basis of these results, use of generative AI tools was extended in 2024 to around **80% of developers**, supported by special training courses. The perceived value of this also prompted numerous colleagues from all business units to request their adoption and integration into the daily work cycle. Use of these tools has reduced the time spent on repetitive tasks, allowing employees to focus on higher value-added work and **contributing to increased job satisfaction**.

Numera: Artificial Intelligence and the gaming experience

Sisal has developed **Numera** as part of its commitment to increasingly accessible and personalised digitalisation. Based on Natural Language Processing (NLP) and machine learning technologies, Numera is a **virtual assistant powered by generative artificial intelligence**, created to revolutionise the experience of SuperEnalotto players. Designed to **transform a person's dream narratives into meaningful numbers**, it offers players a completely new way to interact with games and their own imagination. Players describe their dreams using spontaneous, conversational language that is analysed by Numera to decode symbols, recurring themes and feelings in the story, identifying hidden connections between dream images and specific numbers.

SUSPIRIA: Artificial Intelligence for monitoring operational risks in online gaming

To guarantee the security and integrity of its gaming system, Sisal developed **SUSPIRIA (Sportsbook's Supervised Unified System for Profiling and Identifying Risks through AI)**, a proprietary AI system for profiling and segmenting risk in online fixed-odds sports betting.

The project enables **daily analysis of gaming behaviours** across all products offered (betting, lotteries, casino and poker) by assigning each user a risk score based on a sophisticated predictive model. The aim is to promptly identify any unusual behaviour associated with fraud, speculation or unauthorised revenue collection, enabling **rapid and effective corrective action to be taken**, including restricting the accounts of users with high risk scores.

SUSPIRIA confirms our commitment to proactive risk management and leveraging AI as a tool to strengthen compliance, protect gaming integrity and effectively meet the needs of stakeholders and regulatory authorities.

Sustainable AI

At Sisal, AI isn't just a driver of innovation, but a **strategic lever for tackling environmental and social challenges** with an ethical and responsible approach. This is why the "**AI Carbon Footprint**" project was launched to monitor and reduce the environmental impact of using artificial intelligence models.

The initiative is part of a **broader Green IT strategy** that Sisal has been consolidating over the years to make its technological infrastructure increasingly sustainable, reduce reliance on physical hardware and promote the adoption of emerging low-impact technologies.

AI literacy and change management

In the framework of our **training and awareness raising initiatives**, we have invested considerable effort in the field of artificial intelligence, on account of its huge transformative capacity to boost operating efficiency, support routine processes and increase employability.

We have promoted a wide range of initiatives in this field, but with an increasingly sharp focus on **Generative AI**, organised along three consolidated lines of action that represent the methods typically employed by Sisal to promote innovation culture: **inspirational events** (like the Envisioning Days dedicated entirely to AI and Generative AI in 2024), **technical training** (including sessions on GitHub Copilot and Microsoft 365 Copilot) **and the production of in-depth informative content**, encouraging the informed adoption of Generative AI tools.

Thanks to this integrated and gradual approach, **2024 marked a turning point in the adoption of Generative AI in the company**: the number of colleagues who actively use these tools has risen dramatically since 2023, from 10 to **over 350 active licences**.

This result underscores the effectiveness of a process that goes beyond mere technical experimentation, becoming a sustainable innovation strategy capable of generating a real impact on day-to-day work and leveraging the value of people's skills.

AI Literacy in numbers	
2 AI Envisioning Days in 2024	**31** training and awareness raising sessions
over 700 people involved in 2024	**over 350** active licences

Business Ethics

Our vision

The creation of value in the medium and long term, and the achievement of strategic objectives, require the adoption and promotion of **an ethical approach to business** as a fundamental prerequisite.

For us, this means ensuring the integrity of business practices, especially in connection with the fight against bribery and money laundering, respect for human rights and management of conflicts of interest. It also means protecting privacy and ensuring the security of personal data and the company's assets and technological platforms, particularly in terms of cybersecurity.

We are committed to this approach **along the entire chain and in all the countries where we operate**, not least through an effective risk management and internal control system, as well as a structured ESG certification process.

Main material topics

- Protection of sensitive data (privacy & security)
- Culture of legality
- Responsible Governance
- Business ethics

*For the main risks and correlated opportunities see the table on **page 78**.*

Highlights

- Sisal's **Enterprise Risk Management (ERM) framework** for integrated risk management. (**page 65**)
- Sisal is the first company in the gaming industry in Italy to have obtained **ISO 37001:2016 certification (Anti-bribery management system)**. (**page 67**)
- **Information Privacy Management System in compliance with ISO 27701: 2019**. (**page 69**)
- **Information Security and Operational Continuity Management System** aligned with the main industry standards and regulations (ISO27001, ISO22301 and WLA-SCS). (**page 70**)
- Structured **Sustainable Procurement** process based on ESG evaluation criteria. (**page 72**)

Targets and KPIs

	Target value	Year	Progress 2024	
% 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	96%	

*Calculated as the average availability of the various businesses and services
** All employees are required to complete courses on business ethics and data privacy within a set period after their date of hire.

Target reached

Progress in line with target

Risk management and internal control system

Risk management

Sisal has adopted the **Enterprise Risk Management (ERM) framework** as its integrated business risk management system, **in accordance with the guidelines issued by the Committee of Sponsoring Organisations of the Treadway Commission (CoSO)**, in order to establish a **broad-based risk culture at all levels** and ensure an adequate and comprehensive response to identified risks.

The framework consists of the set of **structures, processes, methodologies and tools** designed to ensure adequate controls for the current and prospective risks to which the Group is exposed, and aims to pursue the following objectives:

- identify business risks and be able to assess them based on a uniform and structured approach;
- align corporate strategy with the acceptable level of risk;
- measure the impacts of the risk scenarios identified;
- define strategies and controls to mitigate these risks;
- monitor the level of risk accepted and the adoption of clearly defined controls;
- strengthen the risk culture at all levels of the organisation;
- communicate results in regular reports to the Leadership Team, the Board of Directors and the Internal Management Committees, and activate the appropriate escalation processes;
- ensure that strategic objectives are achieved.

Risk Governance

The risk governance model is based on **three lines of defence**:

- the assignment to the **Internal Audit** function of assurance tasks regarding the adequacy, effectiveness and reliability of the framework as a whole;
- the assignment to the **Risk Management** function of a coordinating role in the overall management of the Group's risk governance process, defining unambiguous strategies, policies and processes for the various controls;
- the assignment to **individual Risk Owners** of specific responsibilities for identifying and assessing the risks associated with their activities and for defining any actions required to mitigate these risks.

Finally, the **Group's Board of Directors** issues guidelines for the management process and approves the risk assessment matrix.

The Risk Management function also reports regularly on the activities carried out, both to the **Risk & Compliance Committee**, made up of the entire Leadership Team and the Chief Executive Officer, as well as to the Board of Statutory Auditors.

ESG risk assessment

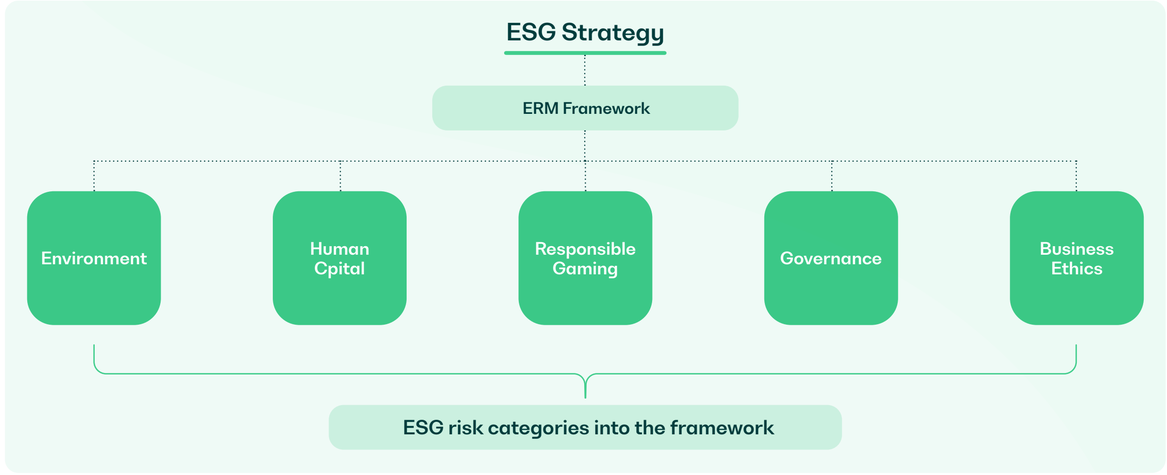
Sisal promotes respect for the **ethics, integrity and transparency** defined by the organisation in its Code of Ethics and its internal policies, processes and procedures. For this reason, we have also made provision in the **ERM framework** for a specific **ESG risk assessment**.

The integration of risks associated with environmental, social and governance factors, including ethical risks, is fundamental for an ever better understanding of the context in which the organisation operates, a more widespread and conscious assumption of risk and, ultimately, a greater ability to respond to the needs of all our stakeholders.

The failure to manage these risks can have a negative impact:

- **on the company's long-term performance** (e.g. higher recruitment costs, costs incurred to adopt national or supranational climate and environmental policies);
- **on the reputation of the company** (e.g. reducing brand awareness and customer satisfaction or damage to relations with suppliers resulting in economic impacts for the company).

More generally, the main risk factors identified, assessed and monitored in the framework of the ERM model are grouped into five categories:



Environmental risks

The importance of climate change in the economic, social and regulatory scenario has highlighted the need to ensure greater resilience to unforeseen events caused by various phenomena and to monitor the possible risks associated with them, with a view to transitioning to a low-carbon-emission economy.

Sisal therefore integrated the **management of physical and transitional risks associated with climate change** into the ERM framework and adopted mitigation actions to manage and monitor these risks:

Sisal also has specific insurance coverage for damage caused by natural disasters.

For more details, see the Environment section.

Physical risks	Transitional risks
	Asset write-downs.
Lower revenues due to business interruption at points of sale.	High investments in strategic initiatives/projects to implement in order to improve energy efficiency and reduce GHG emissions, with a view to achieving the environmental targets set.
Increased operating costs for non-routine maintenance activities.	Evolution of the relevant legislation applicable to the business, with particular reference to the inclusion of more stringent environmental obligations.
Lower revenues due to the business interruption caused by damage to IT systems.	Loss of market share due to the inability to anticipate market sentiment on environmental issues.
Increase in asset-related insurance costs.	
Injury to employees caused by an extreme weather event.	

Human Capital risks

The corporate population is the key resource as the business evolves into the future, with new methods of learning, working and innovation. The main **risks identified in relation to human resources** regard

- *Diversity, Equity & Inclusion*
- *Human Capital Development*
- *Gender Pay Equality*
- *Culture & Training*

To limit these risks, Sisal has taken action to promote **Diversity, Equity & Inclusion (DEI), training, growth and talent development**, and **full personal wellbeing**.

For more details, see the People section.

Responsible Gaming risks

Responsible Gaming is one of the cornerstones of Sisal's sustainability strategy. The assessment of **risks associated with the failure to protect players and non-compliance with regulations** is an integral part of the company's goal-setting processes and was carried out for both the online and retail channels.

To combat these risks, we have set up a **structured Responsible Gaming programme** to ensure that players, especially the most vulnerable, are protected. We do this through information campaigns, prevention of problem gambling phenomena, education in responsible gaming and help for people at risk, as well as through working groups involving the various company functions and the Product Committee to ensure compliance with responsibility and safety-by-design requirements.

For more details, see the Responsible Gaming section.

Governance risks

An efficient corporate governance system is essential both to establish an **effective internal control system** and to ensure the **creation of value for shareholders**, ensuring transparency and efficiency across the entire corporate decision-making process. For this reason, our corporate governance system, in accordance with applicable laws and regulations, reflects international best practices.
The Company has also adopted an **Organisation, Management and Control Model pursuant to Article 6, Legislative Decree 231/01**, which aims to ensure fair and transparent business activities, and has established a Supervisory Body.

For more details, see the Governance System page.

Business Ethics risks

Sisal carries out a specific assessment of **ethical risks** that takes account of **both legislative and regulatory aspects, as well as the values and commitments set out in the Code of Ethics and in the set of policies and procedures defined by the Group**, which promote respect for ethical values of integrity, transparency and accountability. The main risks examined concern compliance with basic consumer and employee safety standards and specifically:

- Privacy
- Anticorruption
- Anti Financial Crime
- Whistleblowing
- Antitrust
- Security
- Third Party Risk

More details in the following pages.

Internal control

Internal Auditing is an independent, objective assurance and advisory activity designed to improve the effectiveness, efficiency and integrity of the organisation. It provides the Board of Directors, the Body of Statutory Auditors, the Supervisory Body and the Leadership Team with support in the pursuit of corporate objectives through a systematic professional approach that generates value because its aim is to **assess and improve the control**, risk management and corporate governance processes. In line with Flutter, Sisal's Internal Audit function is organised around:

- a team dedicated to Internal Auditing, which carries out assurance and advisory activities in line with Flutter's methodology based on international internal audit standards – Risk-Based Assurance Audit Plan, Follow-up activities, High Risk Review and advisory projects;
- a team dedicated to Assurance activities, which carries out checks in the retail sector, performs continuous auditing of concession regulations and requirements, and provides the Supervisory Body with support in relation to the activities set out in Legislative Decree 231/01.

In consideration of the Team's international nature, the Internal Audit function has developed a **Risk-Based Audit Plan** for 2024 consisting of 24 projects in four different countries (Italy, Morocco, Türkiye, Albania). The Flutter Group Internal Audit function also carried out four advisory projects mainly related to IT issues.

Using a risk-based approach, the Audit function planned 37 projects mainly related to continuous auditing of concession regulations/requirements and high risk processes, and support for the Supervisory Body in relation to the activities set out in Legislative Decree 231/01.

In addition, the Assurance function inspected 270 points of sale during 2024, focusing primarily on compliance with internal policies and procedures and on the most important national gaming regulations.

The Internal Audit & Assurance function conducts a wide-ranging annual analysis of compliance aspects with regard to these regulations.

Integrated management system

Sisal adopts an **Integrated Management System** to ensure continuous improvement of processes and services and the creation of value for employees, customers and stakeholders. This is the reason for ongoing engagement in the **certification process in the areas of Responsible Gaming, Quality, Customer Contact Centre Quality, Anti-Bribery, Information Security and Privacy, Occupational Health and Safety, Environment, Energy and Inclusive Work**. Sisal has the following certifications:

- ISO 9001 – Quality Management System;
- ISO 27001 and WLA-SCS – Information Security Management System;
- ISO 14001 – Environmental Management System;
- ISO 50001 – Energy Management System;
- ISO 27701 – Information Privacy Management System;
- ISO 27035 – Information Security Incident Management;
- ISO 22301 – Operational Continuity Management System;
- ISO 37001 – Anti-bribery Management System;
- ISO 18295-1 – Contact Centre Quality Management System;
- ISO 45001 – Occupational Health and Safety Management System;
- Responsible Gaming programme certifications (EL and WLA);
- ISO 26000 – Social Responsibility;
- UNI/PdR 125 – Gender Equality;
- UNI/PdR 159 – Inclusive Work Environment for People with Disabilities.

In order to identify potential risk factors and any opportunities, activities are **periodically carried out to assess the risk profile** of the company's operations and processes and **monitor them using key performance and risk indicators (KPIs and KRIs)**, as well as **internal audits** to verify compliance with the requirements of the relevant ISO standards, from which action and improvement plans can emerge. In addition, the independent certification body conducts annual audits to verify compliance and fitness to maintain the certificates obtained. The findings of the activities carried out are brought to the attention of the Leadership Team during management reviews.

For Sisal, this is a commitment and a responsibility for the entire organisation: that is why we constantly sensitise all staff, at all levels and grades, to comply with the principles contained in the various Policies on the subject.[59]

59 For further details on Sisal's certifications and Policies, see the dedicated page at: **sisal.com/governance/certificazioni**.

Business Integrity

Combating Bribery

Sisal Group is committed to preventing and combating the commission of crimes in the conduct of its business, in full compliance with the provisions of the law, regulations, and all requirements under international standards and guidelines. In this context, **bribery is an intolerable obstacle** and we therefore have a responsibility to actively contribute to combating it with a **system of rules, models, controls, training and communication measures** constantly developed and promoted at all levels of the organisation.

Models and tools

- Adoption and diffusion of the **Code of Ethics and Conduct**[59], which expresses the principles to which all Sisal personnel and all stakeholders should adhere.
- Adoption and diffusion of the **Bribery Prevention Policy**[60], which defines Sisal's commitment to achieving anti-bribery objectives and defines a systematic framework of ethical and behavioural principles and rules for preventing and combating bribery (bribery and corruption, public and private).
- Adoption and diffusion of **specific procedures governing methods, roles and responsibilities** for the management of activities in the main areas exposed to the risk of bribery, such as relations with the public administration and important private entities including certification bodies, rating agencies and audit companies, conflict of interest, gifts and gratuities.
- Adoption of a **Code of Conduct for Third Parties**[61] aligned with the principles of the Code of Ethics and Conduct, intended for and signed by all parties wishing to do business with Sisal.
- Introduction of **specific contractual clauses** to ensure that third parties adopt anti-bribery measures similar to Sisal's, such as policies, procedures and/or provisions designed to prevent corrupt conduct and promote a culture of integrity in their organisation.
- Adoption of the **Organisational Model pursuant to Legislative Decree 231/01,** which defines the set of rules and internal organisational procedures to prevent the commission of crimes, including bribery.
- Strengthening of the **internal control system** with specific measures to prevent, combat and identify acts of external and internal bribery.
- Adoption of a **Supervisory Body** to ensure compliance with and proper functioning of the Organisational Model pursuant to Legislative Decree 231/01, to promote awareness within the Company, and to oversee its regular updating.
- Creation of **protected whistleblowing channels** to use for any suspected corrupt act, whether attempted, certain or alleged, and adoption of rules that protect and guarantee the protection of whistleblowers.
- Creation of the **Anti-Bribery Conformity Function**, with the task of supervising and ensuring the implementation and operation of the anti-bribery management system.
- **Training, information and communication** of the measures implemented by Sisal and reporting tools.
- Provision of **disciplinary measures** targeting violations of the control system for preventing and combating bribery

All Sisal people are duty bound to comply with anti-bribery legislation. In particular, all the relevant documents are easily accessed via the website and intranet portal and all employees are constantly involved in training and communication initiatives, especially those engaged in sensitive, at-risk activities.

Sisal is also the first company in the gaming industry in Italy to have obtained **ISO 37001:2016 certification (Anti-Bribery Management System)**, which is designed to mitigate risk associated with bribery (bribery and corruption, attempted or committed, public or private).

Sisal also employs **specific instruments** that have been strengthened and fine tuned (such as due diligence), in part to satisfy legal requirements. All this testifies to and strengthens the **internal control system**, ensuring it is in a position to manage and limit the risk of "mismanagement", which not only causes economic harm, but also and more importantly, reputational damage.

91%
of staff members work in ISO 37001 certified sites in Italy

59%
at Group level

Conflict of interest management

"Conflict of interest" refers to any situation in which a personal or partisan interest could directly or indirectly compromise the judgement, decisions or actions of a subject[62], making it potentially difficult to operate on behalf of Sisal in an effective and objective manner. Failure to identify and appropriately manage conflicts of interest may therefore have negative consequences. Sisal has therefore introduced policies and procedures to **ensure the communication, identification, management and monitoring of conflicts of interest**, whether potential or actual, and the **Anti-Bribery Conformity Function**, which also monitors, records and manages conflicts of interest, as well as reporting any critical conflicts of interest identified to the CEO. **All employees must sign an annual declaration** that they have no conflicts of interest or have already reported them to the FCPC.

Ethical and transparent commercial practices

Sisal is fully aware that proper incentives for competition and compliance with consumer protection regulations are essential to the development of the markets in which it operates, promoting innovation and the quality of products and services. That is why it is firmly committed to **complying with all current legislation on competition**, to conducting its business in full accordance with the principles of fair competition and consumer protection and to **promoting ethical and transparent commercial practices. Any form of anti-competitive conduct is strongly condemned**, including illegal agreements, abuses of a dominant position or any other practices that could jeopardise free competition in the market. Lastly, all Sisal's people receive continuous training to **ensure full compliance with antitrust laws and protect fair competition**.

59 Available at the **following link**.
60 Available at the **following link**.
61 Available at the **following link**.
62 This includes all members of the Board of Directors, the Board of Statutory Auditors and the Supervisory Body, employees of all levels and qualifications, on open-ended or fixed-term contracts, interns, temporary workers or similar, and third parties in general that have negotiating relationships with the company.

Respect for human rights and non-discrimination

Sisal has adopted a **Human Rights & Anti-Discrimination Policy** in line with major international agreements such as the Universal Declaration of Human Rights, the International Labour Organisation's declaration on fundamental principles and rights at work and the principles of the UN Global Compact.

With its **Diversity, Equity & Inclusion (DEI) policy**, approved in January 2025, Sisal has stepped up its commitment to promoting the principles of diversity, equity and inclusion and the human rights associated with these principles. Sisal's policies are applied to all its employees, regardless of country and contract. Through its codes of conduct, policies and internal procedures, **Sisal promotes the right to working conditions that are respectful of individuals and their dignity** throughout the chain, ensuring:

- basic human rights, a minimum and fair salary, sustainable working hours and conditions, full access to workplaces and tools, exclusion of forced or underage labour (by checking age before hiring);
- the physical and psychological integrity and individuality of all persons;
- exclusion of all forms of behaviour entailing harassment or discrimination regarding gender, age, disability, nationality, sexual orientation, ethnic background, religion, political opinions and any other forms of individual diversity;
- freedom of expression, the right to participate in organisations that defend and advocate the interests of the individual, and the right to representation by trade unions or other bodies elected in compliance with current law and practice in the various countries where we operate.

In the area of human rights, there is also a special focus on **personal data protection**, as described in the Privacy and Data Ethics section.

Special listening channels are also in place, from whistleblowing and grievance mechanisms to **periodical surveys** (DEI, NPE, Culture), but we are aware that the absence of whistleblowing reports does not mean there are no potential problems and Sisal therefore works proactively to anticipate specific needs and risk situations.

Combating money laundering and the funding of terrorism

Sisal prioritises effective and timely monitoring of the adequacy of its systems for preventing and combating illegal gaming, money laundering and funding of terrorism.

The **Group policy** defines the structure and organisation of the **Group Anti-Money Laundering Function**, as well as the general rules to which all Italian and foreign companies must adhere. The Policy is then articulated in **individual procedures and operating instructions** specific to the various separate entities, also with regard to national characteristics and requisites.

In line with the **risk-based approach** and to fulfil the relevant legal obligations, Sisal carries out **monitoring using automated systems developed in-house on the basis of industry-specific know-how and databases provided by external providers**.

These systems make it possible, among other things, to carry out thorough **reputational screening** of players and retail network operating companies in order to verify that the **legal reputational requirements** are met both prior to contract signing and regularly thereafter.

T**ransaction monitoring, customer profiling** and documentation retention activities are carried out **using systems developed in-house and customised for the peculiar needs of the gaming world**. In particular, this enables us to monitor gaming operations for the purpose of identifying movements to flag and, where necessary, initiating the process of reporting the suspicious transaction to the authorities.

Training is obligatory for all employees (including new hires), **collaborators and point-of-sale staff** to raise their **awareness of the risks** associated with money laundering and the funding of terrorism.

Tax policy

The Group adopts an approach to taxation based on compliance with the rules established by the individual tax jurisdictions in which it operates. Management is split between the **tax function of Parent Company Sisal and the CFOs of foreign subsidiaries**.

For certain particularly complex and/or significant tax issues, tax consultants from leading firms/networks are engaged with the coordination of the tax function.

The Leadership Team (first) and the Board of Directors (subsequently) are periodically updated on activities to monitor, manage and mitigate the tax risks identified in the framework of Sisal's operations.

Sisal Group companies do not carry out transactions solely for tax purposes (e.g. base erosion or tax avoidance) but always for reasons of business development, while always taking business development into account and adhering to the OECD (Organisation for Economic Co-operation and Development) Guidelines for Transfer Pricing management in all countries where the Group operates.

A r**igorous analysis of the potential tax effects** is conducted on each transaction and, if tax regulations are not clear or may be interpreted in different ways, a risk assessment is performed with the support of tax consultants to obtain the highest degree of certainty in relation to the tax positions adopted.

Since 2021, a process has been in place to **define and implement a system to measure, manage and control tax risk** based on rules, principles and processes, in line with Sisal's commitment to strict compliance with tax regulations.

Through a special office in the Compliance function, the Group cooperates with the tax authorities, providing the information requested in the event of audits.

Whistleblowing

All **Sisal employees are encouraged and required to report** any conduct, including omissions, that are or might **infringe laws and regulations** or the values and principles set out in Sisal's Code of Ethics and Conduct, the Organisational Model pursuant to Legislative Decree 231/01 and company policies and procedures, including behaviours associated with **internal fraud, mistreatment of employees** (e.g. discrimination, bullying, harassment, retaliation), **occupational health and safety irregularities, bribery, conflict of interest, falsification of documents, misuse of company assets** (e.g. illicit use of company assets or information) or **breaches of privacy, IT security,** fiscal integrity of the organisation, etc.

All Sisal personnel receive specific training and regular updates on what can be reported and through which channels. Employees and external subjects can also use **Speak Up!**, a whistleblowing platform available in all the languages spoken in the Group. In line with current legislation, whistleblowing is also possible through the external channel set up by the National Anti-Bribery Authority (ANAC).

The whistleblowing channels are **always open and are managed by third party organisations to ensure independence**, such as the **Supervisory Body** (formed by two external members and one internal member from the Internal Audit function) and the **Whistleblowing Committee** (formed by the Internal Audit & Assurance Director and the Chief Risk & Compliance Officer).

Sisal accepts anonymous reports and, whatever whistleblowing channel is used, **guarantees that the identities of the reporting and reported parties are protected and confidential** by processing their data in accordance with the law and taking all necessary measures. At the same time, it prohibits and punishes acts of retaliation or discrimination against the whistleblower for any reasons directly or indirectly connected with the whistleblowing.

In 2024, Sisal received 49 reports, of which 7 substantiated, some of which related to alleged violations of the corporate code of ethics and internal procedures and policies.

With respect to the substantiated reports, the appropriate mitigation actions have been implemented.

Privacy and Data Ethics

For Sisal, data protection, privacy management and the provision of transparent online services are among the cornerstones of its **Privacy and Data Ethics strategy**.

This strategy stems from the need to define and formalise the general guidelines, values and principles that determine how Sisal operates and conducts relationships (both inside the company and with third parties) involving the processing of personal data, for the purpose of guaranteeing full compliance with current legislation and the adoption of a proactive and quality-oriented approach.

It also complies with **standard ISO/IEC 27701:2019 - Privacy Management System**, which guarantees observance of the law and the highest international privacy management standards, and ensures that Sisal adopts the measures, processes and controls needed for data compliance and security, including constant monitoring, protecting stakeholders and fostering a corporate culture based on transparency, responsibility and security.

Sisal's Privacy and Data Ethics strategy is inspired by and embodies the following principles:

- **Accountability:** Sisal has adopted a governance model that aims to define and monitor oversight, commitment and responsibilities and to strengthen the ethics, conformity and sustainability of services, which are always developed using an approach based on privacy by design and default to guarantee personal data protection.
- **Ethics and Fair Play:** Sisal adopts fair and equitable practices, with the objective of minimising discrimination and treatment that is penalising or biased.
- **Privacy:** Sisal processes personal data in accordance with privacy principles and legislation and guarantees data minimisation, retention for limited periods, use for specific and transparent purposes and accessibility at any time.
- **Quality and Accuracy:** Sisal aims at a high level of data quality in terms of accuracy and updating and adopts all the necessary measures to enable prompt rectification or deletion.
- **Transparency:** Sisal guarantees a high level of transparency and clarity regarding the procedures, types and purposes of personal data collection and processing on channels, products and services provided to customers.
- **Responsible Data Sharing:** Sisal guarantees the adoption of technical and organisational measures needed to ensure legal compliance and also protect personal data processed by th**ird parties acting in the name and on behalf of Sisal.**

Privacy and Data Ethics Monitoring

In line with its declared Data Ethics principles, Sisal has adopted specific controls based on three main lines of action:

1. Eminence & Strategy

- **Awareness and training:** special activities are organised at least annually to heighten the awareness of employees and third parties around data protection issues, implement a widespread compliance model and guarantee correct management of business processes in terms of Privacy and Data Ethics.
- **Control framework:** continuous monitoring is carried out by means of simulated inspections and second level controls, also performed by the Data Protection Office (DPO), on compliance with the aforementioned general principles (legality, transparency, fairness, minimisation and limitation of data retention, and data controller accountability).
- **Transparency:** information notices and public documents are regularly prepared to illustrate Sisal's commitment and mission regarding Privacy and Data Ethics and the management of data subjects' requests to exercise their rights, also adopting the "legal design" approach to make content more comprehensible and accessible to users.
- **Cookie management and compliance:** a process is followed for managing and monitoring compliance with current law on cookies by Sisal's websites and mobile app, in order to ensure compliance with current regulations.

2. Privacy & Accountability

- **Governance model:** Sisal has adopted an internal governance model to guarantee protection of personal data specific to business activities. Roles and responsibilities have been defined for subjects involved in ensuring that personal data processing complies with applicable laws (first and foremost, EU Regulation 2016/679 (GDPR)), and in improving the company's commitment and awareness in this area. An internal DPO with twenty years of experience has been appointed to advise the data controller and ensure that internal processes are aligned with current legislation.
- **Policy and procedures:** to guarantee compliance with the relevant provisions of Privacy & Data Ethics law, policy and procedure documents have been drawn up and are regularly updated, addressing various important issues such as data breach management and personal data storage.
- **Records of processing activities:** a process is in place to manage, monitor and update the records processing activities in order to guarantee tracking of Sisal's activities involving the personal data processed.
- **Exercising of data subjects' rights:** a process is in place for receiving and promptly responding to data subjects' requests to exercise their rights.
- **Privacy by design and by default:** a checklist is used to assess privacy protection "by design" and "by default" in the case of new initiatives, services or products.
- **Data Protection Impact Assessment:** a risk analysis and impact assessment methodology has been adopted for types of processing that entail a high level of risk for data subjects' rights and freedoms, in line with the methods adopted by the company and with adequate security and prevention measures.
- **Legitimate Interest Assessment:** analyses are carried out to determine whether the interest of the data controller (i.e. Sisal) is legitimate, and therefore whether legitimate interest in one or more processing purposes can be used as a legal basis, in such a way as to maintain a balance between business objectives and protecting the rights of data subjects.

3. Responsible Data Sharing

- **Third-party contract management:** to manage third parties involved in processing personal data, privacy clauses are drafted and negotiated in contracts and specific data protection agreements, and guarantees provided by the third party are verified.
- **Analysis and monitoring of third parties:** ex ante due diligence is performed on third parties, as are ex post periodic audits on selected stakeholders that process personal data for Sisal, in order to ensure their observance of privacy and security requirements and therefore the correct processing of personal data along the entire chain.
- **Transfer Impact Assessment (TIA):** whenever personal data must be transferred to countries outside the European Economic Area (EEA), Sisal carries out a TIA to assess the impact and risks associated with it.
- **Training**: regular training is organised for third parties, tailored according to the processes they manage on behalf of Sisal, ensuring they know about the company processes and procedures to follow and the applicable legal requirements.

Cybersecurity

Sisal sees **protecting its information assets and managing ICT and security risks** (including cyber risks) as primary objectives that it pursues on a continuous improvement basis.

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:

- guaranteeing **central security governance** designed to preserve the confidentiality, integrity and availability of the company's information assets;
- promoting the development and ongoing evolution of **security technology solutions** to ensure Sisal has a sustainable advantage in the long-term and in line with its objectives and values;
- favouring the construction of an adequate **organisational model for managing information security** and promoting development of the skills needed to keep effective protection systems in place;
- guaranteeing **compliance with applicable laws, regulations and standards** on information security, as well as with specific contractual agreements with various stakeholders;
- promoting **innovation in the field of security** to guarantee constant alignment with new technological developments and use of new generation methods, processes and solutions;
- guaranteeing **data security, resilience and protection** related to services offered to consumers, thereby increasing their reliability;
- spreading a **culture of information security and sensitivity to cyber risks** to raise the level of awareness about the behaviours involved and guidelines to follow to forestall threats;
- promoting adoption of a **risk-based approach** to implementing security measures by means of a framework built into the company's overall risk management model.

Management of cybersecurity issues is the task of the **Chief Information Security Officer (CISO)**, who ensures strategic vision and the continuous improvement of processes with a view to mitigating the risks to which the organisation is exposed. The CISO, supported by a suitable organisational team, works in synergy with management, with the business, markets, people, internal audit and risk management functions, and with the compliance area.

Cybersecurity governance

Cybersecurity governance is the strategic framework used to manage and protect digital assets and ensure that digital security is aligned with business objectives. Our cybersecurity strategy also requires us to keep abreast of state-of-the-art security in our sector and aligned with changing risk scenarios. The main areas involved are:

Continuous strengthening of the Security organisation: in line with the organisation's growth and the expansion of the business into international markets, Sisal has scaled up the Information Security function, introducing new professional roles to upgrade the management of our security capability and investing in continuous training for resources to ensure that their skills are aligned with the evolving cyber landscape.

Security certifications: Sisal implemented and maintains an Information Security and Operational Continuity Management System that incorporates the guidelines set out in the main industry standards and regulations, i.e. ISO27001, ISO22301 and WLA-SCS[63]. The compliance of our management systems is verified by periodical audits and checks by independent third parties.

Security Framework: to define security requirements, adapt them for specific processes and verify their effectiveness, Sisal has developed and maintains a security framework, i.e. a structured set of controls, tools, platforms, guidelines, reference standards and models used to implement, manage, maintain and monitor security. This Cybersecurity framework is used as a standard for cybersecurity management and acts as the main benchmark for measuring security posture, assessing the maturity and effectiveness of controls, and defining continuous improvement initiatives. It has first, second and third level controls and indicators for continuous monitoring.

Cyber Risk management: Sisal has defined a cyber risk management model for assessing and mitigating potential IT security risks. This model is defined by a continuous and dynamic process that provides constant updating to adapt to evolving threats and new vulnerabilities. Cyber risk management includes assessing and monitoring the organisation's exposure to risks, and then identifying and implementing the relative mitigation measures, including third party risks (supply chain risk management).

Cybersecurity culture: For Sisal, cybersecurity culture is a set of values, behaviours and practices that reflect the attitude of the organisation and its employees to information security. Ensuring that people across the entire organisation are adequately informed on cyber risks and ways to reduce them is of vital importance in the pursuit of the company's business objectives: The main initiatives carried out periodically include:

- **Security Awareness**: Sisal regularly organises awareness sessions on various communication channels and tests their efficacy by simulating attack scenarios to verify the organisation's capacity to react effectively.
- **Security Training:** training activities are tailored to the various users' roles and provided at all levels of the organisation.

63 Certification issued by the World Lottery Association in compliance with specific gaming sector and international lottery standards. The boundary includes Sisal Lottery Italia S.p.A, Sisal Loterie Maroc and Sisal Sans.

Cybersecurity management

To guarantee adequate security controls, Sisal adopts **an integrated set of processes, technologies and skills designed to prevent, detect and effectively respond to digital threats and attacks**, protecting **operational continuity** and information confidentiality.

Business strategy, technological developments, digitalisation of services, innovation and the evolution of cyber attack scenarios are some of the main phenomena that Sisal takes into consideration as drivers in strengthening its security posture.

The most important cybersecurity controls are adopted in the following areas:

Identity and access management: this key component of Sisal's cybersecurity strategy aims to ensure that only authorised users, devices and applications can access company resources. Sisal adopts a set of policies, processes and technologies that manage digital identities and access control throughout the entire life cycle. 2024 saw measures to further strengthen controls on privileged access to systems and investments in zero trust security technologies based on the principle of "never trust, always verify".

Data security: data is a strategic asset in Sisal's pursuit of its business objectives. Data security refers to the set of measures designed to protect information against unauthorised access, theft, loss or malicious tampering. Sisal adopts an information classification framework that enables the application of security measures commensurate with the level of criticality of the information. In addition to the application of data encryption and masking for confidential information, a number of projects were launched in 2024 to improve data loss prevention practices, resulting in the implementation of market-leading back-up data protection technologies to further raise the level of protection against threats that impact integrity and availability.

Technological infrastructure security: protecting infrastructure is essential for Sisal to ensure operational continuity, prevent data breaches and respond to increasingly sophisticated cyber attacks.

With the growing complexity of IT environments, infrastructure security management is a broad and multidisciplinary function covering various aspects, including the protection of networks, end-points, cloud environments, workstations, mobile devices, etc. The main initiatives in this area in 2024 were the extension of technological detection and response solutions to increase their effectiveness. Activities were also carried out to strengthen the security posture of Cloud environments.

Platform and applications security: the security of the services provided by Sisal is a vital factor in ensuring that consumers enjoy a secure and reliable experience. To this end, Sisal has taken various measures to guarantee the principle of "security by design", in which security practices are integrated in all phases of project management and the software development cycle, whether traditional or agile. A market-leading solution was introduced in 2024 to boost the efficiency of source code security checks in software development processes. In addition, action is taken continuously to improve web service protections against cyber attacks, including Distributed Denial of Service (DDoS), credential stuffing, etc. and to implement security measures for mobile applications used by customers.

Cybersecurity monitoring

Monitoring is an indispensable part of cybersecurity management, ensuring that security controls remain effective over time and that anomalies and/or security incidents are promptly identified and managed. Monitoring activities are performed by the **Security Operation Centre (SOC)**, which operates 24/7 to manage security events and incidents.

Security Testing: regular security testing is vital for identifying vulnerabilities and initiating the corrective action management process. Testing includes ongoing vulnerability scanning, penetration testing during software development cycles and in response to significant changes, and red team exercises to verify the effectiveness of incident and attack response processes. In 2024, Sisal also initiated a vulnerability bug bounty process to constantly check for vulnerabilities or misconfigured services, as well as introducing a vulnerability disclosure policy to enable security researchers to signal any "flaws".[64]

Incident Detection & Response: the complexity of IT environments and the growing adoption of digital services requires the development of advanced security event detection capabilities and adequate safeguards to ensure a prompt response to incidents, minimising their impact. Sisal therefore adopts market-leading technologies in this area, integrating and configuring them to maximise effectiveness. These technologies support management processes involving cybersecurity specialists who receive continuous training. Various initiatives in 2024 optimised management of security events and incidents and boosted detection capacity by introducing new capabilities, such as the behavioural analysis of digital identities and the automation of certain response actions.

Cyber Threat Intelligence: this is a set of processes and technologies that Sisal adopts to gather, analyse and use information on cyber threats to prevent, detect and respond to security incidents. It focuses on understanding the tactics, techniques and procedures used by cybercriminals, in order to strengthen defences and improve resilience against attacks. In 2024, cyber threat intelligence services were expanded and integrated into the security monitoring platforms.

64 sisal.com/governance/vulnerability-disclosure-policy

Responsible supply chain management

Sisal is committed to promoting **responsible management across its value chain**, adopting a **collaboration model based on ESG principles** to consolidate robust and transparent partnerships with suppliers, fostering virtuous practices along the entire supply chain and pursuing medium and long-term objectives.

We have built a network of strategic collaborations and partnerships with 1,450 suppliers.[65] This open ecosystem includes companies, startups, emerging new businesses and non-profit organisations that share our values of excellence and responsibility.

Risk analysis and impact management across the value chain

Sisal adopts a **structured and proactive approach to sustainable supply chain management** by implementing a risk analysis and multidimensional supplier assessment system.[66]

To this end, Sisal has designed a framework for **gathering and monitoring risk and performance** indicators in terms of sustainability, transparency and reliability for all suppliers in the supply chain. The ultimate goal is to identify and mitigate potential environmental and social issues, and at the same time to prevent potential reputational and economic impacts on its own business and on the gaming industry as a whole.

Sisal uses **advanced digital tools** to provide in-depth analysis and monitoring across the supply chain. In 2024, a **Vendor Management** process was implemented on the **SAP Ariba platform** to assess suppliers in the due diligence phase, based on various risk areas depending on the specific type of service/product. Assessments cover reputational, financial, privacy and anti-bribery, health and safety, cybersecurity, social and environmental risks.

Sisal also requires its suppliers to maintain ethical and legal standards, including the **Code of Ethics**, the **Code of Conduct for Third Parties**[67] and the **provisions of the Organisational Model pursuant to Legislative Decree 231/01**, promoting fundamental principles like respect for human rights, environmental protection and the prevention of bribery. Suppliers are also required to confirm **adoption of similar measures within their own organisations**.

Supplier selection and monitoring process

Sisal includes **ESG assessment criteria in its procurement and supplier selection processes** and also awards points to companies which show excellent management in various areas of sustainability.

In tender processes in particular, sustainability is one of the strategic factors in awarding contracts for specific product categories. Technical specifications and relative assessments in fact include ESG requirements specific to product categories and/or types of purchases or services with higher potential environmental and/or social impacts. Monitoring ESG performance is based on:

- an **assessment questionnaire** to measure a supplier's level of ESG maturity;
- **assessment by EcoVadis**, with which Flutter has entered into a partnership;[68]
- **possession of recognised certifications or third-party declarations** guaranteeing transparency and compliance with environmental, social responsibility, quality and workplace health and safety standards.

Management of these activities gives priority to a set of suppliers identified by a segmentation process that makes it possible to select those with the greatest potential business and risk impact.

Know Your Third Party

Sisal launched **"Know Your Third Party" (KYTP)** in 2023 to **strengthen management and control of risks associated with the supply chain** in an increasingly complex regulatory and operating environment. The KYTP project has so far analysed risk areas such as ESG and designed a process based on a **multidimensional supplier screening methodology**.

A **framework of controls was defined in various risk areas** (reputational, financial, privacy and anti-bribery, health and safety, cybersecurity, social and environmental) and a **questionnaire** was prepared for each area to analyse what Sisal thinks are the minimum requirements for evaluating supplier eligibility during the onboarding phase.

Suppliers who pass the screening phase also have to return **detailed checklists** as part of the technical assessment during selection.

The KYTP project was reviewed in 2024 and three key initiatives were implemented to improve the efficiency and strategic management of business processes:

- unification and optimisation of the procurement system by introducing a **centralised platform** that integrates the management of suppliers, tenders and catalogue purchases;
- extension of risk analysis in **third-party due diligence**, using a risk-based approach;
- improvement of **end-to-end processes** by aligning them with SAP best practices in order to optimise operational flows.

Based on data and information, the system makes it possible to map and assess ESG, legal, operational and other risks, generating a clear picture of the maturity and reliability of the supply chain. The aim is to prevent negative impacts on the company's sustainability and reputation by ensuring that all operators involved maintain rigorous ethical, legal and quality standards. The system is also part of a wider strategy for risk management and transition to a sustainable and resilient business model in line with international best practices.

65 The number of suppliers includes those in the Italian boundary and foreign subsidiaries.
66 The directive requires enterprises to identify, prevent, mitigate and remedy negative impacts on human rights and the environment in the supply chain.
67 Posted on the website at this link.
68 The EcoVadis analysis provides an assessment of ESG performance and sustainability policies, as well as benchmarking and recommendations for improvement. In view of the costs involved in the platform's assessment process, Sisal also provides an affordable alternative consisting of an internally produced survey to measure the level of a supplier's ESG maturity.

Annexes

- Note on methodology
- Performance tables 2022-2024
- GRI Content Index
- SASB Content Index
- Independent auditors' report

Note on methodology

The Sustainability Report is the most important tool used by Sisal to inform all stakeholders about its many social, environmental and economic responsibility activities.

The 2024 Sustainability Report was prepared in accordance with the GRI Sustainability Reporting Standards (hereafter "GRI Standards") published by the Global Reporting Initiative (GRI) in 2016 and updated in 2021, using the "in accordance with" option, and is issued annually.

Reporting boundary and process

All data, initiatives and projects refer to the period from 1 January 2024 to 31 December 2024, unless specified differently, and to Sisal S.p.A. and its Italian and foreign subsidiaries.

The only exception is some social indicators which refer solely to the Italian boundary (Sisal S.p.a., Sisal Italia S.p.a. and Sisal Gaming S.r.l.), as specified in the respective notes.

The function responsible for the preparation of this document is Sustainability, within the Legal&Risk Department.

Reporting and materiality principles

This document has been prepared in accordance with the principles of balance, comparability, accuracy, timeliness, clarity and reliability.

In 2023, the company determined the "impact materiality", in accordance with the GRI Standards 2021, and voluntarily determined the "financial materiality" ahead of the application of the "double materiality" required by the Corporate Sustainability Reporting Directive (CSRD). The method used and the activities performed are detailed in the relative annex at the end of the following note on methodology. The content of the Sustainability Report was therefore defined on the basis of the double materiality assessment (financial and impact). In addition, the Sustainability Report also takes into consideration other reporting principles set out in the GRI Standards guidelines and in particular: stakeholder inclusiveness, sustainability context and completeness.

The Sustainability Report describes the approach to stakeholder engagement and discusses the results of the activities organised during the year. The content focuses on material topics, providing a complete picture of the sustainability framework in which Sisal operates.

The Sustainability Report tackles both good and bad performance, ensuring that a balanced picture is given of content, expressed in language that is as clear and comprehensible as possible.

In order to ensure that the content is reliable, accurate and timely, data collection and document processing were performed using the internal information system and involved the various competent corporate function managers, each in their own role and within their own sphere of competence.

The contents of the Sustainability Report are supplemented during the year with additional information published in the Sustainability section of the official website: **sisal.com**

Restatement of Environmental Data

This document includes several restatements of data for the years 2022 and 2023, aimed at improving completeness, methodological consistency, and accuracy. Specifically:

- The 2022 natural gas consumption was recalculated to include the amount used for heating by Sisal Sans, which had previously been reported as outsourced heating. As a result, Scope 1 emissions were updated, since the share of natural gas had initially been reported under Scope 2.
- Cooling and heating consumption for the Milan headquarters was integrated for both 2022 and 2023, using the best available estimate for the first year due to the lack of precise data.
- A methodological refinement was also carried out for the calculation of Scope 3 emissions (Cat. 1, 2, 4, 6, 8, and 13), by expanding the data sources considered, improving classification, and updating emission factors and exchange rates.

These updates led to a revision of the overall values reported for Scope 1, Scope 2, and Scope 3 emissions. For further details, please refer to the performance tables, "Environmental Impacts" section (**page 91**).

Limited assurance and approval

KPMG S.p.A. performed a limited assurance engagement on the Sustainability Report.

The audit report describing in detail the principles applied, activities performed and relative conclusions is provided as an Annex. The information related to "financial materiality" and SASB framework is not subject to limited assurance by KPMG.

Finally, this document was approved by the Board of Directors of Sisal S.p.A. on June 17, 2025.

Note on methodology – materiality assessment

The materiality assessment carried out in early 2023 takes into account 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 determination of financial materiality was carried out voluntarily and in advance of the application of the "double materiality" required by the Corporate Sustainability Reporting Directive (CSRD). The information related to "financial materiality" is not subject to limited assurance by KPMG S.p.A.

The materiality process was developed as follows:

1. **Context analysis** to identify the list of potentially material topics.
2. **Materiality assessment on the topics** by top management and a representative panel of stakeholders based on surveys and focus groups.
3. **Assessment of positive and negative impacts** associated with the topics through surveys and focus groups. The results were used to define the impact **materiality**.
4. **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**.
5. **Creation of the double materiality matrix** based on the aggregated results of the previous steps.

The context analysis identified **15 topics of priority interest for the Gaming & Gambling industry**, reclassified as set out in the table.

The following pages detail the **outcomes of the double materiality assessment** (financial and impact), indicating the opportunities and risks identified for each topic. For a description of the **stakeholder engagement process** and the resulting **double materiality matrix** see **page 23**.

Responsible Gaming	Promotion of a Responsible Gaming model and protection of vulnerable categories	Promotion of a business model that creates value in a sustainable and responsible manner, ensuring player protection through preventive initiatives to fight gambling addiction. Concrete action in the form of information campaigns, training, prevention of problem gambling behaviours and combating critical gambling-related issues. Strict and concrete application of compliance with the minimum age to play on physical and online platforms, overcoming the limits imposed by current platforms.
	Player assistance and protection	Implementation of practices that provide a series of assistance and protection tools for problem players including a freephone number, self- assessment systems and rehabilitation programmes.
	Staff training on Responsible Gaming	Training and preparation for all point-of-sale staff, to recognise problem behaviour in players and to be in a position to provide support if needed, informing the player and asking them to leave the site if necessary.
	Consumer communications	Clear and transparent information communication to consumers so that they can gamble legally, informing them about the risks of gambling and not promoting games as an alternative to work or as a way to escape from a bad financial situation, not promising winnings, and not targeting particular user groups (ethnicity, age...).
Exemplary employer of choice	Equal Opportunities and the Promotion of Diversity and Inclusion (DEI) by fighting discrimination	Promotion of gender equality, inclusion and diversity policies by valuing diversity in the company, by fighting discrimination throughout the organisation, and by using this as a way to increase wellbeing.
	Development of human capital	Management, training and personal development activities to avoid risks linked to the scarcity of qualified labour, implementing talent acquisition programmes, career development plans and structured training initiatives.
Environment, territory and community	Greenhouse gas (GHG) emissions	Commitment to measuring, managing and reducing the impact of greenhouse gas emissions into the atmosphere (Scope 1, 2 and 3).
	Responsible management of waste and materials	Responsible sourcing of materials for offices and points of sale – with particular reference to paper consumption – and efficient management of the waste generated and its recycling and disposal.
	Energy consumption	Commitment to reducing the energy footprint of Group sites and points of sale in local areas, promoting more efficient consumption and the use of energy from renewable sources.
	Community support	Ability to generate positive external impacts that support local communities and areas – such as economic investments, voluntary work, donations and sponsorships.
Innovation Governance and Business Ethics	Research and Innovation	Promotion of innovation – particularly in the digital and IT area – by recognising the value of talent and the new generations, entrepreneurship and university research.
	Protection of sensitive data (privacy & security)	Protection of players' privacy and personal data through careful management of the company's data assets according to the highest security standards, with a special focus on cybersecurity.
	Culture of legality	Introduction of adequate risk assessment systems, appropriate policies and rules, and creation of a strong commitment at internal governance level to fight corruption, fraud, bribery, money laundering and unjust enrichment
	Responsible Governance	Creation of a governance system – by the highest governing bodies, but applicable throughout the organisation – that takes due account of social, economic and environmental issues, encouraging a leadership style that is inclusive towards all stakeholders and functional to the Group's responsible development.
	Business Ethics	Maximum focus on the ethical and moral aspects that permeate the company's vision, in all day-to-day facets of the business, focusing in particular on the professional ethics of the entire corporate population, on taxation and transparent accounting issues, and on combating anti-competitive practices.

Impact and financial materiality tables

			Impact materiality	Severity/ benefit level
Responsible Gaming	Promotion of a responsible gaming model and protection of vulnerable categories	Opportunities	Reduction in gambling-related issues through targeted point-of-sale staff training to prevent problems of addiction among customers	
			Reduction in gambling-related problems as a result of information and protection policies	
		Risks	Increase in problem customers, also as a result of a portfolio of products/ services weighted towards types of games that could lead to the development of problems, or insufficiently effective player protection measures (e.g. the introduction of limits) in bricks and mortar stores	
			Increase in problem customers, also as a result of a portfolio of products/ services weighted towards types of games that are more likely to lead to the development of problems, or insufficiently effective player protection measures (e.g. the introduction of limits) in the online portal	
			Infringement of regulations applicable to the business in which the company operates (e.g. limitation of legal gambling and/or distances and times, based on the provisions of central and/or local regulations)	
			Access to online gaming platforms and bricks and mortar points of sale only when 18 and over, ensuring compliance with all regulations to protect minors	
			Gambling sales to minors by the network, resulting in a negative impact on minors, who are more susceptible than adults, and on the Group's credibility/attractiveness	
			Failure to protect minors, caused by a lack of training for staff assigned to age control	
	Player assistance and protection	Opportunities	Identification and concrete help for players with gambling-related problems based on a careful assessment by point-of-sale staff	
			Identification and concrete help for players with gambling-related problems using algorithms and information systems designed to recognise cases of extreme gambling both off and online	
			Activation of protection and assistance policies (freephone number, self-assessment systems, rehabilitation and psychological assistance programmes, financial training) for players who have experienced serious problems due to pathological gambling	
		Risks	Failure to protect the most vulnerable players, with a worsening of their psychological and financial conditions	
	Staff training on responsible gaming	Opportunities	Protection of players and the integrity of the organisation through a high level of staff focus on gambling-related topics about which they have received training	
			Reduction in problems at local points of sale as a result of staff attentiveness	
		Risks	Lack of attention by staff to gambling-related problems, due to insufficient training by the company	
			Incorrect management of customer relations, resulting in dissatisfaction and the possibility of problems arising in connection with users most at risk	
	Consumer communications	Opportunities	Promotion of both off and online gambling as a way to have fun and not as an economic solution, through careful communication that doesn't focus on economic aspects	
			Protect minorities and the people most affected by pathological gambling problems, avoiding communications that target this group of people	
		Risks	Increase in problem cases as a result of misleading communication and/ or advertising in the countries where promotion is permitted	
			Players in financial difficult as a result of communications that promote gambling as an alternative to work and a way to escape from financial problems	

			Financial materiality	Severity/ benefit level
Responsible Gaming	Promotion of a responsible gaming model and protection of vulnerable categories	Opport.	Increase in customers due to recognition in Italy as a leader in responsible gaming and prevention for potential problem players	
		Risks	Reputational and legal problems caused by the increase in problem customers due to a portfolio of products and services weighted towards types of games that lead to the development of problems, or to ineffective player protection measures (online gaming)	
			Reputational and legal problems caused by the increase in problem customers due to a portfolio of products and services weighted towards types of games that lead to the development of problems, or to ineffective player protection measures (bricks and mortar points of sale)	
			Negative feedback (legal and credibility) due to the failure in the organisation's bricks and mortar points of sale (branded) to implement safety protocols and controls on age and entry to the point of sale by minors	
			Negative feedback (legal and credibility) due to the failure of local retailers (unbranded) to apply adequate controls on players	
			Consequences linked to socially negative events (e.g. sales to minors by the network, fraud, etc.) with an impact on the credibility/attractiveness of the company's current and potential customers	
	Player assistance and protection	Opport.	Distinctive positioning vs competitors thanks to player support policies that go far beyond those required by the regulator, resulting in Sisal's market leadership	
		Risks	Bad publicity resulting in loss of market share for Sisal due to a failure to help and support players with a pathological addiction	
	Staff training on responsible gaming	Opport.	Greater customer satisfaction as a result of the service levels offered by point-of-sale employees	
		Risks	Loss of customers because staff (primarily in bricks and mortar points of sale) do not receive adequate training in the management of problematic behaviours	
	Consumer communications	Risks	Marketing activities aimed at weak or more sensitive targets, which may result in legal consequences for Sisal	
			Negative media feedback for the organisation as a result of campaigns that are not aligned with Sisal's pathological gambling limitation objectives	

			Impact materiality	Severity/ benefit level
Exemplary employer of choice	Equal Opportunities and the Promotion of Diversity and Inclusion (DEI) by fighting discrimination	Opportunities	Contribution to the development of a more inclusive model for society through the spreading of knowledge and awareness of issues involving diversity, equity and respect for individuality	
			Increasing employees' wellbeing in both offices and points of sale across the country thanks to a more inclusive environment	
			Support for the development of a more inclusive environment among suppliers through procurement policies incorporating DEI criteria	
		Risks	Discrimination and unfair treatment of people in the Group because of their gender, religion, age, sexual orientation, geographical origin or other individual characteristics	
	Development of capital	Opportunities	Development of the Group's human capital and training of new hires in the skills required for their jobs and professional growth	
		Risks	Failure to satisfy employees' expectations and personal and professional development needs	
			Failure to implement training programmes, leading to the stalling of skills development for both point of sale and office employees	

			Financial materiality	Severity/ benefit level
Exemplary employer of choice	Equal Opportunities and the Promotion of Diversity and Inclusion (DEI) by fighting discrimination	Opportunities	Improved economic performance due to the heightened appeal of the brand in HR selection processes as a result of its focus on diversity (medium/long term)	
			Improved economic performance due to heightened appeal to women managers thanks to Sisal's policies in favour of women's career advancement	
		Risks	Negative consequences of verified discrimination events in offices or points of sale	
			Inadequate implementation of Diversity, Equity & Inclusion measures leading to a fall in performance levels, erosion of employee incentive/ motivation, lack of customer satisfaction and loyalty, lack of appeal to new talents and stakeholders	
	Development of capital	Opportunities	Improved economic performance due to the presence of high-profile, well- trained staff capable of positioning Sisal as an avant-garde operator ahead of its competitors	
			Better guarantees of business continuity thanks to full staffing, ensured by correct employee management, capacity to attract new employees, and good human resource management year round	
		Risks	Lowering of business performance levels due to insufficient training of employees for the tasks assigned to them	
			Personnel insufficiently engaged or aligned with the company's objectives due to lack of communication on corporate values and mission	
			Shortage of human resources in certain business areas or difficulties attracting new talents in specific areas, due to problems aligning recruiting capability with the company's needs (in terms of demand pipelines)	
			Uncontrolled increase in turnover due to inadequate HR policies leading to the risk of increased demand for unplanned resources	
			Loss of resources strategic for the company or definition of inadequate succession plans due to difficulties in retaining talent	
			Weakening of talent attraction and retention due to inadequate remuneration and incentives policies for key personnel	
			Lowering of work performance quality and ineffectiveness of business processes due to inadequate sizing of business structures leading to excessively high actual work loads for individual business areas/divisions	

			Impact materiality	Severity/ benefit level
Environment, territory and community	Greenhouse gas (GHG) emissions	Opportunities	Reduction of emissions as a result of activities in own scope of business (replacement of energy sources, reduced consumption of energy and materials)	
			Positive contribution to the fight against climate change through the implementation of a Group-wide Climate Strategy	
			Support for GHG emissions reduction across the entire supply chain, e.g. through more environmentally conscious purchasing policies and initiatives to engage with the sales network	
		Risks	Failure to contribute to the fight against climate change as a result of non-alignment with national and international emissions and climate change standards	
	Responsible management of waste and materials	Opportunities	Waste recovery and recycling for the subsequent production of new materials and/or energy generation	
			Waste recovery and recycling to reduce costs for the community linked to disposal and particularly the inefficient use of materials	
		Risks	Significant impacts on the environment and local community due to non- virtuous waste management in terms of volume produced and failure to process for recovery (material or energy)	
			Over-consumption and over-production of paper for office use, particularly in local points of sale	
	Energy consumption	Opport.	Reduction of environmental impact as a result of energy efficiency initiatives and greater employee awareness (particularly in independent points of sale)	
		Risks	Possible contribution to the national and international energy crisis caused by high consumption levels and the failure to implement efficiency improvement measures in points of sale	
	Community support	Opportunities	Creation of positive socio-economic impact on local areas as a result of specific activities in partnership with local players	
			Network initiatives with local organisations to protect players and reduce gaming-related issues in local areas	
		Risks	Emergence of malcontent in local communities due to activities by Sisal Group in the area	
			Failure to create value in local areas and failure to collaborate with local organisations tackling addiction issues	
			Increase in gambling-related issues on local areas	

			Financial materiality	Severity/ benefit level
Environment, territory and community	Greenhouse gas (GHG) emissions	Opport.	Access to sources of financing and economic resources for organisations that draw up climate change Adaptation and Mitigation Plans	
		Risks	Weather and natural events, also due to climate change, on such a scale as to cause damage or compromise the operations of the company and/ or those of customers and suppliers (i.e. physical risks such as hurricanes, floods, earthquakes, etc.)	
			Non-alignment with national and international emissions standards, resulting in fines for Sisal and negative publicity	
	Responsible management of waste and materials	Opport.	Access to sources of financing and economic resources through virtuous management of a strategic raw material for the organisation, i.e. paper	
		Risks	Penalties arising from non-compliance with waste management regulations	
			Failure to improve paper consumption efficiency, with consequences outside Sisal but also on its business	
	Energy consumption	Opport.	Cost savings on electricity and gas bills associated with improved energy efficiency in buildings and local points of sale	
		Risks	Failure to optimise energy consumption, leading to higher energy costs for Sisal	
			Failure to align with energy consumption reduction targets, with consequent economic (fines) and reputational damage	
	Community support	Opport.	Reduction in issues with local communities as a result of close co-operation and local initiatives	
		Risks	Economic damage due to malcontent with Sisal's business arising from failure to collaborate with local organisations or insufficient communication with citizens (pressure by local communities on local legislators)	
			Failure to pay taxes on the part of the Company and/or on behalf of its employees, resulting in liabilities for the Company and an increase in penalties to pay	

Innovation, governance and business ethics			Impact materiality	Severity/ benefit level
	Research and Innovation	Opportunities	Development of technologies to reduce the consequences of problem gambling through ongoing investment in research and development	
			Investments in skills and technologies that create positive external impact for the company and the economy as a whole	
			Investments in skills and technologies that increase the number of people with ICT/STEM skills, including through collaboration with universities and research centres	
		Risks	Lack of in-house innovation and consequent risk of not contributing to the country's technological development, also in terms of training	
	Protection of sensitive data (privacy & security)	Opport.	Adoption of maximum cybersecurity levels to guarantee absence of data loss or theft and operational continuity for users	
		Risks	Illicit use of personal data, false notification to the Privacy Watchdog, failure to adopt measures to protect personal data, failure to comply with provisions of the Privacy Watchdog and applicable law	
			Possible loss of data following a cyber attack resulting from partial coverage of security requirements in the development process	
			Possible interception due to use of non-secure protocols on the company network or possible visibility of confidential data due to lack of encryption	
			Possible accidental erasure of data through direct access to production databases by Business users	
			Unavailability/shutdown/malfunctioning of IT systems (hardware and software) causing interruption of operations (e.g. systems that enable internal and technical users for access, display and use of information, gaming software such as the lottery platform, etc.)	
	Culture of legality	Opport.	Guarantee of integrity and contribution to legality in the gaming market by limiting illegal gambling risks	
		Risks	Lack of transparency in the organisation's operating and decision-making processes, leading to diffidence on the part of markets, investors and customers	
			Infringement of a country's anti-corruption regulations, which may constitute a breach of the law, non-fulfilment of contractual obligations arising from current relationships, and a disciplinary offence	
	Responsible governance	Opport.	Contribution to progress towards a global sustainable development model through voluntary adoption of best governance practices guaranteeing greater transparency and control over sustainability strategy across the entire organisation	
		Risks	Inadequate response by Sisal to external stakeholders' expectations regarding corporate sustainability	
			Inappropriate structuring or lack of diversity on boards of directors and committees (e.g. % of independent directors, presence/absence of women, distribution of skills, etc.)	
	Business Ethics	Opport.	Spreading of a business ethics culture capable of promoting correct and equitable behaviour both within and outside the company perimeter	
		Risks	Infringement by internal employees and collaborators of self-regulatory provisions in internal rules and procedures (policies, internal rules, etc.) or internal rules and procedures not adequate to the Company's business activities	
			Infringement of competition rules with further risk of fines from national antitrust authorities	
			Infringement of rules under legislative decree 231/2001	
			Failure to define, or to correctly define, adequate whistleblowing policies, use of tools inadequate for the purpose of whistleblowing or insufficiently prompt report processing	

Innovation, governance and business ethics			Financial materiality	Severity/ benefit level
	Research and Innovation	Opport.	More customers for the Group thanks to an increasingly innovative and avant-garde product offering	
		Risks	Failure to invest in research and innovation, leading to loss of market share to competitors	
	Protection of sensitive data (privacy & security)	Opport.	Reduction/zeroing of data loss resulting in better guarantees for customers and enhanced Sisal brand appeal	
		Risks	Legal consequences of the illicit use of personal data, false notification to the Privacy Watchdog, failure to adopt measures to protect personal data, failure to comply with provisions of the Privacy Watchdog and applicable law	
			Negative repercussions of possible cyber attacks resulting from partial coverage of security requirements in the development process	
			Interception of confidential information due to use of non-secure protocols on the company network or possible visibility of confidential data due to lack of encryption	
			Accidental erasure of data through direct access to production databases by users, with legal and economic consequences for Sisal	
			Loss of customers due to unavailability, shutdown or malfunctioning of IT systems causing interruption of business operations	
	Culture of legality	Risks	Legal and reputational consequences of verified cases of corruption	
			Fines and penalties due to incorrect tax policies not in line with national legislation	
	Responsible governance	Opport.	Market leader positioning, with benefits on financial markets, as a result of innovative leadership willing to work to improve its business and anticipate global trends	
		Risks	Disadvantages for the Group due to inappropriate structuring or lack of diversity on boards of directors and committees (e.g. % of independent directors, presence/ absence of women, distribution of skills, etc.)	
			Negative returns due to failure to obtain or renew certifications (e.g. ISO 27001, WLA- SCS, ISO 9001, etc.)	
	Business Ethics	Opport.	Reduction in legal and reputational issues arising from non-observance of ethical and moral principles by the organisation and its employees	
		Risks	Legal and economic repercussions for Sisal following an infringement by internal employees or collaborators of self-regulatory provisions in internal rules and procedures (policies, internal rules, etc.)	
			Legal consequences of infringements of the provisions of Legislative Decree 231/2001	
			Occurrence of non-ethical conduct by employees, collaborators or executives due to failure to define and apply, or to correctly define and apply, whistleblowing policies, as well as any insufficiently prompt report processing	
			Sanctions by national antitrust authorities following infringement of competition legislation	
			Infringement of a country's anti-corruption regulations, which may constitute a breach of the law, non-fulfilment of contractual obligations arising from current relationships, and a disciplinary offence	

Performance tables 2022-2024

Social impacts

In 2023, the business in Spain was discontinued and is therefore no longer included in the 2024 reporting boundary.
Data has been retained only where necessary for reporting purposes for the years 2022–2023.

GRI 2-7 Employees

Employees by gender and type of contract

Parameter	Unit	2022			2023			2024		
		T	P	Total	T	P	Total	T	P	Total
Men	no.	111	1,717	**1,828**	77	1,891	**1,968**	70	2,077	**2,147**
Women	no.	64	1,064	**1,128**	42	1,195	**1,237**	52	1,292	**1,344**
Total	**no.**	**175**	**2,781**	**2,956**	**119**	**3,086**	**3,205**	**122**	**3,369**	**3,491**

Employees by gender and type of contract

Parameter	Unit	2022			2023			2024		
		FT	PT	Total	FT	PT	Total	FT	PT	Total
Men	no.	1,780	48	**1,828**	1,922	46	**1,968**	2,097	50	**2,147**
Women	no.	982	146	**1,128**	1,101	136	**1,237**	1,217	127	**1,344**
Total	**no.**	**2,762**	**194**	**2,956**	**3,023**	**182**	**3,205**	**3,314**	**177**	**3,491**

Employees by country and type of contract

Parameter	Unit	2022			2023			2024		
		T	P	Total	T	P	Total	T	P	Total
Italy	no.	173	1,898	**2,071**	118	2,064	**2,182**	120	2,126	**2,246**
Spain	no.	2	10	**12**						
Morocco	no.	0	72	**72**	0	76	**76**	0	170	**170**
Albania	no.	0	612	**612**	0	697	**697**	0	730	**730**
Türkiye	no.	0	189	**189**	1	249	**250**	2	343	**345**
Total	**no.**	**175**	**2,781**	**2,956**	**119**	**3,086**	**3,205**	**122**	**3,369**	**3,491**

P = Permanent contract
T = Temporary contract

Employees by country and type of contract

Parameter	Unit	2022			2023			2024		
		FT	PT	Total	FT	PT	Total	FT	PT	Total
Italy	no.	1,877	194	**2,071**	2,000	182	**2,182**	2,069	177	**2,246**
Spain	no.	12	0	**12**						
Morocco	no.	72	0	**72**	76	0	**76**	170	0	**170**
Albania	no.	612	0	**612**	697	0	**697**	730	0	**730**
Türkiye	no.	189	0	**189**	250	0	**250**	345	0	**345**
Total	**no.**	**2,762**	**194**	**2,956**	**3,023**	**182**	**3,205**	**3,314**	**177**	**3,491**

FT = full-time
PT = part-time

GRI 2-8 Workers who are not employees

Workers who are not employees by gender

Parameter	Unit	2022		2023		2024	
		Men	Women	Men	Women	Men	Women
Agency workers	no.	7	4	14	5	52	37
Interns	no.	21	31	10	9	4	4
Total	**no.**	**28**	**35**	**24**	**14**	**56**	**41**

Workers who are not employees by country

Parameter	Unit	2022			2023			2024		
		Agency workers	Interns	Total	Agency workers	Interns	Total	Agency workers	Interns	Total
Italy	no.	10	52	**62**	19	16	**35**	87	7	**94**
Spain	no.	0	0	**0**						
Morocco	no.	0	0	**0**	0	0	**0**	1	0	**1**
Albania	no.	0	0	**0**	0	0	**0**	1	0	**1**
Türkiye	no.	1	0	**1**	0	3	**3**	0	1	**1**
Total	**no.**	**11**	**52**	**63**	**19**	**19**	**38**	**89**	**8**	**97**

GRI 401-1 New employee hires and employee turnover

*Closure of the business in Spain in 2023; turnover data therefore refer to the exit of all employees based in the country.

New employee hires by country and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Italy	no.	171	279	38	**488**	142	214	12	**368**	119	178	22	**319**
Spain	no.	3	0	1	**4**								
Morocco	no.	4	13	0	**17**	12	8	0	**20**	38	74	4	**116**
Albania	no.	186	198	0	**384**	159	159	0	**318**	90	130	1	**221**
Türkiye	no.	45	57	1	**103**	43	50	1	**94**	97	48	0	**145**
Total	**no.**	**409**	**547**	**40**	**996**	**356**	**431**	**13**	**800**	**344**	**430**	**27**	**801**

Hiring rate by country and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Italy	%	66	19	11	**24**	51	14	3	**17**	44	11	6	**14**
Spain	%	75	0	100	**33**								
Morocco	%	29	23	0	**24**	60	15	0	**26**	88	60	100	**1**
Albania	%	66	60	0	**63**	56	38	0	**46**	40	26	33	**0**
Türkiye	%	88	43	20	**54**	60	29	13	**38**	75	24	0	**0**
Total	**%**	**67**	**27**	**11**	**34**	**55**	**20**	**3**	**25**	**51**	**18**	**7**	**0**

New employee hires by country and gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	318	170	**488**	223	145	**368**	210	109	**319**
Spain	no.	2	2	**4**						
Morocco	no.	13	4	**17**	16	4	**20**	90	26	**116**
Albania	no.	223	161	**384**	180	138	**318**	119	102	**221**
Türkiye	no.	68	35	**103**	59	35	**94**	53	92	**145**
Total	**no.**	**624**	**372**	**996**	**478**	**322**	**800**	**472**	**329**	**801**

Turnover by country and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Italy	no.	98	217	41	**356**	59	165	33	**257**	62	154	38	**254**
Spain	no.	2	1	0	**3**	4	7	1	**12**				
Morocco	no.	4	12	0	**16**	4	11	1	**16**	8	13	1	**22**
Albania	no.	102	85	0	**187**	108	125	0	**233**	76	112	0	**188**
Türkiye	no.	6	27	0	**33**	10	22	1	**33**	24	26	0	**50**
Total	**no.**	**212**	**342**	**41**	**595**	**185**	**330**	**36**	**551**	**170**	**305**	**39**	**514**

Hiring rate by country and gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	%	25	21	**24**	17	17	**17**	15	13	**14**
Spain	%	29	40	**33**						
Morocco	%	20	50	**24**	27	25	**26**	66	76	**68**
Albania	%	63	63	**63**	45	46	**46**	28	33	**30**
Türkiye	%	50	67	**54**	35	44	**38**	27	63	**42**
Total	**%**	**34**	**33**	**34**	**24**	**26**	**25**	**22**	**24**	**23**

Turnover rate by country and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Italy	%	38	15	12	**17**	21	11	9	**12**	23	10	10	**11**
Spain	%	50	14	0	**25**	100	100	100	**100**				
Morocco	%	29	21	0	**22**	20	20	100	**21**	19	11	25	**13**
Albania	%	36	26	0	**31**	38	30	0	**33**	33	22	0	**26**
Türkiye	%	12	20	0	**17**	14	13	13	**13**	18	13	0	**14**
Total	**%**	**35**	**17**	**12**	**20**	**28**	**15**	**10**	**17**	**25**	**13**	**9**	**15**

Turnover by country and gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	215	141	**356**	146	111	**257**	155	99	**254**
Spain	no.	2	1	**3**	7	5	**12**			
Morocco	no.	14	2	**16**	14	2	**16**	14	8	**22**
Albania	no.	128	59	**187**	136	97	**233**	99	89	**188**
Türkiye	no.	16	17	**33**	25	8	**33**	26	24	**50**
Total	**no.**	**375**	**220**	**595**	**328**	**223**	**551**	**294**	**220**	**514**

Turnover rate by country and gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	%	17	17	**17**	11	13	**12**	11	12	**11**
Spain	%	29	20	**25**	100	100	**100**			
Morocco	%	22	25	**22**	23	13	**21**	10	24	**13**
Albania	%	36	23	**31**	34	32	**33**	24	29	**26**
Türkiye	%	12	33	**17**	15	10	**13**	13	17	**14**
Total	**%**	**21**	**20**	**20**	**17**	**18**	**17**	**14**	**16**	**15**

GRI 401-3 Parental leave

Employees entitled to parental leave, by gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	1,265	806	**2,071**	1,339	843	**2,182**	1,393	853	**2,246**
Morocco	no.	64	8	**72**	60	16	**76**	136	34	**170**
Albania	no.	355	257	**612**	398	299	**697**	418	312	**730**
Türkiye	no.	137	52	**189**	171	79	**250**	200	145	**345**
Total	**no.**	**1,821**	**1,123**	**2,944**	**1,968**	**1,237**	**3,205**	**2,147**	**1,344**	**3,491**

Employees who took parental leave, by gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	11	59	**70**	9	73	**82**	13	68	**81**
Morocco	no.	n.d.	n.d.	**n.d**	3	1	**4**	2	0	**2**
Albania	no.	n.d.	n.d.	**n.d**	1	13	**14**	1	24	**25**
Türkiye	no.	n.d.	n.d.	**n.d**	4	1	**5**	6	4	**10**
Total	**no.**	**11**	**59**	**70**	**17**	**88**	**105**	**22**	**96**	**118**

Employees who returned to work in the reporting period after parental leave ended, by gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	n.d.	n.d.	**n.d**	9	28	**37**	13	20	**33**
Morocco	no.	n.d.	n.d.	**n.d**	3	1	**4**	2	0	**2**
Albania	no.	n.d.	n.d.	**n.d**	0	11	**11**	0	3	**3**
Türkiye	no.	n.d.	n.d.	**n.d**	4	0	**4**	6	3	**9**
Total	**no.**	**n.d**	**n.d**	**n.d**	**16**	**40**	**56**	**21**	**26**	**47**

GRI 403-9 Work-related injuries

Work-related injuries (by country)

Total

Parameter	Unit	2022	2023	2024
Total hours worked	Hours	4,887,808	5,074,558	5,940,659
Injury rate	%	0.8	2.2	0.3
Total injuries reported	no.	4	11	2
High-consequence work-related injuries (excluding fatalities)	no.	0	0	0
Fatalities	no.	0	0	0

Italy

Parameter	Unit	2022	2023	2024
Total hours worked	Hours	3,389,560	3,454,200	3,604,459
Injury rate	%	1.2	2.9	0.6
Total injuries reported	no.	4	10	2
High-consequence work-related injuries (excluding fatalities)	no.	0	0	0
Fatalities	no.	0	0	0

Albania

Parameter	Unit	2022	2023	2024
Total hours worked	Hours	1,003,680	1,309,977	1,502,000
Injury rate	%	0	0.8	0
Total injuries reported	no.	0	1	0
High-consequence work-related injuries (excluding fatalities)	no.	0	0	0
Fatalities	no.	0	0	0

Morocco

Parameter	Unit	2022	2023	2024
Total hours worked	Hours	118,080	175,909	296,480
Injury rate	%	0	0	0
Total injuries reported	no.	0	0	0
High-consequence work-related injuries (excluding fatalities)	no.	0	0	0
Fatalities	no.	0	0	0

Türkiye

Parameter	Unit	2022	2023	2024
Total hours worked	Hours	376,488	134,472	537,720
Injury rate	%	0	0	0
Total injuries reported	no.	0	0	0
High-consequence work-related injuries (excluding fatalities)	no.	0	0	0
Fatalities	no.	0	0	0

GRI 404-1 Average hours of training per year per employee

Average hours of non-mandatory training per employee, by gender

Italy				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	13.7	13.0	10.9
Women	no.	17.0	20.1	17.2
Morocco				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	n.a.	1.4	4.0
Women	no.	n.a.	2.1	8.9
Albania				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	n.a.	7.0	6.1
Women	no.	n.a.	8.6	8.8
Türkiye				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	n.a.	18.9	36.6
Women	no.	n.a.	23.3	56.2

Total hours of non-mandatory training per employee, by gender (NON-GRI)

Italy				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	17,314	17,445	15,176
Women	no.	13,702	16,951	14,667
Total	**no.**	**31,016**	**34,396**	**29,842**
Morocco				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	n.a.	**83**	**545**
Women	no.	n.a.	**33**	**303**
Total	**no.**	**n.a.**	**116**	**848**
Albania				
Parameter	**Unit**	**2022**	**2023**	**2024**
Men	no.	n.a.	2,768	2,565
Women	no.	n.a.	2,572	2,733
Total	**no.**	**n.a.**	**5,340**	**5,298**
Türkiye				
Parameter	**Unit**	**2022**	**2023**	**2024***
Men	no.	n.a.	**3,231**	**7,323**
Women	no.	n.a.	**1,837**	**8,154**
Total	**no.**	**n.a.**	**5,068**	**15,478**

9 hours unassignable due to lack of information on the gender of the participants

Average hours of non-mandatory training per employee, by professional category				
		Italy		
Parameter	**Unit**	**2022**	**2023**	**2024**
Apprentices	no.	n.a.	n.a.	n.a.
Blue collars	no.	11.8	0.4	1.8
White collars	no.	13.4	16.3	12.0
Middle managers	no.	30.6	33.7	24.7
Senior managers	no.	20.3	29.5	28.3

Total hours of training (mandatory and non-mandatory) by country (NON-GRI)				
		Italy		
Parameter	**Unit**	**2022**	**2023**	**2024**
Italy	no.	46,897	41,938	45,164
Morocco	no.	405	227	1,024
Albania	no.	247	6,578	7,051
Türkiye	no.	839	5,932	18,342
Total	**no.**	**48,388**	**54,676**	**71,580**

Total hours of non-mandatory training per employee, by professional category (NON-GRI)				
		Italy		
Parameter	**Unit**	**2022**	**2023**	**2024**
Apprentices	no.	1	n.a.	n.a.
Blue collars	no.	1,224	140	199
White collars	no.	23,247	25,164	22,071
Middle managers	no.	5,507	7,251	5,986
Senior managers	no.	1,037	1,504	1,585
Total	**no.**	**31,016**	**34,058**	**29,840**

Average hours of training (mandatory and non-mandatory) per employee. by country (NON-GRI)				
		Italy		
Parameter	**Unit**	**2022**	**2023**	**2024**
Italy	no.	22.6	19.2	20.1
Morocco	no.	5.6	3.0	6.0
Albania	no.	0.4	9.4	9.7
Türkiye	no.	4.4	23.7	53.2
Total	**no.**	**16.4**	**17.1**	**20.5**

Training provided by field (NON-GRI)

Category	Unit	2022*	2023*	2024	
		Employees involved	Employees involved	Employees involved	Hours provided
Health and Safety	no.	412	332	2,175	11,788
Business ethics, integrity and anticorruption (Legislative Decree 231/2001 Organisational Models)	no.	1,395	914	2,320	4,126
Anti-Money Laundering	no.	480	763	521	515
Responsible Gaming	no.	493	358	1,799	3,308
Data privacy	no.	442	419**	1,264	1,129
Security	no.	444	1,775**	594	330
Diversity, Equity & Inclusion (DEI) and Anti-Discrimination (non-mandatory)	no.		478	1,362	5,796
Digital Skills	no.			97	567
IT & Programming	no.			132	837

* The data refers only to online training provided in Italy, with the exception of some in-person training activities on business ethics, integrity and anti-corruption (Legislative Decree no, 231/2001 Organisational Models).
** The figure includes Sisal Group employees in foreign countries.

GRI 405-1 Diversity of governance bodies and employees

Diversity of governance bodies and employees

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Men	no.	0	1	4	**5**	0	1	4	**5**	0	1	4	**5**
	%	0%	20%	80%	**100%**	0%	20%	80%	**100%**	0%	20%	80%	**100%**
Women	no.	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
	%	0%	0%	0%	**0%**	0%	0%	0%	**0%**	0%	0%	0%	**0%**

Employees by gender and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Men	no.	361	1,255	212	**1,828**	386	1,355	227	**1,968**	370	1,527	250	**2,147**
	%	12.2%	42.5%	7.2%	**61.8%**	12.0%	42.3%	7.1%	**61.4%**	10.6%	43.7%	7.2%	**61.5%**
Women	no.	249	737	142	**1,128**	265	827	145	**1,237**	299	882	163	**1,344**
	%	8.4%	24.9%	4.8%	**38.2%**	8.3%	25.8%	4.5%	**38.6%**	8.6%	25.3%	4.7%	**38.5%**
Total	**no.**	**610**	**1,992**	**354**	**2,956**	**651**	**2,182**	**372**	**3,205**	**669**	**2,409**	**413**	**3,491**
	%	**20.6%**	**67.4%**	**12.0%**	**100%**	**20.3%**	**68.1%**	**11.6%**	**100%**	**19.2%**	**69.0%**	**11.8%**	**100%**

Employees by country and gender

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	no.	1,265	806	**2,071**	1,339	843	**2,182**	1,393	853	**2,246**
	%	42.8%	27.3%	**70.1%**	41.8%	26.3%	**68.1%**	39.9%	24.4%	**64.3%**
Spain	no.	7	5	**12**						
	%	0.2%	0.2%	**0.4%**						
Morocco	no.	64	8	**72**	60	16	**76**	136	34	**170**
	%	2.2%	0.3%	**2.4%**	1.9%	0.5%	**2.4%**	3.9%	1.0%	**4.9%**
Albania	no.	355	257	**612**	398	299	**697**	418	312	**730**
	%	12.0%	8.7%	**20.7%**	12.4%	9.3%	**21.7%**	12.0%	8.9%	**20.9%**
Türkiye	no.	137	52	**189**	171	79	**250**	200	145	**345**
	%	4.6%	1.8%	**6.4%**	5.3%	2.5%	**7.8%**	5.7%	4.2%	**9.9%**
Total	**no.**	**1,828**	**1,128**	**2,956**	**1,968**	**1,237**	**3,205**	**2,147**	**1,344**	**3,491**
	%	**61.8%**	**38.2%**	**100%**	**61.4%**	**38.6%**	**100%**	**61.5%**	**38.5%**	**100%**

Employees by country and age group

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Italy	no.	259	1,467	345	**2,071**	276	1,544	362	**2,182**	269	1,582	395	**2,246**
	%	8.8%	49.6%	11.7%	**70.1%**	8.6%	48.2%	11.3%	**68.1%**	7.7%	45.3%	11.3%	**64.3%**
Spain	no.	4	7	1	**12**								
	%	0.1%	0.2%	0%	**0.4%**								
Morocco	no.	14	56	2	**72**	20	55	1	**76**	43	123	4	**170**
	%	0.5%	1.9%	0.1%	**2.4%**	0.6%	1.7%	0%	**2.4%**	1.2%	3.5%	0.1%	**4.9%**
Albania	no.	282	329	1	**612**	283	413	1	**697**	227	500	3	**730**
	%	9.5%	11.1%	0%	**20.7%**	8.8%	12.9%	0%	**21.7%**	6.5%	14.3%	0.1%	**20.9%**
Türkiye	no.	51	133	5	**189**	72	170	8	**250**	130	204	11	**345**
	%	1.7%	4.5%	0.2%	**6.4%**	2.2%	5.3%	0.2%	**7.8%**	3.7%	5.8%	0.3%	**9.9%**
Total	**no.**	**610**	**1,992**	**354**	**2,956**	**651**	**2,182**	**372**	**3,205**	**669**	**2,409**	**413**	**3,491**
	%	**20.6%**	**67.4%**	**12.0%**	**100%**	**20.3%**	**68.1%**	**11.6%**	**100%**	**19.2%**	**69.0%**	**11.8%**	**100%**

Employees by professional category and gender

Italy

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	no.	0	0	**0**	0	0	**0**	0	0	**0**
	%	0%	0%	**0%**	0%	0%	**0%**	0%	0%	**0%**
Blue collars	no.	95	9	**104**	255	118	**373**	102	6	**108**
	%	4.6%	0.4%	**5.0%**	11.7%	5.4%	**17.1%**	4.5%	0.3%	**4.8%**
White collars	no.	1,020	716	**1,736**	910	633	**1,543**	1,097	743	**1,840**
	%	49.3%	34.6%	**83.8%**	41.7%	29.0%	**70.7%**	48.8%	33.1%	**81.9%**
Middle managers	no.	113	67	**180**	141	74	**215**	155	87	**242**
	%	5.5%	3.2%	**8.7%**	6.5%	3.4%	**9.9%**	6.9%	3.9%	**10.8%**
Senior managers	no.	37	14	**51**	33	18	**51**	39	17	**56**
	%	1.8%	0.7%	**2.5%**	1.5%	0.8%	**2.3%**	1.7%	0.8%	**2.5%**
Total	**no.**	**1,265**	**806**	**2,071**	**1,339**	**843**	**2,182**	**1,393**	**853**	**2,246**
	%	**61.1%**	**38.9%**	**100%**	**61.4%**	**38.6%**	**100%**	**62.0%**	**38.0%**	**100%**

Employees by professional category and gender

Spain

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	no.	0	0	**0**						
	%	0%	0%	**0%**						
Blue collars	no.	0	0	**0**						
	%	0%	0%	**0%**						
White collars	no.	6	5	**11**						
	%	50.0%	41.7%	**91.7%**						
Middle managers	no.	0	0	**0**						
	%	0%	0%	**0%**						
Senior managers	no.	1	0	**1**						
	%	8.3%	0%	**8.3%**						
Total	**no.**	**7**	**5**	**12**						
	%	**58.3%**	**41.7%**	**100%**						

Morocco

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	no.	0	0	**0**	0	0	**0**	0	0	**0**
	%	0%	0%	**0%**	0%	0%	**0%**	0%	0%	**0%**
Blue collars	no.	0	0	**0**	2	1	**3**	24	3	**27**
	%	0%	0%	**0%**	2.6%	1.3%	**3.9%**	14.1%	1.8%	**15.9%**
White collars	no.	57	5	**62**	53	12	**65**	100	21	**121**
	%	79.2%	6.9%	**86.1%**	69.7%	15.8%	**85.5%**	58.8%	12.4%	**71.2%**
Middle managers	no.	3	3	**6**	2	3	**5**	9	7	**16**
	%	4.2%	4.2%	**8.3%**	2.6%	3.9%	**6.6%**	5.3%	4.1%	**9.4%**
Senior managers	no.	4	0	**4**	3	0	**3**	3	3	**6**
	%	5.6%	0%	**5.6%**	3.9%	0%	**3.9%**	1.8%	1.8%	**3.5%**
Total	**no.**	**64**	**8**	**72**	**60**	**16**	**76**	**136**	**34**	**170**
	%	**88.9%**	**11.1%**	**100%**	**78.9%**	**21.1%**	**100%**	**80.0%**	**20.0%**	**100%**

Employees by professional category and gender

Albania

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	no.	0	0	**0**	0	0	**0**	0	0	**0**
	%	0%	0%	**0%**	0%	0%	**0%**	0%	0%	**0%**
Blue collars	no.	0	0	**0**	149	105	**254**	116	99	**215**
	%	0%	0%	**0%**	21.4%	15.1%	**36.4%**	15.9%	13.6%	**29.5%**
White collars	no.	343	253	**596**	240	189	**429**	292	206	**498**
	%	56.0%	41.3%	**97.4%**	34.4%	27.1%	**61.5%**	40.0%	28.2%	**68.2%**
Middle managers	no.	11	4	**15**	8	5	**13**	10	7	**17**
	%	1.8%	0.7%	**2.5%**	1.1%	0.7%	**1.9%**	1.4%	1.0%	**2.3%**
Senior managers	no.	1	0	**1**	1	0	**1**	0	0	**0**
	%	0.2%	0%	**0.2%**	0.1%	0%	**0.1%**	0%	0%	**0%**
Total	**no.**	**355**	**257**	**612**	**398**	**299**	**697**	**418**	**312**	**730**
	%	**58.0%**	**42.0%**	**100%**	**57.1%**	**42.9%**	**100%**	**57.3%**	**42.7%**	**100%**

Türkiye

Parameter	Unit	2022			2023			2024		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	no.	0	0	**0**	0	0	**0**	0	0	**0**
	%	0%	0%	**0%**	0%	0%	**0%**	0%	0%	**0%**
Blue collars	no.	0	0	**0**	1	2	**3**	13	53	**66**
	%	0%	0%	**0%**	0.4%	0.8%	**1.2%**	3.8%	15.4%	**19.1%**
White collars	no.	107	31	**138**	140	50	**190**	143	67	**210**
	%	56.6%	16.4%	**73.0%**	56.0%	20.0%	**76.0%**	41.4%	19.4%	**60.9%**
Middle managers	no.	24	15	**39**	22	16	**38**	40	20	**60**
	%	12.7%	7.9%	**20.6%**	8.8%	6.4%	**15.2%**	11.6%	5.8%	**17.4%**
Senior managers	no.	6	6	**12**	8	11	**19**	4	5	**9**
	%	3.2%	3.2%	**6.3%**	3.2%	4.4%	**7.6%**	1.2%	1.4%	**2.6%**
Total	**no.**	**137**	**52**	**189**	**171**	**79**	**250**	**200**	**145**	**345**
	%	**72.5%**	**27.5%**	**100%**	**68.4%**	**31.6%**	**100%**	**58.0%**	**42.0%**	**100%**

Employees by professional category and age group

Italy

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Apprentices	no.	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
	%	0%	0%	0%	**0%**	0%	0%	0%	**0%**	0%	0%	0%	**0%**
Blue collars	no.	2	75	27	**104**	44	232	97	**373**	10	71	27	**108**
	%	0.1%	3.6%	1.3%	**5.0%**	2.0%	10.6%	4.4%	**17.1%**	0.4%	3.2%	1.2%	**4.8%**
White collars	no.	256	1,208	272	**1,736**	231	1,089	223	**1,543**	258	1,269	313	**1,840**
	%	12.4%	58.3%	13.1%	**83.8%**	10.6%	49.9%	10.2%	**70.7%**	11.5%	56.5%	13.9%	**81.9%**
Middle managers	no.	1	154	25	**180**	1	189	25	**215**	1	204	37	**242**
	%	0%	7.4%	1.2%	**8.7%**	0.0%	8.7%	1.1%	**9.9%**	0%	9.1%	1.6%	**10.8%**
Senior managers	no.	0	30	21	**51**	0	34	17	**51**	0	38	18	**56**
	%	0%	1.4%	1.0%	**2.5%**	0%	1.6%	0.8%	**2.3%**	0%	1.7%	0.8%	**2.5%**
Total	**no.**	**259**	**1,467**	**345**	**2,071**	**276**	**1,544**	**362**	**2,182**	**269**	**1,582**	**395**	**2,246**
	%	**12.5%**	**70.8%**	**16.7%**	**100%**	**12.6%**	**70.8%**	**16.6%**	**100%**	**12.0%**	**70.4%**	**17.6%**	**100%**

Spain

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Apprentices	no.	0	0	0	**0**								
	%	0%	0%	0%	**0%**								
Blue collars	no.	0	0	0	**0**								
	%	0%	0%	0%	**0%**								
White collars	no.	4	6	1	**11**								
	%	33.3%	50.0%	8.3%	**91.7%**								
Middle managers	no.	0	0	0	**0**								
	%	0%	0%	0%	**0%**								
Senior managers	no.	0	1	0	**1**								
	%	0%	8.3%	0%	**8.3%**								
Total	**no.**	**4**	**7**	**1**	**12**								
	%	**33.3%**	**58.3%**	**8.3%**	**100%**								

Employees by professional category and age group

Morocco

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Apprentices	no.	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
	%	0%	0%	0%	**0%**	0%	0%	0%	**0%**	0%	0%	0%	**0%**
Blue collars	no.	0	0	0	**0**	0	3	0	**3**	12	15	0	**27**
	%	0%	0%	0%	**0%**	0%	3.9%	0%	**3.9%**	7.1%	8.8%	0%	**15.9%**
White collars	no.	14	46	2	**62**	19	45	1	**65**	31	86	4	**121**
	%	19.4%	63.9%	2.8%	**86.1%**	25.0%	59.2%	1.3%	**85.5%**	18.2%	50.6%	2.4%	**71.2%**
Middle managers	no.	0	6	0	6	1	4	0	5	0	16	0	16
	%	0%	8.3%	0%	8.3%	1.3%	5.3%	0%	6.6%	0%	9.4%	0%	9.4%
Senior managers	no.	0	4	0	4	0	3	0	3	0	6	0	6
	%	0%	5.6%	0%	5.6%	0%	3.9%	0%	3.9%	0%	3.5%	0%	3.5%
Total	**no.**	**14**	**56**	**2**	**72**	**20**	**55**	**1**	**76**	**43**	**123**	**4**	**170**
	%	**19.4%**	**77.8%**	**2.8%**	**100%**	**26.3%**	**72.4%**	**1.3%**	**100%**	**25.3%**	**72.4%**	**2.4%**	**100%**

Albania

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Apprentices	no.	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
	%	0%	0%	0%	**0%**	0%	0%	0%	**0%**	0%	0%	0%	**0%**
Blue collars	no.	0	0	0	**0**	97	157	0	**254**	69	146	0	**215**
	%	0%	0%	0%	**0%**	13.9%	22.5%	0%	**36.4%**	9.5%	20.0%	0%	**29.5%**
White collars	no.	282	314	0	**596**	186	243	0	**429**	158	338	2	**498**
	%	46.1%	51.3%	0%	**97.4%**	26.7%	34.9%	0%	**61.5%**	21.6%	46.3%	0.3%	**68.2%**
Middle managers	no.	0	15	0	**15**	0	13	0	**13**	0	16	1	**17**
	%	0%	2.5%	0%	**2.5%**	0%	1.9%	0%	**1.9%**	0%	2.2%	0.1%	**2.3%**
Senior managers	no.	0	0	1	**1**	0	0	1	**1**	0	0	0	**0**
	%	0%	0%	0.2%	**0.2%**	0%	0.0%	0.1%	**0.1%**	0%	0%	0%	**0%**
Total	**no.**	**282**	**329**	**1**	**612**	**283**	**413**	**1**	**697**	**227**	**500**	**3**	**730**
	%	**46.1%**	**53.8%**	**0.2%**	**100%**	**40.6%**	**59.3%**	**0.1%**	**100%**	**31.1%**	**68.5%**	**0.4%**	**100%**

Employees by professional category and age group

Türkiye

Parameter	Unit	2022				2023				2024			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Apprentices	no.	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
	%	0%	0%	0%	**0%**	0%	0%	0%	**0%**	0%	0%	0%	**0%**
Blue collars	no.	0	0	0	**0**	2	1	0	**3**	48	18	0	**66**
	%	0%	0%	0%	**0%**	0.8%	0.4%	0%	**1.2%**	13.9%	5.2%	0%	**19.1%**
White collars	no.	50	88	0	**138**	69	120	1	**190**	80	128	2	**210**
	%	26.5%	46.6%	0%	**73.0%**	27.6%	48.0%	0.4%	**76.0%**	23.2%	37.1%	0.6%	**60.9%**
Middle managers	no.	1	37	1	**39**	1	35	2	**38**	2	53	5	**60**
	%	0.5%	19.6%	0.5%	**20.6%**	0.4%	14.0%	0.8%	**15.2%**	0.6%	15.4%	1.4%	**17.4%**
Senior managers	no.	0	8	4	**12**	0	14	5	**19**	0	5	4	**9**
	%	0%	4.2%	2.1%	**6.3%**	0%	5.6%	2.0%	**7.6%**	0%	1.4%	1.2%	**2.6%**
Total	**no.**	**51**	**133**	**5**	**189**	**72**	**170**	**8**	**250**	**130**	**204**	**11**	**345**
	%	**27.0%**	**70.4%**	**2.6%**	**100%**	**28.8%**	**68.0%**	**3.2%**	**100%**	**37.7%**	**59.1%**	**3.2%**	**100%**

Employees with disabilities by professional category

Parameter	Unit	2022*	2023	2024
Apprentices	no.	0	0	5
	%	0%	0%	7.2%
Blue collars	no.	1	3	3
	%	2.0%	5.0%	4.3%
White collars	no.	49	56	60
	%	98.0%	93.3%	87.0%
Middle managers	no.	0	1	1
	%	0%	1.7%	1.4%
Senior managers	no.	0	0	0
	%	0%	0%	0%
Total	**no.**	**50**	**60**	**69**
	%	**100%**	**100%**	**100%**

*For 2022, the data refers to the Italy boundary only.

GRI 405-2 Ratio of basic salary and remuneration of women to men

Ratio of basic salary and remuneration of women to men for each category of employee

Italy				
Parameter	**Unit**	**2022**	**2023**	**2024**
Blue collars	%	-12.1	-8.3	-16.4
White collars	%	-5.2	-4.7	-5.1
Middle managers	%	-3.1	-1.5	-0.6
Senior managers	%	-11.9	-10.3	-6.3

Morocco				
Parameter	**Unit**	**2022**	**2023**	**2024**
Blue collars	%	n.a.	-1	12
White collars	%	n.a.	20	27
Middle managers	%	n.a.	130	40
Senior managers	%	n.a.	-100	-4

Albania				
Parameter	**Unit**	**2022**	**2023**	**2024**
Blue collars	%	n.a.	-8	-4
White collars	%	n.a.	-9	-5
Middle managers	%	n.a.	-6	-8
Senior managers	%	n.a.	100	n.d.

Türkiye				
Parameter	**Unit**	**2022**	**2023**	**2024**
Blue collars	%	n.a.	-23	-16
White collars	%	n.a.	-24	-8
Middle managers	%	n.a.	13	1
Senior managers	%	n.a.	-34	-24

Environmental impacts

If actual data is not available, environmental data is estimated.

GRI 302 Energy

Energy Consumption within the organization (GRI 302-1)	Unit	2022	2023	2024
Non-renewable energy consumption	**GJ**	**3,881**	**2,841**	**1,548**
Natural gas	GJ	3,859*	2,826	1,506
Diesel oil for energy and/or heat production	GJ	22	15	42
Energy for heating purchased under outsourcing agreements	**GJ**	**1,112**	**0**	**0**
Diesel oil	GJ	1,112	0	0
Natural gas	GJ	0	0	0
Electricity	**GJ**	**52,451**	**47,652**	**46,582**
Electricity from conventional sources	GJ	0	0	0
Electricity from renewable sources	GJ	52,451**	47,652**	46,582
Fuel for corporate fleet	**GJ**	**41,186**	**42,689**	**44,653**
Petrol consumption	GJ	4,661	6,107	16,544
Diesel consumption	GJ	36,525	36,582	28,044
Biofuel (HVO)	GJ	0	0	39
LPG	GJ	0	0	25
Total	**GJ**	**98,630**	**93,182**	**92,782**

2022 and 2023 data restated.
*Gas consumption has been restated to include the amount of Sisal Sans previously reported as heating purchased under outsourcing agreements. This led to an increase in the total gas consumption value for 2022, resulting in an update of Scope 1 emissions.
**Data restated to account for cooling/heating consumption at the new Milan headquarters. The 2022 figure represents the best available estimate, as precise data was not accessible due to the Building Management System (BMS) not yet being operational. This integration resulted in an increase in total energy consumption for both 2022 and 2023. However, this increase did not affect GHG emissions, as the energy consumed originated from renewable sources.

GRI 305 Emissions

Emissions (GRI 305-1/2/3)	Unit	2022	2023	2024
Direct emissions (Scope 1)	tCO_2e	3,337*	3,354	3,402
Indirect emissions (Scope 2 - market based)	tCO_2e	83	0	0
Indirect emissions (Scope 2 - location based)	tCO_2e	3,733	3,338	4,219
Other indirect emissions (Scope 3)	tCO_2e	51,943**	66,098**	63,982
Total Scope 1, 2 market-based, 3	**tCO_2e**	**55,362*** **	**69,453*** **	**67,384**
Total Scope 1, 2 location-based, 3	**tCO_2e**	**59,013*** **	**72,791*** **	**68,151**

2022 and 2023 data restated.
*Scope 1 emissions data restated by reassigning Sisal Sans' natural gas consumption, previously accounted for under Scope 2. This restatement resulted in a redistribution of emissions between Scope 1 and Scope 2.
**During the year, a methodological refinement of Scope 3 emission calculations was carried out to enhance data completeness and accuracy. Specifically, Cat. 1 Purchased Goods & Services was expanded to include all relevant product categories, including paper and data centres; Cat. 2 Capital Goods was recalculated to include only capitalised goods; Cat. 4 Upstream Transportation & Distribution was reclassified, as it had previously been reported under Cat. 9; Cat. 6 Business Travel was updated to include emissions from hotel stays and taxi transfers; Cat. 8 Upstream Leased Assets and Cat. 13 Downstream Leased Assets were updated by applying market-based emission factors, replacing the previously used location-based approach. The methodological refinement also included the application of average exchange rates across the three-year period. These updates led to an increase in the total reported Scope 3 emissions.
***Emissions data for Scope 1, Scope 2 and Scope 3 were updated accordingly.

Biogenic emissions (CO_2e)	Unit	2022	2023	2024
Biogenic emissions from the consumption of biofuel (HVO)	tCO_2e	0	0	2.6
Total biogenic emissions	**tCO_2e**	**0**	**0**	**2.6**

GRI 306 Waste

Waste generated (GRI 306-3)	Unit	2022	2023	2024
Non-hazardous	**t**	**574**	**233**	**623**
of which non-hazardous WEEE	t	86	36	213
Hazardous	**t**	**96**	**149**	**119**
of which hazardous WEEE	t	95	148	119
Total waste generated (hazardous and non-hazardous)	**t**	**670**	**382**	**742**

Urban waste	Unità	2022	2023	2024
Total	**t**	**n.d.**	**183**	**231**
Total Urban Waste	t	n.d.	183	231

Waste diverted from disposal (GRI 306-4)	Unità	2022	2023	2024
Total	**t**	**n.d.**	**372**	**569**
Total waste sent for recycling*	t	n.d.	372	569

Waste directed to disposal (GRI 306-5)	Unità	2022	2023	2024
Total	**t**	**n.d.**	**10**	**174**
Total waste directed to disposal*	t	n.d.	10	174

*Only special waste (hazardous and non-hazardous) was included in the total amount of waste sent for recycling or directed to disposal, while urban waste managed by municipal companies was excluded.

GRI 301 Materials

Materials used (GRI 301-1)	Unit	2022	2023	2024
Renewable materials used	**t**	**4,134**	**3,527**	**3,561**
Regular printer paper	t	35	31	39
Regular thermal paper	t	1,753	1,831	1,979
Paper for advertising in direct and indirect PoS	t	40	29	148
Paper for game products	t	2,307	1,637	1,396
Non-renewable materials used	**t**	**0**	**0**	**0**

GRI 303 Water

Water withdrawal (GRI 303-3)*	Unit	2022	2023	2024
Total	**Megalitres**	**13.1**	**12.7**	**14.2**
Water from third parties	Megalitres	13.1	12.7	14.2
Consumption from areas subject to water stress	*Megalitres*	*3.4*	*5.1*	*5.0*
Consumption from areas not subject to water stress	*Megalitres*	*9.7*	*7.6*	*9.1*

Water consumption (GRI 303-5)**	Unit	2022	2023	2024
Total	**Megalitres**	**13.1**	**12.7**	**14.2**

*Many locations or points of sale, such as those in apartment buildings, are not equipped with their own meters for monitoring water consumption. The amount reported for Italy is therefore the result of an estimate based on the only data confirmed by objective evidence (bills), regarding the head office in Rome, Via Sacco e Vanzetti, adjusted to reflect the total number of employees in Italy.
**Because only offices are involved, there is no discrepancy between water withdrawals and consumption, as there are no significant leaks or losses.

Business ethics impacts

GRI 2-16 Communication of critical concerns

Reports received by field	Unit	2022	2023	2024
Conflict of interest	no.	0	1	4
Corruption	no.	0	0	1
Privacy/ Data Security	no.	0	2	1
Discrimination	no.	1	0	9
Harassment	no.	1	0	0
Violations of Internal Procedures	no.	2	2	2
HSE	no.	0	1	0
Human resource selection, management and development	no.	0	0	0
Relations with suppliers	no.	0	0	0
Code of Ethics / Code of Conduct	no.	0	9	5
Other (player complaints with no relevance pursuant to 231/01)*	no.	43	22	27
Total	**no.**	**47**	**37**	**49**

*Most of the reports received were from players complaining about online and retail game malfunctions (forwarded to the competent functions for management through the appropriate corporate channels).

GRI Content Index

Statement of use	Sisal S.p.a. **reports "in accordance with" GRI Standards** for the period from 1 January 2024 to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No sector-specific GRI standard.

Standard Disclosure	Page reference	Comments / Omissions
GENERAL DISCLOSURE - GRI 2		
2-1 Organizational details	Group structure (page 11)	
2-2 Entities included in the organisation's sustainability reporting	Group structure (page 11) Note on methodology (page 73)	The following group companies are not included in the group chart: Sisal Technology South Africa PTY Ltd, the currently inactive company established in connection with the participation in the tender called by the National Lottery Authority of the Republic of South Africa, and Sisal Technology Tunisia S.a.r.l., a company currently in liquidation.
2-3 Reporting period, frequency and contact point	Note on methodology (page 73)	
2-4 Restatements of information	Note on methodology (page 73) Performance tables 2022-2024 - Environmental impacts (page 79)	The data subject to restatement, along with the related reasons and impacts, are detailed in the note on methodology and in the 2022–2024 performance tables under "Environmental Impacts."
2-5 External assurance	Independent auditors' report (page 100)	
2-6 Activities, value chain and other business relationships	Profile and entertainment offering (page 8) Responsible supply chain management (page 72)	
2-7 Employees	People (page 31) Performance tables 2022-2024 - Social impacts (page 79)	
2-8 Workers who are not employees	Performance tables 2022-2024 – Social impacts (page 79)	
2-9 Governance structure and composition	Governance system (page 14)	There are no members of the board of directors from under-represented social groups, as this is not required by Italian law or the company's articles of association. The Company Register may be consulted to identify Board Members who are Board Directors or Statutory Auditors in other Italian companies. **OMISSION: Information not available** (the "Competencies relevant to the impacts of the organization" are not defined for the members of the Board of Directors).
2-10 Nomination and selection of the highest governance body		As an unlisted company, the nomination of the members of the Board of Directors is the responsibility of the shareholder (Flutter), which provides Sisal SpA with a list at the time of renewal.
2-11 Chair of the highest governance body	Governance system (page 14)	The Chairman of the Board of Directors is not also a senior executive.
2-12 Role of the highest governance body in overseeing the management of impacts	Governance system (page 14)	The Board of Directors receives regular communications and reports on sustainability issues and formally approves the materiality assessment and Sustainability Report. Reference is also made to the role of the Positive Impact Plan Committee.
2-13 Delegation of responsibility for managing impacts	Governance system (page 14)	Sisal, in the framework of a broader project to reorganise its control and governance system, has approved the establishment of internal Management Committees, including the Positive Impact Plan Committee, which formally defines and oversees the Sustainability Strategy and periodically reports to the Board of Directors on the activities implemented and progress against the objectives set.
2-14 Role of the highest governance body in sustainability reporting	Note on methodology (page 73)	
2-15 Conflicts of interest	Conflict of interest management (page 67)	There is also a dedicated section within the (recently updated) Code of Ethics and Anti-Corruption Policy.
2-16 Communication of critical concerns	Whistleblowing (page 68) Performance tables 2022-2024 – Business ethics impacts (page 93)	
2-17 Collective knowledge of the highest governance body		The CEO reports monthly to the Board of Directors on Business Performance including ESG KPIs, Responsible Gaming aspects and Key strategic Initiatives.
2-18 Evaluation of the performance of the highest governance body		As an unlisted company and in the absence of a formal request from the shareholder (Flutter), no self-assessment activity has been carried out to date.

Standard Disclosure	Page reference	Comments / Omissions
2-19 Remuneration policies		As an unlisted company and as a wholly-owned subsidiary of Flutter, we have no legislative obligations in this respect, and therefore no specific Remuneration Policy has been drawn up or disclosure published on the remuneration of key governance bodies.
2-20 Process to determine remuneration		As an unlisted company and as a wholly-owned subsidiary of Flutter, we have no legislative obligations in this respect, and therefore no specific Remuneration Policy has been drawn up or disclosure published on the remuneration of key governance bodies.
2-21 Annual total compensation ratio		As an unlisted company and as a wholly-owned subsidiary of Flutter, we have no legislative obligations in this respect, and therefore no specific Remuneration Policy has been drawn up or disclosure published on the remuneration of key governance bodies.
2-22 Statement on sustainable development strategy	Letter to stakeholders (page 3) Sustainability strategy (page 20)	
2-23 Policy commitments	Integrated management system (page 66) Risk management with a focus on business ethics risks (page 66) Policies and guidelines supporting DEI (page 33) Business integrity (page 67) Privacy e data ethics (page 69)	
2-24 Embedding policy commitments	Integrated management system (page 66) Risk management with a focus on business ethics risks (page 66) Policies and guidelines supporting DEI (page 33) Business integrity (page 67) Privacy and data ethics (page 69)	
2-25 Processes to remediate negative impacts	Risk management (page 65) Development of player protection tools (page 26) Business integrity (page 67) Cybersecurity (page 68)	Sisal has developed numerous tools to prevent possible negative impacts that can be controlled in relation to its products for gaming, player protection, support for problem gamblers, reporting and management of other critical issues related to negative impacts due to business practices.
2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing (page 68)	
2-27 Compliance with laws and regulations		During 2024, Sisal received no significant penalties for non-compliance with laws and regulations.

Standard Disclosure	Page reference	Comments / Omissions
2-28 Membership associations		The main trade associations with which the Group has relations are: • European Lotteries (EL) and World Lottery Association (WLA); • Associazione Gioco e Intrattenimento in Concessione (AGIC) - Confindustria; • Federazione Italiana Esercenti Gioco Legale (FIEGL) - Confesercenti. The main associations of which the Group is a member, engaged in fields linked to sustainability and the promotion of historical and cultural heritage, are: • United Nations Global Compact; • Parks Liberi e Uguali, Donna Professione STEM; • COTEC, Civita, Museimpresa
2-29 Approach to stakeholder engagement	Materiality assessment (page 23)	
2-30 Collective bargaining agreements		100% of employees in Italy are covered by a national collective agreement. There are no collective agreements currently in force in other countries.
MATERIAL TOPICS - GRI 3		
3-1 Process to determine material topics	Materiality assessment (page 23)	
3-2 List of material topics	Materiality assessment (page 23)	
Promotion of a Responsible Gaming model and protection of vulnerable categories		
3-3 Management of material topics	The Responsible Gaming strategy (page 25)	
Customer health and safety - GRI 416		
416-1 Assessment of the health and safety impacts of product and service categories	Development of player protection tools (page 26)	
Other non-GRI criteria		
Responsible gaming certifications obtained by the Company	Sisal's Responsible Gaming Programme (page 25)	
Point-of-sale monitoring activities	Profile and entertainment offering (page 8) Development of player protection tools (page 26)	
Number of new games on which a risk assessment has been performed out of total new games produced by the Company	Development of player protection tools (page 26)	All Sisal games are assessed using GAM-GaRD.
Number of new games that have obtained Game Gard certification out of total new games produced by the Company	Development of player protection tools (page 26)	All Sisal games are assessed using GAM-GaRD.
Type of mechanisms provided to contain gaming related risks	Development of player protection tools (page 26)	

Standard Disclosure	Page reference	Comments / Omissions
Player assistance and protection		
3-3 Management of material topics	Player support (page 29)	
Other non-GRI criteria		
Number and type of institutions/organisations the Company works with to provide assistance/management for gaming-related pathologies	Player support (page 29)	
Type of services offered to contain gaming-related pathologies	Player support (page 29)	
Method of access for players to the services offered by the institutions/organisations the Company works with to provide assistance/management for gaming-related pathologies	Player support (page 29)	
Staff training on Responsible Gaming		
3-3 Management of material topics	Education in balanced and aware gaming (page 28)	
Other non-GRI criteria		
Method of informing PoS staff about the assistance/management services offered by the Company for gaming-related pathologies	Education in balanced and aware gaming (page 28)	
Type of information on Responsible Gaming issued by the Company	Education in balanced and aware gaming (page 28)	
Number and type of information/training activities addressing points of sale	Education in balanced and aware gaming (page 28)	
Consumer communications		
3-3 Management of material topics	Player education (page 28)	
Marketing and labeling - GRI 417		
417-1 Requirements for product and service information and labeling	Player education (page 28) Safeguards in the online channels (page 26) Safeguards in the retail channel (page 27)	
417-2 Incidents of non-compliance concerning product and service information and labeling		No incidents reported in 2024.
417-3 Incidents of non-compliance concerning marketing communications		No incidents reported in 2024.
Other non-GRI criteria		
Codes of conduct/standards adopted by the Company to regulate gaming communication/advertising	Sisal's Responsible Gaming Programme (page 25)	Please refer also to the Responsible Marketing Policy available on the company's website.
Type of information material distributed in points of sale	Safeguards in the retail channel I (page 27)	
Type of information on on-line gaming platforms	Safeguards in the online channels (page 26)	
Methods of distributing information about Responsible Gaming	Safeguards in the online channels (page 26) Safeguards in the retail channel (page 27)	
Type of initiatives organised over the year to spread knowledge about gaming problems	Investments in scientific research (page 26)	
Methods of publication and frequency of communications about the Company's Responsible Gaming programme	Player education (page 28) Safeguards in the online channels (page 26) Safeguards in the retail channel (page 27)	
Equal Opportunities and the Promotion of Diversity and Inclusion (DEI) by fighting discrimination		
3-3 Management of material topics	Diversity, Equity and Inclusion (DEI) (page 32)	
Diversity and equal opportunity - GRI 405		
405-1 Diversity of governance bodies and employees	Performance tables 2022-2024 – Social Impacts (page 79)	
405-2 Ratio of basic salary and remuneration of women to men	Performance tables 2022-2024 – Social Impacts (page 79)	**OMISSION: Incomplete information** (disclosure available only for basic salary and not for remuneration). We estimate that we will be able to provide full disclosure by 2027
Non-discrimination - GRI 406		
406-1 Incidents of discrimination and corrective actions taken	Respect for human rights and non-discrimination (page 68) Performance tables 2022-2024 - Business ethics impacts (page 93)	Sisal received a substantiated report regarding discrimination in 2024 and the appropriate mitigation actions have been implemented.
Development of human capital		
3-3 Management of material topics	Personal growth and empowerment (page 36)	
Employment - GRI 401		
401-1 New employee hires and employee turnover	Performance tables 2022-2024 – Social Impacts (page 79)	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Personal wellbeing (page 38)	
401-3 Parental leave	Performance tables 2022-2024 – Social Impacts (page 79)	
Training and education - GRI 404		
404-1 Average hours of training per year per employee	Performance tables 2022-2024 – Social Impacts (page 79)	
404-2 Programs for upgrading employee skills and transition assistance programs	Talent development (page 37)	
404-3 Percentage of employees receiving regular performance and career development reviews	Professional training and growth (page 36)	

Standard Disclosure	Page reference	Comments / Omissions
Professional training and growth		
3-3 Management of material topics	Strategy for mitigating and adapting to climate change (page 48)	
Emissions - GRI 305		
305-1 Direct (Scope 1) GHG emissions	GHG emissions (page 50) Performance tables 2022-2024 - Environmental impacts (page 91)	Source of emissions factors: Greenhouse Gas Protocol UK Defra 2024
305-2 Energy indirect (Scope 2) GHG emissions	GHG emissions (page 50) Performance tables 2022-2024 - Environmental impacts (page 91)	Source of emissions factors: Carbon Database Initiatives (www.carbondi.com)
305-3 Other indirect (Scope 3) GHG emissions	GHG emissions (page 50) Performance tables 2022-2024 - Environmental impacts (page 91)	Source of emissions factors: EPA - EMISSION FACTORS, Carbon Database Initiatives (www.carbondi.com), UK DEFRA 2021 (Conversion factors per spent by SIC code), UK Defra 2024
305-4 GHG emissions intensity	GHG emissions (page 50) Performance tables 2022-2024 - Environmental impacts (page 91)	
305-5 Reduction of GHG emissions	GHG emissions (page 50)	
305-6 Emissions of ozone-depleting substances (ODS)		Types of emission not present.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Types of emission not present.
Responsible management of waste and materials		
3-3 Management of material topics	Responsible consumption of natural resources and circular economy models (page 53)	
Materials - GRI 301		
301-1 Materials used by weight or volume	Responsible consumption of natural resources and circular economy models (page 53) Performance tables 2022-2024 - Environmental impacts (page 91)	
301-2 Recycled input materials used	Responsible consumption of natural resources and circular economy models (page 53)	
Waste - GRI 306		
306-1 Waste generation and significant waste-related impacts	Responsible consumption of natural resources and circular economy models (page 53)	
306-2 Management of significant waste-related impacts	Responsible consumption of natural resources and circular economy models (page 53)	
306-3 Waste generated	Performance tables 2022-2024 - Environmental impacts (page 91)	
306-4 Waste diverted from disposal	Performance tables 2022-2024 - Environmental impacts (page 91)	

Standard Disclosure	Page reference	Comments / Omissions
Energy consumption		
306-5 Waste directed to disposal	Performance tables 2022-2024 - Environmental impacts (page 91)	
3-3 Management of material topics	Energy consumption (page 51)	
Energy - GRI 302		
302-1 Energy consumption within the organization	Energy consumption (page 51) Performance tables 2022-2024 - Environmental impacts (page 91)	
302-2 Energy consumption outside of the organization	Energy consumption (page 51)	
302-3 Energy intensity	Energy consumption (page 51) Performance tables 2022-2024 - Environmental impacts (page 91)	
302-4 Reduction of energy consumption	Energy consumption (page 51)	
Community support		
3-3 Management of material topics	Sustain community growth and wellbeing (page 41)	
Indirect economic impacts - GRI 203		
203-2 Significant indirect economic impacts	Sustain community growth and wellbeing (page 41)	
Research and Innovation		
3-3 Management of material topics	Sisal's innovation governance (page 58) Our innovation strategy (page 58)	
Other non-GRI criteria		
Innovation activities developed	Our innovation strategy (page 58) Digital innovation and AI (page 62)	
Activities to promote innovation and digital development in the area	Tech4Good (page 42) GoBeyond: Sisal's Open Innovation platform (page 59)	
Protection of sensitive data (privacy & security)		
3-3 Management of material topics	Privacy and Data Ethics (page 69)	
Customer privacy - GRI 418		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		During 2024, Sisal recorded no data breaches involving customer data leaks.
Culture of legality		
3-3 Management of material topics	Business Integrity (page 67)	

Standard Disclosure	Page reference	Comments / Omissions
Anti-corruption - GRI 205		
205-1 Operations assessed for risks related to corruption	Combating bribery (page 67)	
205-2 Communication and training about anti-corruption policies and procedures	Combating bribery (page 67)	
205-3 Confirmed incidents of corruption and actions taken	Performance tables 2022-2024 – Business ethics impacts (page 93)	No confirmed incidents of corruption found.
Tax - GRI 207		
207-1 Approach to tax	Tax policy (page 68)	
207-2 Tax governance, control, and risk management	Tax policy (page 68)	
207-3 Stakeholder engagement and management of concerns related to tax	Tax policy (page 68)	
Responsible Governance		
3-3 Management of material topics	Governance system (page 14)	
Business Ethics		
3-3 Management of material topics	Business Integrity (page 67)	
Anti-competitive behavior - GRI 206		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Responsible supply chain management (page 67)	Sisal was not involved in legal actions relating to unfair competition, antitrust regulations or monopoly practices.
Supplier environmental assessment - GRI 308		
308-1 New suppliers that were screened using environmental criteria	Responsible supply chain management (page 72)	
Supplier social assessment - GRI 414		
414-1 New suppliers that were screened using social criteria	Responsible supply chain management (page 72)	
Other GRI Indicators		
Water and effluents - GRI 303		
303-3 Water withdrawal	Responsible consumption of natural resources and circular economy models (page 56) Performance tables 2022-2024 - Environmental impacts (page 91)	**OMISSION: Information not available** (breakdown of water withdrawal by source and by freshwater/other water. We estimate that we will be able to provide full disclosure by 2027
303-5 Water consumption	Responsible consumption of natural resources and circular economy models (page 56) Performance tables 2022-2024 - Environmental impacts (page 91)	**OMISSION: Information not available** (breakdown of water consumption by source and by freshwater/other water. We estimate that we will be able to provide full disclosure by 2027

Standard Disclosure	Page reference	Comments / Omissions
Labor/management relations - GRI 402		
402-1 Minimum notice periods regarding operational changes		Sisal respects the contractually agreed notice periods in Italy and abroad. In addition, in the event of structural reorganisations, the Company draws up employee support plans.
Occupational health and safety - GRI 403		
403-1 Occupational health and safety management system	Health and safety (page 39)	
403-2 Hazard identification, risk assessment, and incident investigation	Risk management (page 65) Health and safety (page 39)	
403-3 Occupational health services	Personal wellbeing (page 38) Health and safety (page 39)	
403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety (page 39)	
403-5 Worker training on occupational health and safety	Health and safety (page 39) Performance tables 2022-2024 - Social impacts (page 79)	
403-6 Promotion of worker health	Personal wellbeing (page 38) Health and safety (page 39)	
403-8 Workers covered by an occupational health and safety management system	Health and safety (page 39)	
403-9 Work-related injuries	Performance tables 2022-2024 - Social impacts (page 79)	
Public policy - GRI 415		
415-1 Political contributions		Sisal prohibits the provision of direct or indirect contributions in any form to political parties, movements, committees and organisations, their representatives and candidates, and requires its employees and collaborators to avoid political involvement on behalf of Sisal, as provided for in Sisal's Anti-Bribery Policy (page 9). No political contributions were made.

SASB Content Index

Topic	Code	Metric	GRI reference	Page reference
Energy Management	SV-CA-130a.1	1. Total energy consumed 2. Percentage grid electricity 3. Percentage renewable	GRI 302-1	Performance tables 2022-2024 – Environmental impacts (page 91)
Responsible Gaming	SV-CA-260a.1	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	NON-GRI	Responsible Gaming (page 24)
	SV-CA-260a.2	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	NON-GRI	Responsible Gaming (page 24)
Smoke-free Casinos	SV-CA-320a.1	Percentage of gaming floor where smoking is allowed	NON-GRI	6,921 mq (25%)
	SV-CA-320a.2	Percentage of gaming staff who work in areas where smoking is allowed	NON-GRI	n.a.*
Internal Controls on Money Laundering	SV-CA-510a.1	Description of anti-money laundering policies and practices	GRI 205	Combating bribery (page 67)
	SV-CA-510a.2	Total amount of monetary losses as a result of legal proceedings associated with money laundering	GRI 205	No sanctions related to anti-money laundering regulations.

*The requirement is not applicable. In fact, the personnel only work in the non-smoking areas and move, upon request/need, to the smoking areas, where they only stay for the time necessary to manage the request. This time, which varies according to the specific need, is therefore not quantifiable.

Activity metrics	Code	Disclosure
Number of tables	SV-CA-000.A	n.a.**
Number of slots	SV-CA-000.B	1,834
Number of active online gaming customers	SV-CA-000.C	3,399,221
Total area of gaming floor	SV-CA-000.D	27,685

**There are no gaming tables in Sisal points of sale.

PLEASE NOTE: Information relating to the SASB framework is not subject to limited assurance by KPMG S.p.A.

Independent auditors' report

(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Sisal Group

2024 Sustainability report

(with independent auditors' report thereon)

KPMG S.p.A.

7 July 2025

KPMG S.p.A.
Revisione e organizzazione contabile
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(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Independent auditors' report on the sustainability report

To the board of directors of
Sisal S.p.A.

We have been engaged to perform a limited assurance engagement on the 2024 sustainability report (the "sustainability report") of the Sisal Group (the "group").

Directors' responsibility for the sustainability report

The directors of Sisal S.p.A. (the "parent") are responsible for the preparation of a sustainability report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards").

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

They are also responsible for defining the group's objectives regarding its sustainability performance and the identification of the stakeholders and the significant aspects to report.

Auditors' independence and quality management

We are independent in compliance with the independence and all other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (the IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our company applies International Standard on Quality Management 1 (ISQM Italia 1) and, accordingly, is required to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

KPMG S.p.A.
è una società per azioni
di diritto italiano
e fa parte del network KPMG
di entità indipendenti affiliate a
KPMG International Limited,
società di diritto inglese.

Ancona Bari Bergamo
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Trieste Varese Verona

Società per azioni
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20124 Milano MI ITALIA

Auditors' responsibility

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the sustainability report with the requirements of the GRI Standards. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 revised"), issued by the International Auditing and Assurance Standards Board (IAASB) applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the sustainability report is free from material misstatement.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the sustainability report are based on our professional judgement and include inquiries, primarily of the company's personnel responsible for the preparation of the information presented in the sustainability report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we performed the following procedures:

1 analysing the reporting of material aspects process, specifically how the reference environment is analysed and understood, how the actual and potential impacts are identified, assessed and prioritised and how the process outcome is validated internally;

2 understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the sustainability report.

Specifically, we held interviews and discussions with the management personnel of the parent and of the subsidiaries Sisal Italia S.p.A. and Sisal Gaming S.r.l.. We also performed limited procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the office that prepares the sustainability report.

Furthermore, with respect to significant information, considering the group's business and characteristics:

- at parent and subsidiaries level:
  a) we held interviews and obtained supporting documentation to check the qualitative information;
  b) we carried out analytical and limited procedures to check, on a sample basis, the correct aggregation of data in the quantitative information;
- we visited Sisal Italia S.p.A. (Milan office) and Sisal Gaming S.r.l. (Wincity store at Via Della Giovine Italia 11, Florence), which we have selected on the basis of their business, contribution to the key performance indicators at consolidated level and location, to meet their management and obtain documentary evidence, on a sample basis, supporting the correct application of the procedures and methods used to calculate the indicators.

Sisal Group
Independent auditors' report
31 December 2024

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2024 sustainability report of the Sisal Group has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards

Other matters

The sustainability report presents the corresponding figures included in the 2022 sustainability report for comparative purposes, on which another party performed a limited assurance engagement and expressed its unqualified conclusion on 29 May 2023.

Milan, 7 July 2025

KPMG S.p.A.

(signed on the original)

Alain Rigamonti
Director of Audit

Translation from the Italian original, which remains the definitive authoritative version.

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Sisal