

A message from the Chair of the Committee



Linda Marston-Weston
Sustainability and Public Policy Committee Chair

As a newly appointed Board member and Chair of the Board's new Sustainability and Public Policy Committee, I am delighted to share the progress and highlights of our performance for 2021. Playtech has set an ambition to grow its business in a way that has a positive impact on its people, its communities, the environment and its sector. Whilst we have made progress since launching our commitments in 2020, we recognise there is much more to do. The Board has increased its focus and challenged the business to think bigger and bolder about its approach to sustainability. Playtech recognises that sustainability is more critical now than ever. Society and our stakeholders want to see more action to tackle gambling-related harm, combat climate change, contribute to a more inclusive business culture and support communities and our workforce in its recovery from the pandemic.

During 2021, we made two significant steps to strengthen our approach to sustainability. The first was to establish a Board-level Committee to help improve Board oversight and support for accelerating progress against our commitment. The second was to establish a Stakeholder Advisory Panel to challenge our thinking and inform our approach to sustainability and future actions on safer gambling, diversity equity and inclusion, as well as climate change. The Stakeholder Advisory Panel has played an instrumental role in accelerating Playtech's journey towards embedding sustainability into its business strategy and culture.

Elsewhere, we have undergone an extensive exercise to better understand how climate change could pose risks and present opportunities for the Company in the short and long term. Our initial assessment can be found in the Task force on Climate-related Financial Disclosures (TCFD) section of this report (page 58). This exercise has been critical to help inform Playtech's climate action plan and will play a crucial role in meeting the Company's targets relating to emissions reduction in its operations and value chain.

This year, the Company has also refreshed its approach to promoting diversity, equity and inclusion across its leadership and workforce. Playtech operates in numerous countries, each with their own distinct cultures, which

requires nuance and sensitivity. Playtech's aim remains consistent; to focus on each individual and celebrate the difference and cultural diversity of its workforce. To guide and support the Company's approach of greater gender diversity, Playtech recently adopted a new target to increase female representation in leadership and senior management roles and support the pipeline of female talent within our organisation.

More information can be found on page 68.

Playtech will continue to report against its targets going forward. Whilst the Company has made significant progress during 2021, this is just the first step in its journey towards a sustainable future.

Committed to building a sustainable industry

Playtech is committed to growing the business in a way that has a positive impact on people, communities, the environment and the industry.

For 20 years, Playtech has strived to be a technology leader in its industries.

Given its scale and strengths, Playtech is well placed to continue growing in regulated and regulating markets; the Group's employees have a wealth of experience, combined with

the Company's data-driven technology and the proven ability to innovate.

At the heart of Sustainable Success, the Group has three commitments:

- powering safer gambling solutions;

- promoting integrity and an inclusive culture; and
- partnering on shared societal challenges.

Playtech has set goals for each of these commitment areas and will report on its progress year on year.

2025 sustainability strategy: Sustainable Success



Powering safer gambling solutions	Promoting integrity and an inclusive culture	Partnering on shared societal challenges
Goals and targets <ul style="list-style-type: none"> • Increase uptake of safer gambling technology, tools and solutions • Harness investment in R&D to advance the next generation of safer solutions • Strengthen operational safer gambling standards and technology across our operations 	Goals and targets <ul style="list-style-type: none"> • Promote integrity and reduce compliance risk across our operations and supply chain • Reduce our carbon footprint by 40% by 2025 against a 2018 baseline • Support employee wellbeing • Increase gender diversity amongst our leadership population to 35% by 2025 	Goals and targets <ul style="list-style-type: none"> • By 2025, engage 30,000 people each in community programmes and mental health programmes to improve livelihoods • Engage 415,000 people with digital wellbeing programmes by 2025 • 5% year-on-year increase in employees contributing their skills, time or money to their community through Playtech's community investment programmes, reaching a global average of 10% of employees

This section outlines key responsible business developments in 2021 and the Company's plans for the future, including both narrative commentary and a growing suite of key performance indicators. This approach of responsible business is multifaceted and ever evolving, but it remains anchored in the issues that are most material for the Group's stakeholders and the continued success of the business.

The detailed methodology behind the data reported in this section can be found at <https://www.playtech.com/sustainable-success>.

Issues that matter to Playtech and society Playtech operates in a world that is constantly changing. Regularly assessing which issues are most material to the business and industries it operates in is essential to successfully test and develop the Group's responsible business strategy and reporting. Playtech defines an issue as being material if it is considered important by key stakeholders and could have a significant financial impact on the business. As such, the business considers both risks and opportunities as part of the materiality assessments.

The most recent materiality assessment was performed in Q4 2020. Playtech conducted a systematic scan of the priority issues for the gambling sector, as defined by investors and the wider financial community, employees, licensees, gambling charities, regulators and the media. The Company then grouped together the long list of issues into more meaningful clusters, which were prioritised through a variety of exercises, including internal interviews, as well as input and validation via interviews with a selection of

external stakeholders. Lastly, the draft outcomes were presented to the newly formed Stakeholder Advisory Panel which provided additional insights and made recommendations for keeping the assessment up to date in the future. In addition to the ongoing monitoring of material issues, Playtech will update its materiality analysis in 2022.

The diagram below provides a visual overview of the material concerns, segmented into operational, strategic, material and emerging issues. Emerging issues typically represent challenges that may not be on the stakeholders' radar yet, but are instrumental in the Group's planning for the future. While this may break with usual conventions around materiality assessments, Playtech is a unique business, spanning both the technology and gambling industry classifications for Environment, Social and Governance (ESG) benchmarks. To that end, the Company has taken into account material issues from both sectors in its materiality assessment.

The issues identified as being the most material are:

- **safer gambling** embraces areas such as game design and product safety, marketing, investment in research, education and treatment (RET), customer engagement, regulation, data analytics and the use of AI;
- **carbon reduction and energy efficiency** covers policies, initiatives and performance relating to climate change prevention, mitigation and adaptation;
- **corporate governance** refers to elements of governance that relate to the social and

environmental aspects of sustainability such as Board diversity and experience, incentives and remuneration, as well as integration of sustainability into decision making;

- **financial crime** focuses on anti-money laundering (AML), anti-bribery and corruption (ABC), tax evasion and professional integrity;
- **human capital management** covers issues such as talent attraction and retention, employee engagement, training and development;
- **Diversity, Equity and Inclusion (DEI)** covers increased representation and inclusivity covers increased representation and inclusivity for various underrepresented groups;
- **data protection and cybersecurity** relates to policy, governance, and resourcing as well as operational KPIs including breaches and compliance costs; and
- **employee health and safety** which relates to looking after the mental and physical health of employees – a concern that has come further to the fore as a result of COVID-19.

Playtech recognises the area of DEI as a separate and stand-alone issue. To date, materiality has helped inform the development of Sustainable Success and, in the future, the insights gained will help to refine it further. The approach to materiality is dynamic and will continue to evolve and adapt, ensuring assessments help the business to capture changes in the business and in society, as well as focusing on reporting and ESG disclosures.

Sustainability materiality matrix

This section outlines the material and emerging issues of interest to stakeholders, including topics that are related to wider community investment activities and water usage within the Group's Italian operations. Playtech makes disclosures to various audiences and through multiple communications channels, and as a result many issues are reported in more depth outside of the annual reporting cycle. For instance, Playtech has participated in the FTSE Women Leaders Review (formerly the Hampton-Alexander Review) on diversity as well as the Carbon Disclosure Project (CDP) disclosure system to manage environmental impacts.



1 Sharp increase in importance due to COVID-19.
2 Relevant to Snai only.

Responsible business and sustainability continued

Sustainable Success governance structure



Sustainable Success is increasingly embedded in how the business operates. In 2020, the business began developing a KPI scorecard that will enable the Company to systematically review its non-financial performance. In 2021, Playtech has taken steps to strengthen its sustainability governance and its priorities across the business. Playtech's approach continues to be informed by the constantly evolving ESG agenda and changing stakeholder expectations of business, as well as its commitment to delivering against the objectives in its strategy.

Society, the economy and the industry are all changing rapidly. As a result, Playtech recognises businesses need to deepen their engagement and dialogue with stakeholders from inside and outside their industries. This is in order to inform and challenge the Company's approach to sustainability and the way we do business, Playtech has established an external advisory panel to help advance its own strategy and raise standards for responsible business practices within the gaming sector. The Stakeholder Advisory Panel (SAP) brings together external topic experts with senior internal decision makers to sense check, challenge and provide direction on key non-financial topics. The Panel is attended by Playtech's CEO and Chair of the Sustainability and Public Policy Committee and complements Playtech's existing and regular stakeholder engagement mechanisms.

Playtech held four sessions in 2021:

- In the first session, the Panel reviewed Playtech's sustainability strategy and its approach for identifying material ESG issues.
- The second session focused on safer gambling with a particular focus on product and game design and innovation and research.

- The third session focused on DEI.
- The fourth session focused on climate change and Playtech's updated longer-term roadmap to reduce emissions in line with actions required to limit global warming to 1.5°C.

Throughout the year, the Panel's insight, engagement and challenges provided an invaluable perspective to help Playtech accelerate and mature its approach going forward. The outcomes from the sessions are helping to inform planning for 2022 on the specific topics explored during the workshops. Embedding sustainability into the Company's purpose and ambition, clarifying the business case for change and action, harnessing employee engagement and insight, and leveraging the Company's role as a catalyst for greater collaboration in the sector were key themes raised in all of the sessions. For detailed summaries of the Panel meetings and the actions that Playtech are taking forward, see the following link: <https://www.playtech.com/sustainable-success>.

Sustainability governance

In June 2021, the Board established a new Sustainability and Public Policy Committee. This Committee's primary responsibility is to review, monitor and advise on Playtech's sustainability, responsible business and public policy matters. The Committee reviews the ESG considerations, continued effectiveness of the ESG strategy and policies and ensures appropriate governance is in place for the successful execution of the strategy. This includes the approval of the ESG strategy, including the implementation plan and corresponding business commitments and targets; reviewing and approving ESG policies and progress against the delivery of the strategy; overseeing the Company's disclosures of ESG matters in the Annual Report

and Accounts and any other information to be provided to third parties; monitoring stakeholder engagement and sentiment on ESG matters and the Company's approach, strategy and progress; and liaising with other Committees as appropriate. The Committee will oversee the Company's key non-financial commitments, strategy, targets, metrics and reporting.

The day-to-day responsibility for managing sustainable business sits within the Sustainability function, which is part of the Compliance and Regulatory Affairs function. In practice, this function co-ordinates action, provides subject matter expertise, delivers support to other functions, business units and country management and manages and tracks performance as well as leading engagement and partnerships with external stakeholders, alongside the Corporate Affairs Director.

In addition, Compliance and Regulatory Affairs is part of key commercial, product, project and operational processes and decision making. The Compliance and Regulatory Affairs team works closely with the Chief Operations Officer (COO), who directs, oversees and co-ordinates platform and product activities. In doing so, compliance is integrated into decision making on products, projects and product decision making. Compliance and Regulatory Affairs is part of the annual and quarterly business review process as well as project initiation and approvals, product approvals, launches and incident management.

The Group's governance processes are supported by Internal Audit. The function provides assurance to the Board and Executive Management Team that effective systems and controls are in place to manage all significant risks within the business. The Regulatory Affairs and Compliance function is subject to recurring annual reviews, the scope of which are dynamic

and vary from year to year. Internal Audit also ensures that compliance-related areas are integrated into other operational audits as and when applicable and scrutinises the processes and/or data used to populate the KPIs.

Compliance also leads a number of internal co-ordination and governance forums to align and integrate compliance and regulatory considerations into planning and decision making. In 2019, Playtech launched a

Compliance Council to formalise this process with the following objectives:

- inform Playtech's products teams, business units and projects of current and evolving regulatory affairs and compliance topics;
- review and assess the impact of regulatory and compliance developments;
- discuss and co-ordinate regulatory and compliance positions; and

- share information and raise awareness of progress, challenges and/or resource concerns that may impact Playtech's compliance and regulatory position.

Participation in the Compliance Council includes representatives from the following functions and divisions: Service Operations and Incident Management; Project Management; IMS; Products; Infrastructure; Account Managers and Commercial Directors; Technical Account Management; Innovation and Consultancy.

Group scorecard

- Over the course of 2020, Playtech developed a Group scorecard to assess performance against key non-financial metrics. In 2021, Playtech strengthened its diversity and inclusion strategy, which is reflected in the updated fifth goal.
- The Group scorecard remains focused on safer gambling, which is one of the key material issues for Playtech and also one of three key pillars in the sustainability plan.
- The scorecard is designed to monitor, inform and assess progress towards the environmental, diversity and wellbeing, supply chain and social investment goals.
- Playtech also tracks performance in specific areas, such as the safer gambling industry commitments, including how Playtech is meeting its commitments to voluntary safer gambling commitments.

Goals	Measuring progress
1. Operational excellence in safer gambling	Strengthening operational performance and meeting evolving best practices
2. Uptake of safer gambling solutions	Delivery of Playtech Protect solutions
3. Innovation in safer gambling solutions	New/evolved safer gambling products/services and innovation including SaaS partnerships
4. Low-carbon business	Reduction in GHG emissions towards 2025 target of 40% absolute reduction vs 2018 baseline
5. Improved gender and cultural diversity, and wellbeing	Progress to be assessed against the following objectives and targets by 2025: <ul style="list-style-type: none"> • Increase gender diversity amongst Playtech's leadership population to 35% female representation by 2025 (2021 baseline year), by: <ul style="list-style-type: none"> • Promoting an inclusive culture across the organisation • Having a more gender diverse workforce and increasing representation of gender at all levels of the organisation and across all functions • Increasing leadership representation of underrepresented groups • Taking a data-driven approach to increase workforce diversity at all levels of the organisation and across all functions • Year-on-year reduction in gender pay and bonus gaps • Uptake of global wellbeing programme and KPI measurement
6. Responsible and sustainable supply chain	Process improvements to embed compliance and sustainability in procurement, risk management and decision making (licensees, partners and JVs)
7. Transparent spend and maximised impact of community investment	Delivery of flagship commitment to promote healthy online living, strategic planning of investment, employee engagement and reach of community investment initiatives Launch of new set of targets for social investment and employee volunteering using 2021 baseline: <ul style="list-style-type: none"> • Number of people engaged with community programmes to improve livelihoods: 30,000 over five years • Number of people engaged with digital wellbeing programmes: 415,000 over five years • Number of people engaged with mental health programmes: 30,000 over five years • % of employees in key markets who contributed their skills, time, or money to their community through Playtech's Community Investment programmes: a global average of 10% of employees in key markets with a growth of 5% every year

Powering safer gambling solutions

As a business, the biggest impact Playtech can have on society stems from its gambling technology.



This is a theme that was reinforced by the Group's stakeholders during the latest materiality assessment and why the first commitment under Sustainable Success relates to powering safer gambling solutions. This has always been a vital area for Playtech – and the sector it operates in – and will only become more important in the years ahead as the Company works to:

- increase uptake of safer gambling technology, tools and solutions;
- harness investment in research and development to advance the next generation of safer solutions; and
- strengthen operational safer gambling standards and technology – both B2B and B2C.

Playtech Protect

Since acquiring the AI-driven responsible gambling analytics platform BetBuddy in 2017, Playtech has continued to invest in safer gambling technology, research and partnerships to make player protection a core part of its products and services. This places Playtech in a unique position to offer operators best-in-class solutions to proactively identify and engage with at-risk players. The launch of Playtech Protect in 2020 was a signal of the Group's ambition to be at the forefront of innovation. Playtech Protect embodies the Company's commitment to place safer gambling at the heart of its products and services. It brings together Playtech's responsible gambling and compliance technology, tools, services and research capabilities. This includes the IMS platform, Engagement Centre and BetBuddy AI-driven application, as well as ongoing research into sustainable product and game design. You can visit the Playtech Protect page at <https://www.playtech.com/playtech-protect> to find out more.

Playtech is pioneering the use of research, data and technology to develop products to identify at-risk customers through the use of AI and to deliver tailored safer gambling interventions, with a particular focus on personalised in-play messages to customers, based on their personalised risk profiles.

In 2021, Playtech continued to grow its Playtech Protect offering through research partnership and innovation. The Company has continued to increase the uptake of safer gambling technology tools and solutions. This year, Playtech has nine brands deployed and integrated with BetBuddy, compared to seven brands in 2020, with an additional four brands currently planned to be integrated in the first months of 2022. With more jurisdictions introducing specific requirements on the use of behavioural analytics to detect players at risk, Playtech expects an increased demand for advanced profiling, when previously demand was mostly driven by operators wanting to be more proactive in the field of safer gambling regardless of whether it was a specific compliance requirement. Playtech aims to continue increasing this number year on year, enabling more licensees to benefit from the safer gambling functionality in the AI-driven application. In 2021, Playtech added three new compliance and safer gambling SaaS partnerships bringing the total number of compliance and safer gambling partnerships to nine. These partnerships play an important role in supporting more licensees to compete, grow and thrive in the changing regulatory landscape, by giving them more choices of best-in-class solutions and making access easier via the Playtech integration.

Playtech is committed to using its technology to support safer gambling. The Playtech Engagement Centre can be used by licensees to create bespoke safer gambling journeys, which licensees can use to interact with their players and provide information or encourage them to undertake a specific action. For example, a player journey can be created for players who have deposited a certain amount in a period of time but do not have a deposit limit on their account, which means that a certain action would trigger an in-session pop-up that recommends the player to set a deposit limit and provide details on how to choose an appropriate limit based on their budget and a link to the deposit limit setting functionality.

The Company has promoted the use of player journeys as part of an operator's safer gambling strategy and provided training and demonstrations to licensees throughout 2021. During 2021 this has led to an increase in the number of licensees using safer gambling player journeys from 5 to 11, and the number of individual safer gambling player journeys, which include player identification and verification, per month from 10 to 91. The Company will continue to increase the use of the player journeys, as a safer gambling solution, in 2022.

As part of the Playtech Protect launch, Playtech created a new asset library which makes available its latest research and thought leadership on safer and responsible gambling. The library includes white papers, blog posts, videos and podcasts, and is available to anyone. Playtech is committed to sharing its research, data analytics expertise and insights with all stakeholders, including regulators, research organisations and academics, and national and international trade bodies, with the aim of increasing the knowledge and research base on key sector issues. Playtech also produces briefing papers on these topics which are designed to make them more accessible to a wider range of interested stakeholders such as industry participants and regulators. Playtech's safer gambling research programme covers a variety of highly relevant themes, including Data Analytics, Product Safety, Ethics and AI, and Digital Resilience. The programme builds on the ongoing efforts to be at the forefront of research into behavioural gambling risk factors and how to convert those insights into player engagement. The Company has a dedicated LinkedIn showcase page to help keep the industry abreast of the latest developments in safer and responsible gambling. In 2021, Playtech published three research papers in academic journals and released three industry briefings. All are available on Playtech's website at <https://www.playtech.com/playtech-protect/research>.

As Playtech's strategic focus expands to other markets such as the US and Canada where individual states and provinces are beginning to regulate online gambling for the first time, the Company will use its experience in compliance and safer gambling to support its licensees in those markets. This will ensure that the opportunities that regulation create are balanced with the need to protect consumers.

Employee engagement and safer gambling solutions

Playtech Protect ran its first innovation challenge which invited colleagues from product teams around the business to identify and pitch ideas for new products and solutions to support safer gambling. The challenge was run with support from EPIC Risk Management, which provided facilitators as well as the perspective of those with experience of gambling-related harm. A number of the proposals submitted have been shortlisted for further analysis and refinement with a view to implementing the successful ideas in 2022.

Safer Gambling Standards

In April 2021, Playtech was the first company to receive the GamCare B2B Safer Gambling Standard. GamCare is the UK's leading provider of information, advice and support for anyone affected by problem gambling. The GamCare Safer Gambling Standard is an independent quality standard which assesses the measures businesses have put in place to protect customers from experiencing gambling-related harm. The accreditation process involved an in-depth review of Playtech's business, from focusing on the Company-wide culture and executive support for safer gambling to how the product teams build in safer gambling to the design and development of products.

The Snaitech Group is committed to implementing new initiatives dedicated to responsible gaming and player protection. The G4 international certification of responsible online gambling, achieved in 2020, remains valid until 2023.

Technology partnerships to enhance safer gambling and compliance

Playtech continues to invest in research and development (R&D) to evolve existing technology and develop new safer gambling solutions. A strength of Playtech's platform technology is that it can integrate with third-party software providers and distribute the services and products to its licensees at scale, bringing best practice solutions from industries such as e-commerce to the gambling sector. With this capability, Playtech has established partnerships with complementary technology partners to address safer gambling challenges such as affordability checks and digital marketing issues, as well as monitoring affiliate compliance with advertising requirements.

Playtech continued its partnership with TruNarrative in 2021. The partnership brings together a variety of risk, compliance and safer gambling solutions on a single integrated platform. These solutions include age and identity verification, electronic Know Your Customer

checks, fraud detection and AML compliance. In 2021, the integration of Affordability UK provided licensees with a solution that accurately and reliably identifies customers whose gambling spend may be unsustainable. The platform Playtech has developed with TruNarrative ensures that the Company can provide licensees with the benefit of being able to choose from a range of best-in-class solutions that meet their compliance and regulatory requirements and provide a simple integration process that minimises the effort required by licensees. This is particularly beneficial for licensees in newly regulated markets such as US states and the Netherlands as it enables them to easily meet their regulatory requirements whilst streamlining launch strategies.

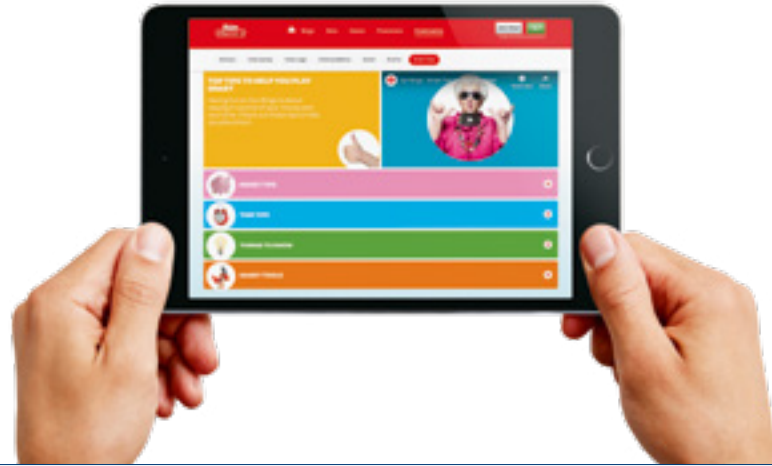
Pioneering sustainable product and game design

Given Playtech's status as a technology partner to major operators worldwide, it is uniquely positioned to champion innovation in product safety and game design. This is an area of growing interest amongst regulators, politicians and society at large and has emerged as a dominant topic from the Company's latest materiality exercise.

Since 2017, Playtech has invested in a programme of research and pilots on safer product and game design. In 2018, the Company established an internal working group to advance this work and, in 2020, Playtech was invited to co-lead the UK gambling regulator's (The Gambling Commission) workstream to develop the industry's first code of conduct on safer game design. Playtech also played a leading role within the Betting and Gaming Council's (BGC) work in this area. The code, published in September 2020, addresses player safety by ensuring that safer gambling principles are fully incorporated into the design of online games before they enter the market. The BGC code formed the basis of regulatory changes introduced by the Gambling Commission in October 2021.

In 2021, the Journal of Gambling Issues published the paper "Safer by design: Building a collaborative, integrated and evidence-based framework to inform the regulation and mitigation of gambling product risk" which was written by two respected academics and the Playtech Protect team. This policy paper set out the need for a "whole system approach" to addressing product risk. Playtech intends to continue its research in this area and is seeking to build relationships and exchange knowledge with the widest range of stakeholders possible in order to build a better understanding of how this element of gambling harm effects individuals and its consequences can be minimised/mitigated.

Responsible business and sustainability continued



Stakeholder engagement on minimising harm in gambling products

Playtech engaged Demos, Britain's leading cross-party think tank, to convene two roundtables on minimising harm in gambling products. These were held in autumn 2021 and each roundtable drew together a diverse group of stakeholders with a range of different experiences and expertise to discuss the key challenges and identify possible solutions.

Investing in safer gambling research and technology

Playtech acknowledges that there are concerns about bias in industry funded research and thus publishes its research, engages with peer review processes and welcomes stakeholder input and engagement with the research agenda. The Company also works with leading academics to review the findings, as well as sharing methodologies and underlying data for others to critique and validate the research.

Playtech's safer gambling research programme covers a variety of highly relevant themes, including data analytics, product safety, ethics and AI and digital wellbeing. The programme builds on ongoing efforts to be on the forefront of research into behavioural gambling risk factors and how to convert those insights into player engagement.

Over the past 12 months, Playtech has published three new policy and research papers on topics such as product design, AI and the future of responsible gambling. These papers have been disseminated through some of the most respected global AI conferences in the world, including:

- Safer by design: Building a collaborative, integrated and evidence-based framework to inform the regulation and mitigation of gambling product risk, Journal of Gambling Issues, September 2021;

- Volatility under the spotlight: panel regression analysis of online slots player in the UK, International Gambling Studies Journal, March 2021; and
- AI: The Future of Harm Reduction? – The potential for artificial intelligence (AI) to guide the future of responsible gambling is compelling, The VIXIO Gambling Compliance Podcast, March 2021.

Playtech has also launched industry research briefings, which aim to provide Playtech's stakeholders with original, accessible and practical research findings from Playtech's internal and peer-reviewed research as well as research from Playtech's wider industry collaborations. The research will cover themes such as data analytics, product safety, ethics and AI and digital and will be issued every quarter.

The challenge for the industry in accessing scientific gambling research is that research insights often remain hidden in hard-to-discover scientific papers, often sitting behind a paywall, and written in language and terminology that require expert interpretation. A large proportion of such research is undertaken by academics who do not possess the domain access and technical knowledge to translate the outcomes from the research into practical industry actions. Playtech Industry Research Briefings aim to bridge the gap between science and industry.

Playtech publishes these briefings on its LinkedIn affiliated page for Playtech Protect. This enables partners and licensees and wider industry stakeholders to benefit from up-to-date news and thought leadership in responsible gambling. In pursuing an "open" research agenda, Playtech's aim is to create more transparency within its sector to catalyse evidence-based approaches to reducing gambling harm.

Safer gambling B2B

Within the Poker network, iPoker employs its analytical skills to identify possible money laundering, problem gambling and collusion issues. Playtech's dedicated team identifies potential issues and escalates these to licensees to review and assess whether further action should be taken. While Playtech is unable to take direct action on behalf of licensees, as it does not have access to player accounts, money or personal information, the team assists licensees by escalating potential concerns about safer gambling, collusion and anti-money laundering (AML).

The table below summarises the percentage of unique cases escalated to licensees on AML, collusion and safer gambling over the past three years. In 2021, escalations on safer gambling have experienced a small increase due to the increased average number of players per quarter.

Escalations to licensees – iPoker

AML (%)	
2021	0.02
2020	0.03
2019	0.05

Collusion (%)	
2021	1.03
2020	1.03
2019 ¹	6.06

Responsible gambling (%)	
2021	0.39
2020	0.36
2019	0.14

¹ Restated due to amended methodology with more refined calculation of unique players for full year based on quarterly data.

Responsible gambling escalations to licensees – Live Casino

Playtech's Live Casino operations continued to provide licensees with information about player behaviour that could indicate players at risk and/or displaying behaviour that could be harmful. Similar to the iPoker team, the Live operation does not have access to player accounts, money or personal information.

The Live team uses a machine learning application, which analyses chat for words and phrases indicating potential at-risk behaviour. This year, Playtech is reporting on safer gambling escalations to include data from its Live Casino operations in Spain, Romania, Belgium and Latvia.

In 2020, Playtech reported 19,558 at-risk escalations from its Live Casino operations. In 2021, at-risk escalations from all active Live operations totalled 23,802 cases. This number has increased due to new products and the launch of new tables resulting in increased player chat activities.

B2C – strengthening safer gambling in B2C operations

In 2021, the Playtech UK B2C operations team continued with its initiatives to reduce the impact of gambling-related harm.

Playtech also recognises that the rapidly changing regulatory landscape creates a requirement to continually update its Compliance Programme. In 2020, Playtech's UK B2C operations introduced a risk-based control framework to enhance the management of the systems and controls that are used to deliver the Company's regulatory and safer gambling commitments. The control framework is designed to increase efficacy in managing regulatory risks and will be further enhanced with the use of new risk management software.

Playtech operates an Affiliate Marketing Process that manages the affiliate network that it uses in order to track risk. This process ensures that only approved marketing materials are used by affiliates. Playtech uses a third-party tool (Rightlander) to monitor the activity of affiliates using its brands to ensure that the Affiliate Marketing Process is being followed.

B2C senior management receives regular information on core responsible gambling processes, and controls and risks to these controls are reported as part of Playtech's established B2C risk management process. Playtech continued to strengthen programmes to enhance the skills of staff and make safer gambling a key part of performance

management. In addition to delivering corporate compliance training, Playtech delivered enhanced responsible gambling training to all its customer-facing staff including enhanced responsible gambling interaction training and suicide prevention training. All customer-facing employees in the B2C business have bonuses linked to ensuring a proper performance of all processes that support the Compliance Programme.

Identifying at-risk players

Playtech operates a multifaceted and market-leading classification process aimed at identifying players who may be at risk of gambling-related harm, at the earliest possible stage.

The process, carried out through "BetBuddy", Playtech's proprietary artificial intelligence-driven safer gambling analytics tool, relies on three models that run in parallel:

- an exhibited (statistical) model, designed to assess behavioural change and based on each player's individual patterns and changes. It focuses on consistent increases in behaviour across staking, bets, frequency, variability and session time;
- a declared behaviour model, based on the outcome of the players' self-tests, according to the problem gambling severity index (PGSI); and
- an AI machine learning model, that uses up to 70 behavioural markers to pattern match individual players with those who are known to have experienced harm (e.g. regular players who eventually decide to self-exclude or high self-report on PGSI). The model is supplemented with "expert rules" to improve machine models and the data-driven approach, and is fully explainable, allowing expert and regulatory validation, testing and continuous refinement.

BetBuddy has been fully integrated into its major UK brands and is providing improved insights into the risk of gambling-related harm that are being faced by its customers. As such, Playtech is confident that it is more accurately identifying customers who are at risk of gambling-related harm and the reasons for this exposure.

The behaviour of higher risk customers is monitored in accordance with Playtech's Customer Risk Management process. The first intervention step can consist of automated personalised in-play messages, tailored to the individual player's profile as identified by

BetBuddy, to maximise the chances of a positive feedback. As described below, these kinds of interactions have proved to be up to 21x more effective in the trials than the previous blanket email RG campaigns.

If a customer's behaviour still does not improve, the Company takes steps to mitigate the risks posed to that customer. This can include the closure of an account, or the setting of appropriate loss limits based on the known wealth profile of the customer.

Customer interaction

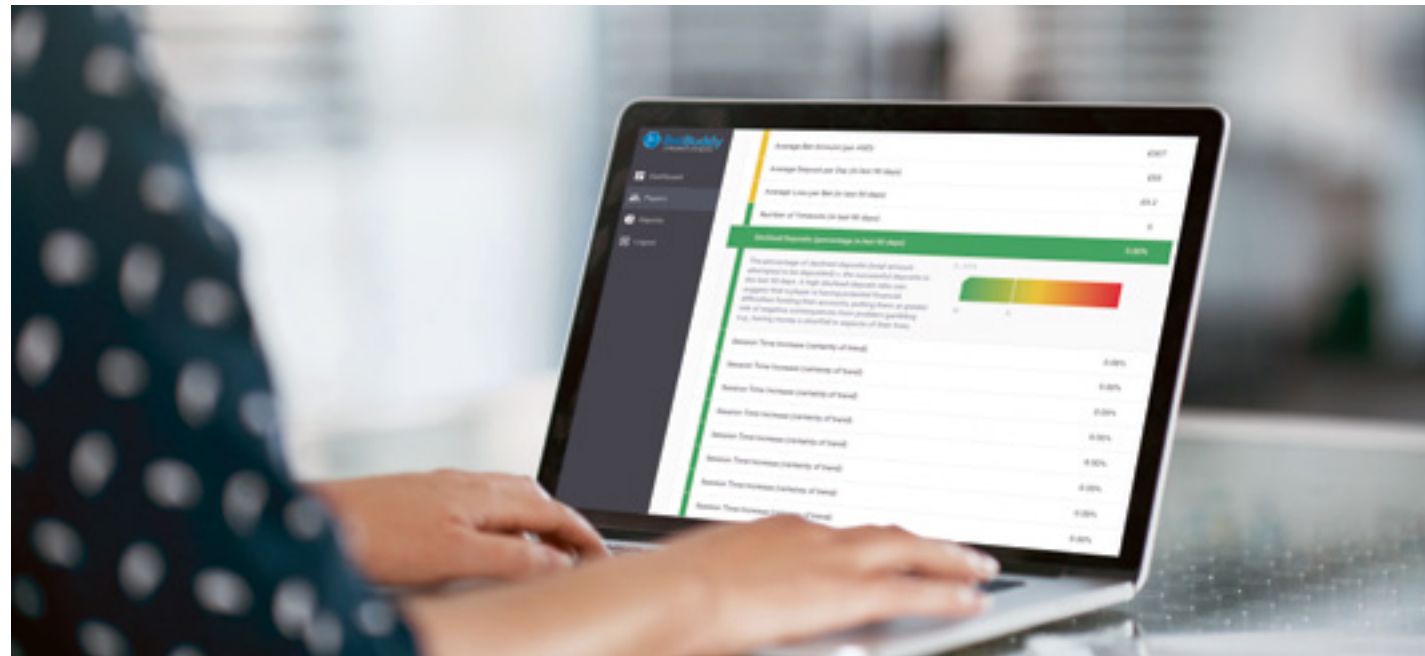
Playtech's real-time player engagement and messaging platform, Player Journey, has also been enhanced with the insights provided by BetBuddy. This is enabling Playtech B2C operations to deliver the right type of interaction at the right moment dependent on a customer's behaviour. As part of this work, the Playtech Protect team is defining clear principles as to what outcomes a successful responsible gambling interaction process would demonstrate. Related to this, the Company is in the process of integrating BetBuddy into all of its B2C brands globally. Once complete, Playtech will be able to see over time customer segmentation according to responsible gambling risk.

Playtech expects the enhancement of its current systems and processes to increase the efficacy of responsible gambling interactions.

In 2021, the B2C Operations team engaged with customers on safer gambling through several channels including emails; person-to-person interactions via phone, email, or live chat; pop-up messages; and customer clicks on SmartTips, the brand's consumer-facing hub for tips and advice on safer gambling. The increase in the interactions was mainly due to the proactive engagement with the players to provide them with more information on safer gambling.

	2021	2020
Total number of emails sent	529,244	420,071
Total number of person-to-person interactions (phone/email/live chat)	5,314	6,478
Total number of pop-up messages	147,603	21,276
Total number of clicks on SmartTips	71,390	42,048

Responsible business and sustainability continued



B2C – strengthening safer gambling in B2C operations continued

Safer gambling – B2C data points

The chart below shows the number of self-exclusions and use of responsible gambling tools within the UK B2C operations in 2021 as a proportion of the total unique customers.

The proportion of customers self-excluding increased by approximately 1%. Of this number, an increase was noted in the numbers of customers making use of the UK national self-exclusion scheme (GAMSTOP) which may indicate that the efficacy of the scheme may be improving.

The number of customers using responsible gambling tools has risen since 2020. This increase is encouraging as it demonstrates that the B2C operations responsible gambling communications strategy may be persuading customers to adopt positive gambling behaviours.

Responsible gambling performance – B2C

	2021	2020 ⁴	2019
Proportion of customers self-excluding (%) ¹	10%	9%	9% ³
Proportion of customers using RG tools (%) ²	32%	29%	27%

1 Number of self-exclusions and registrations with GAMSTOP as a percentage of total unique customers within Playtech's B2C operations in the UK.
 2 RG tools comprise reality checks, time-outs and deposit limits.
 3 Restated due to improved methodology to consider unique players. Previously reported figure (27%) included non-unique player accounts.
 4 Transposition error in 2020.

Affordability and player risk

During 2021, there has been considerable regulatory discussions regarding regulatory requirements relating to customer affordability. The Gambling Commission of Great Britain consulted formally on thresholds that would trigger the requirement for operators to obtain evidence of a customer's ability to afford their levels of gambling spend.

Despite the ongoing regulatory discussions regarding affordability being in a state of flux, Playtech UK B2C operations have ensured that it has controls in place to appropriately monitor customer behaviour and spend.

Further, it implements spending limits where behaviours or spend may indicate a risk of gambling-related harm that cannot be increased without affordability evidence being provided by a customer.

Playtech has also continued to work with third-party providers to ensure that at the point where there is regulatory certainty regarding customer affordability it will be able to leverage a wide range of affordability solutions.

One of the growing regulatory and societal concerns is related to how best to assess the ability of people to spend within their means. The UK B2C operations has implemented multiple measures to address this issue. The operation

utilises responsible gambling reactive and proactive processes that ensure that appropriate messages are delivered to customers.

Messages encourage customers to reflect on their gambling activity and consider setting deposit limits. In addition, enforced loss limits are applied to higher risk customers' accounts where affordability cannot be confirmed.

Playtech has integrated third-party software into its gambling backend that allows it to use a wide range of tools to access data sources that can help determine a customer's affordability. This improvement will allow Playtech to meet any changes in future regulatory requirements with regard to affordability.

Progress on safer gambling commitments

Since the launch of the safer gambling commitments in 2019, Playtech continues to report progress in 2021 against each of the five commitments.

Commitments	What it means for industry action	Playtech progress
Prevent underage gambling and protect young people Prevent underage gambling and introduce the most effective protections for early-stage customers of any age-restricted product category 	<ul style="list-style-type: none"> Contribute £10 million of funding for the national education programme Work with the financial services industry to block gambling transactions on accounts held by under-18s 	<ul style="list-style-type: none"> Continued to support the UK national Young People's Gambling Harm Prevention Programme, which is being delivered by GamCare and YGAM Continued the partnership and participation in GamCare's Gambling-Related Financial Harm Programme (GRFH), a multi-stakeholder initiative that brings together the financial sector, the gambling industry, lived experience, money and debt advice organisations and gambling treatment and support services to share best practices, set new standards, innovate and connect
Increase support for treatment of gambling harm Support the scaling up of treatment services across the UK by recognised treatment providers as part of a long-term strategic plan 	<ul style="list-style-type: none"> Use adtech to prevent under-18s seeing gambling adverts online Increase financial support over the next five years that supports delivery of this strategic plan 	<ul style="list-style-type: none"> Continued utilising Rightlander to monitor affiliates associated with UK B2C operations Continued to support existing and new RET programmes including the development and delivery of digital treatment services Ongoing investment of the committed £5 million over five years to support digital wellbeing, safer gambling and mental health initiatives Deployed the Recovery and Resilience Fund to address the short and long-term impacts of COVID-19 on mental health and safer gambling support services
Strengthen and expand codes of practice for advertising and marketing Develop and adopt the highest standards in marketing and advertising codes of conduct 	<ul style="list-style-type: none"> Adopt a new Code of Conduct for sponsorship activities Adopt a new Code of Conduct for Responsible Promotions, including bonuses, customer contact, VIP promotions and rewards 	<ul style="list-style-type: none"> Updated existing policies and procedures to reflect industry best practice and revised regulatory requirements
Protect and empower our customers Introduce new player protections in product design and customer engagement, making it easier for people to gamble safely 	<ul style="list-style-type: none"> Adopt new industry-wide standards to embed safer gambling practices throughout the customers' gambling experience Implement best practice in relation to identifying and interacting with at-risk customers via affordability assessments Work with the banking industry to encourage all banks to offer blocking software Develop clear and consistent product labelling and product information to help customers make informed choices Participate in a mechanism to enable gambling companies to share data on vulnerable or at-risk customers 	<ul style="list-style-type: none"> Member of the Betting and Gaming Council working group on game and product design, which helped ensure consistent implementation of new Gambling Commission standards to make games and products safer Integrated TruNarrative and Affordability UK into IMS, to support licensees in identity verification, KYC and affordability checks Refreshed customer identification and interaction procedures in line with COVID-19 code of conduct and improved procedures in UK B2C
Promote a culture of safer gambling Create a positive culture within business and the industry, where safer and well-controlled gambling is the norm 	<ul style="list-style-type: none"> Commit to achieve GamCare's Safer Gambling Standard and to work towards achieving the Advanced Levels Awards Have an appropriate Employee Safer Gambling Policy setting out actions to deliver these commitments Participate in an open-source collaboration repository for all gambling companies to access safer gambling tools and open-source code and share best practice to raise safety standards across the industry 	<ul style="list-style-type: none"> Secured GamCare B2B Standard in 2021 Completed KnowYourMind programme and built on the next phase to roll out global safer gambling and wellbeing programmes for employees Ongoing research and insights published on safer gambling as part of leadership and personal development for industry

Promoting integrity and an inclusive culture

At Playtech, employee behaviour is guided by values of integrity, innovation, excellence and performance. These values are a vital part of the ethical business principles, guide all employee decisions and are the foundation of all of Playtech's achievements. By making a commitment to promoting integrity and an inclusive culture, Playtech is working to enshrine these values in everything it does.

“Our success is built on five key areas – People, Technology, Products, Customers and Safer Gambling. Working together in these areas will be integral to our Sustainable Success strategy. Having the best and most passionate people in the industry working together; developing the most advanced technology through R&D and innovation; building smart products to identify and resolve future challenges for our customers; working collaboratively with our licensees; and working with the industry to raise safer gambling standards.”

Shimon Akad
COO

The real source of Playtech's success has always been based on building a team that comprises some of the best talent in the industry. By making Playtech an ever more inclusive culture, it aims to continue attracting and retaining talented people to develop their skills and careers at Playtech.

Reducing compliance risk

Responsible business practices are not just the right thing to do – they are critical to Playtech's licence to operate, and to delivering long-term commercial success. That is why Playtech continues to put ethical principles at the heart of its business. In addition to its values, the business has set out its ethical business principles as it seeks to make compliance and ethical behaviour a core part of its culture. The following diagram illustrates the key elements of Playtech's Compliance Programme in employee diversity.



As part of the 2025 sustainability strategy, Playtech will focus on:

- promoting integrity and reducing compliance risk;
- reducing its carbon footprint by 40% by 2025;
- supporting employee wellbeing;
- increasing gender diversity amongst its senior leadership to 35% by 2025; and
- working to reduce the gender pay gap and achieve year-on-year improvements in employee diversity.



Taking action to reduce compliance and financial crime risk

Playtech conducts regular risk assessments in order to identify and mitigate its compliance, ethical and regulatory risks, including money laundering, bribery and corruption and tax evasion. Playtech has a zero-tolerance policy for corruption and is committed to keeping crime out of its operations.

This includes regular licensee and third-party risk assessment and monitoring, including reviewing compliance risks across the lifecycle of relationships supported by automated monitoring of entities and third parties.

The system monitors for historical and real-time considerations such as Politically Exposed Person (PEP) sanctions, legal action, insolvency and disqualifications. In addition, Compliance and Regulatory Affairs provides input to the Group's quarterly risk management process.

This process document is supported by a risk register, risk matrix, assessment guide, interview schedule and Group risk management processes.

Each year, Playtech also conducts annual anti-money laundering risk assessments. These assessments are based on industry standard documents produced by the industry body Gambling Anti-Money Laundering Group (GAMLG). The GAMLG methodology has been adapted to reflect the particular risks associated with each part of Playtech's business. Once completed, the risk assessments are subject to review and challenge by external legal counsel, and summaries of the findings and progress are provided to regulators.

Policies

In 2020, Playtech updated its policies to align with evolving legislation and industry best practice. This included updates to its anti-money laundering, anti-bribery and corruption and business ethics policies as well as its safer gambling and responsible advertising and marketing policies. These are reviewed and updated on a regular basis. Playtech also published a new global environmental policy outlining the Company's commitment to reduce its environmental footprint. It also sets out the commitment to buying renewable energy and engaging suppliers to reduce Playtech's supply chain emissions.

Playtech communicates these policies to employees through a number of channels including local HR communications, Playtech Home (Playtech's intranet site), annual training, bespoke training and the Company's "Way We Do Business" booklet, as well as dedicated compliance emails and a newsletter.

Responsible business and sustainability continued

Reducing compliance risk continued Training

Each year, Playtech deploys a wide range of training for employees covering compliance topics including anti-money laundering, anti-bribery and corruption, safer gambling, data protection and anti-facilitation of tax evasion.

All employees are required to complete compliance e-learning training which covers the topics above. In addition, employees involved in the procurement process are assigned to bespoke training on human rights and modern slavery; the module is designed in consultation with Playtech's external legal advisers.

Playtech also delivers training to the Board every 12–18 months. This includes briefings and legal requirements related to corporate governance, ESG, anti-money laundering and anti-corruption, as well as regulatory developments.

Playtech also delivers bespoke anti-money laundering training for relevant roles including compliance, legal, business development and B2C management. Playtech continued the engagement with the International Compliance Association (ICA) to deliver modules on Compliance, Risk and Governance, Financial Crime in Gambling and AML topics for B2B activities.

In addition, 165 people with B2C roles participated in bespoke safer gambling training delivered by YGAM and 69 senior managers

participated in tailored risk and corporate governance training.

Playtech is committed to strengthening its training, learning and development for its employees year on year. In 2021, Playtech continued its engagement with the Responsible Gambling Council of Canada to develop and analyse findings from the compliance training feedback surveys (e-learning and face to face) and provide recommendations on how to strengthen its initiatives in the future. Similar to 2019, each of the questions was designed to measure employee impressions of safer gambling awareness, knowledge, attitudes and behavioural intentions to use training content in practice. By extension, these questions also measure aspects of satisfaction with employment, organisational commitment and organisational trust. Results of survey responses will be analysed with the aim to provide a baseline for assessing the impact of training and staff satisfaction on key return-on-investment factors such as staff retention. Overall, more than 560 Playtech employees voluntarily completed the compliance training and responsible gambling initiatives survey, with the analysis to take place in Q1 2022.

In 2021, Playtech continued with the excellence awards programme, which included an "Engagement and Impact Champion" to recognise employees helping to advance its sustainability strategy.

Speaking up

An important aspect of Playtech's commitment to conducting its business with integrity and promoting a culture of openness and accountability is providing a channel for employees to voice concerns about anything they find unsafe, unethical or unlawful. These mechanisms must be accessible and independent of line management and must enable employees to voice concerns in a responsible, appropriate and effective manner without fear of criticism or retaliation. Since 2017, Playtech has offered an independent Speak Up hotline to enable employees to raise concerns confidentially and anonymously.

The Speak Up policy and hotline have been promoted to Playtech offices through induction sessions, formal communications and posters and within the compliance training programme. In 2020, Playtech received zero incident reports through the independent Speak Up hotline. The hotline did not receive any reports in 2019 and had one incident raised in 2018. In 2021, Playtech enhanced its Speak Up policy procedures and platform and refreshed awareness for colleagues across the business, as part of the compliance training. During 2021, Playtech had two incident reports, anonymously submitted in writing via the Speak Up platform. These incidents triggered the internal review and escalation process to the Chief Compliance Officer and General Counsel for review.

Training overview

The following outlines participation in core compliance training offered to employees and leaders in the organisation.

Training type	Total number of employees eligible	Total number of employees completing training	Completion rate
Compliance ¹	6,279	5,822	93%
Human rights	235	201	86%
Customer interactions (B2C)	177	165	93%

¹ Includes Snaitech employees.

Cybersecurity and data protection

Playtech is committed to protecting and respecting the data it holds and processes, in accordance with the laws and regulations of the gaming markets in which it operates. The Company's systems, software, technology, control policies and processes have been adjusted to ensure appropriate management of privacy risk. Data is crucial to Playtech's business

model, with customers and clients trusting the Company with sensitive data every day. Ultimately, they only trust Playtech as a business partner and supplier when they have confidence that their personal data is safe and understand how and why it is used by the Company.

Playtech's Group-wide security and privacy policies support the management of data privacy risk and are accessible to and applied by all its global businesses units. Playtech provides

transparency to its players, employees and stakeholders on how it collects, uses and manages their personal data and their associated rights.

Following the implementation of the EU General Data Protection Regulation (GDPR) in May 2018, and numerous regulatory requirements for the gambling industry introduced by local regulators, Playtech has embedded a robust and consistent approach to data protection and security across all of its jurisdictions.

Playtech takes all possible steps to safeguard personal data by adhering to the principles contained within the GDPR legislation, including the following:

- processing all personal information fairly and lawfully;
- only processing personal information for specified and lawful purposes;
- keeping personal information up to date;
- not keeping personal information for longer than is necessary;
- storing personal information in a secure manner; and
- tracking the access to personal information and assuring the access rights.

Playtech has established a dedicated Data Protection team that reports monthly to the Board on data privacy risks and issues. The Data Protection team's work focuses on driving privacy by design, conducting reviews and data privacy impact assessments. The Group implemented procedures that set out clearly the action to be taken when dealing with a data privacy incident. These include notifying regulators, clients or other data subjects, as required under applicable privacy laws and regulations. Playtech's work on global data privacy and security is led by its Chief Privacy Officer, appointed in 2017, who is supported by two other Data Protection Officers to manage specific aspects of UK and EU-specific GDPR compliance and other global regulatory privacy requirements where

applicable. They are, in turn, complemented by a professional group, Playtech Security, governing over security domains in the application, infrastructure, physical and compliance worlds. Over the past year, Playtech has increased the depth and frequency of data protection and cybersecurity reporting to maintain high visibility for its senior management team and the Board.

Playtech is proactive in refining its approach to data privacy. Acknowledging the evolving regulatory and technological landscape and changing customer habits and trends, the Company seeks continuous improvement both in its policy and the application. This is supported by ongoing security audits based on international security standards such as ISO 27001 across Playtech's sites and PCI-DSS, a licensee specific audit.

All Playtech employees and partners are required to comply with confidentiality requirements, and legal and regulatory obligations, with contractual terms such as data processing agreements and EU model clause agreements governing the use, disclosure and protection of information.

Information and physical security

The Global Security team in Playtech oversees the operational, technical and organisational measures taken to protect the organisation from both cyber and physical security risks. Domains such as infrastructure, application, compliance and physical facilities are covered by a comprehensive security programme which assures the safe and secure operations of Playtech's business.

The Global Security team has a strong customer-centric approach manifested by:

- emphasis on securing customer data at rest and in transit;
- educating licensees on the security capabilities of the Playtech technology;
- monitoring activities around production applications and infrastructure;
- assuring suppliers and third parties undergo a due diligence process before any integration with the Company's infrastructure; and
- performing ongoing security audits and tests to verify the security controls in place.

The Global Security team provides its input to the corporate risk register as well as monthly updates to the Board about the security programme and ongoing projects, such as:

- over 40 annual audit activities – both in house and by licensees (ISO 27001, ISAE 3402, PCI-DSS, global regulations, etc.);
- strong network security architecture, automation and governance;
- state-of-the-art protection on the Company's devices from malware;
- in-depth scanning of application code across development teams to find security bugs; and
- 24/7 SOC team which monitors the security incidents across the Company.

Data protection and security training overview

In 2021, Playtech developed and implemented new data protection and security awareness training modules for employees, and those modules now include a test to help the Company understand the levels of understanding and awareness in Playtech's workforce. This allowed the delivery of annual and test-based training sessions on data privacy and security topics. The information security training covers Group policies, security awareness, data classification, incident response and overall security culture. The training is mandatory and employees who fail to complete the module before a set deadline will lose their eligibility for bonuses within the financial year.

The following outlines participation in data protection and security training offered to employees and contractors in the organisation:



Training type	Total number eligible	Total number completing training	Completion rate
Data protection	6,279	5,822	93%
Data protection: contractors	38	33	87%
Information security	5,431	5,306	98%
Information security: contractors	37	33	89%

Responsible business and sustainability continued

TCFD statement

The Financial Conduct Authority issued a Policy Statement in late 2020 requiring commercial companies with a UK premium listing to include a statement in their annual financial report covering the period starting on 1 January 2021. Playtech therefore is including its second Task Force on Climate-related Financial Disclosures (TCFD) statement which is based on a rigorous assessment on the climate-related risks and opportunities that are material for Playtech. This disclosure is consistent with the TCFD Recommendations and Recommended Disclosures, and therefore adheres to the FCA's Listing Rule 9.8.6R(8). The TCFD framework consists of four core elements: governance, strategy, risk management, and metrics and targets. A summary of Playtech's current approach against the four core elements and plans for the near future is provided in the table below, including signposts to more information.

TCFD element	TCFD disclosure	Current approach	Future plans
Governance 	a) Describe the Board's oversight of climate-related risks and opportunities.	<p>The Risk & Compliance Board Committee sets the agenda and monitors the implementation of the responsible business and sustainability strategy and progress related to responsible business, ethics, regulatory affairs and compliance. This Committee meets quarterly and reports to the Board on climate-related issues annually. The Chair of the Committee also serves as the Board-level champion on these topics.</p> <p>In 2021, Playtech's Board of Directors agreed to establish a Sustainability and Public Policy Committee which took over responsibility for sustainability – including climate-related matters – in H2 2021. The Committee's purpose is to develop and review the strategies, policies and performance of the Playtech Group in relation to Environmental, Social and Governance (ESG) matters, including the environment. The Committee considers the climate change aspects of business plans, internal resourcing, expansion and disposal of activities, and capital expenditure. Oversight of climate-related risks, opportunities and strategy now sits with the Sustainability and Public Policy Committee. This Committee will continue to meet quarterly and review climate-related issues as part of the standing agenda.</p> <p>Each member of the Sustainability and Public Policy Committee received training covering ESG and regulatory developments (page 56), as well as a detailed climate tutorial in 2021 covering the physical science basis and regulatory, investor and corporate trends from external advisers specialised in sustainability.</p> <p>The Risk & Compliance Committee will continue to review Group-wide risks, including climate-related risks.</p> <p>Read more Sustainable Success governance structure (page 46) Training (page 56)</p>	<p>The frequency with which the full Board considers climate-related risks and opportunities will be defined in 2022 and disclosed in next year's TCFD statement.</p> <p>The full Board will receive training on climate change in 2022.</p>
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>The Sustainability function sits within the Regulatory Affairs and Compliance function. The Regulatory Affairs and Compliance function holds the day-to-day responsibility and oversight of regulatory, compliance and responsible business. The Chief Compliance Officer is a member of the Executive Committee and sits on the Risk & Compliance Board Committee. In addition, the Chief Compliance Officer attends the Group Risk Management Committee, which is the main executive forum for reviewing risks and informing the Board Risk & Compliance Committee.</p> <p>The Regulatory Affairs and Compliance risk management process provides the Group Risk Management Committee and Board Risk & Compliance Committee with updates on responsible business issues, alongside regulatory and compliance issues.</p> <p>In 2021, Playtech set up a cross-functional Environment Forum which is chaired by the Director of Public Affairs and Sustainability, who reports to the Chief Compliance Officer. This Forum has and will continue to:</p> <ul style="list-style-type: none"> develop, review and update as necessary Playtech's climate policies and targets; identify climate risks and opportunities and develop risk management strategies; review and define actions to comply with evolving regulatory reporting requirements and voluntary reporting frameworks; and allocate the annual environmental budget. <p>The Forum is attended by senior representatives from Audit/Risk, the Chief Operating Officer's office, Infrastructure and Technology, Investor Relations, Procurement, Site Operations, and other functions. The Forum meets quarterly.</p>	Continue to review the Group's governance process.
Strategy 	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Playtech has identified various climate-related risks and opportunities following the scenario analysis exercise that was completed in 2021. Please see Table A: Climate scenarios and sources and Table B: Climate-related risks and opportunities for more detail.	
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	Playtech has identified various climate-related risks and opportunities, and quantified their impact where possible, following the scenario analysis exercise that was completed in 2021. Please see Table A: Climate scenarios and sources and Table B: Climate-related risks and opportunities for more detail.	
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Playtech has identified various climate-related risks and opportunities following the scenario analysis exercise that was completed in 2021. Please see Table A: Climate scenarios and sources and Table B: Climate-related risks and opportunities for more detail on the resilience of Playtech's business strategy and management approach for each identified risk or opportunity.	Consider the use of external tools in further analysing the climate-related physical risks associated with Playtech's physical assets.

TCFD element	TCFD disclosure	Current approach	Future plans
Risk management 	a) Describe the organisation's processes for identifying and assessing climate-related risks.	<p>The Board is responsible for determining the nature and extent of the significant risks it is willing to accept in achieving its long-term strategic objectives. Through its role in monitoring the ongoing risks across the business, including the Group risk register, the Risk & Compliance Committee advises the Board on current and future risk strategies. The primary responsibilities delegated to, and discharged by, the Risk & Compliance Committee include:</p> <ul style="list-style-type: none"> reviewing management's identification and mitigation of key risks to the achievement of the Company's objectives; monitoring incidents and remedial activity; agreeing and monitoring the risk assessment programme including, in particular, changes to the regulation of online gambling and the assessment of licensees' suitability; reviewing and assessing climate-related risks in the context of Group-wide risk; agreeing on behalf of the Board and continually reviewing the risk management strategy and relevant policies for the Group; satisfying itself and reporting to the Board that the structures, processes and responsibilities for identifying and managing risks are adequate; and monitoring and procuring ongoing compliance with the conditions of the regulatory licences held by the Group. <p>Climate-related risks are identified through various channels including quarterly Environment Forum meetings and the climate scenario analysis workshops that were held in November 2021. Presentations for these meetings include reviews of current national climate policies in the key markets where Playtech operates. The identified risks are assessed by the Director of Public Affairs and Sustainability and the Sustainability Manager with support from external sustainability advisers and the relevant functions within Playtech. The Director of Public Affairs and Sustainability and the Sustainability Manager are responsible for uploading climate-related risks to MetricStream, the Company's risk management tool, which includes a description of the risk, risk categorisation, type, areas of impact and validity. This information is approved by the Company's Risk Manager and considered alongside all other risk types for inclusion in the Company's risk register.</p> <p>All types of climate-related risks and opportunities are considered through the above process, including transition risks (policy and legal, technology, market and reputation); physical risks (acute and chronic); and opportunities (resource efficiency, energy source, products/services, markets and resilience).</p> <p>Read more: Scenario analysis and climate-related risks and opportunities (pages 61 to 65)</p>	
	b) Describe the organisation's processes for managing climate-related risks.	<p>The Director of Public Affairs and Sustainability is responsible for co-ordinating the management of climate-related risks across Playtech's business. This includes setting the Company's climate strategy, which includes its GHG reduction targets; Environment Policy; collecting and analysing environmental data to identify hotspots; defining and agreeing reduction plans and engaging country leadership teams and key asset managers.</p> <p>In 2020, Playtech began to assess climate-related risks and opportunities and, in 2021, a deeper dive at transition and physical risks; outcomes from the scenario analysis. The Company's focus was also on shifting sites to renewable electricity where possible and starting to engage with the Company's procurement function, including through a climate change due diligence questionnaire for new suppliers.</p>	Going into 2022, the Company will adopt a more systematic approach to reviewing, updating and monitoring climate risks. The Company will also include the climate as part of its consideration of risk and viability for the business as a whole. The focus will be on further defining climate considerations in the Company's procurement policies and processes and committing to Scope 3 reductions.
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	<p>Climate-related risks are considered as part of the overall risk process. The Group Risk manager collects information on risks from stakeholders across the business, which is then presented to the Group Risk Management Committee (Executive Management Committee) and Board Risk & Compliance Committee (Board Committee).</p> <p>Climate-related risks are monitored as part of the sustainability strategy and Compliance and Regulatory Affairs risk processes which are the responsibility of the Group Sustainability Manager. The Sustainability and Public Policy Committee of the Board feeds into the identification, assessment and management of climate-related risks, which are integrated into the Group risk process by the Group Sustainability Manager.</p> <p>Read more: Emerging risks, principal risks and uncertainties (page 85)</p>	
Metrics and targets 	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Playtech has started to quantify the financial impact of climate-related risks. Please see Table A: Climate scenarios and sources and Table B: Climate-related risks and opportunities for more detail.	Continue to strengthen the methodology and approach to quantifying climate-related risks and broaden the number of quantified risks and opportunities.
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Playtech has disclosed its Scope 1 and 2 (location-based) emissions annually in the Environment section of the Annual Report and to CDP. In this Annual Report, for the first time, Playtech is also disclosing its Scope 2 (market-based) emissions and its Scope 3 emissions.	
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p>Playtech has set a target to reduce its absolute Scope 1 and 2 GHG emissions by 40% by 2025 from a 2018 baseline. Progress is monitored annually as part of the year-end Non-Financial Reporting process and captured as one of the seven areas of performance in the Board Sustainability Scorecard.</p> <p>Read more: Group scorecard (page 47)</p>	Playtech is committed to review its GHG target annually. It is actively exploring setting a science-based target (SBT). In 2021, Playtech carried out its first Scope 3 footprint and calculated market-based Scope 2 emissions, which were prerequisites for setting an SBT.

Responsible business and sustainability continued

Environment

The environment, and particularly climate change, is a growing area of concern for Playtech, its investors and for its other stakeholders. Playtech's most material environmental impact is the greenhouse gas (GHG) emissions stemming from the electricity used across its operations. Playtech recognises the need for businesses to play their part in keeping the level of global warming below 1.5°C. The Company also recognises that urgent action is required to substantially reduce the risks and impacts of climate change globally and in the countries, cities and communities in which it operates.

In 2021, Playtech launched a cross-functional Environment Forum chaired by the Director of Public Affairs and Sustainability. The Forum meets quarterly and its remit includes the development of an environmental policy for the Group available on the Sustainable Success page, www.playtech.com/sustainable-success, as well as setting, co-ordinating and overseeing the strategy and response to the challenges posed by climate change. Its work on climate change includes reviewing the current GHG targets and strategy to ensure they align with the latest science on limiting the level of global warming to below 1.5°C and evolving regulatory and reporting framework. In 2021, this Forum also worked on identifying short, medium and long-term climate-related risks and opportunities, which can have a material impact on the business; running climate change scenarios; and building risk management strategies across its key markets and operations. This was done in line with the TCFD framework (see TCFD table).

Playtech's Group environmental policy outlines the commitment to reduce its environmental footprint as well as the commitment to buying renewable energy and engaging suppliers to reduce its supply chain emissions.

To increase transparency around its climate change performance and strategy, Playtech completed the CDP Climate Change 2021 Questionnaire and received a "B" rating, which was an improvement compared to the "C" rating received for its 2020 disclosure. The Company intends to continue improving its rating in future years. Playtech has also committed to implementing the recommendations of the TCFD, a framework that allows it to report consistently on climate-related financial information to investors and financial markets. Playtech's 2021 GHG reporting (Scope 1 emissions, Scope 2 (location-based) emissions and Scope 1 & 2 intensity per FTE employee) has been externally verified by PwC. The assurance can be accessed on the Playtech website at www.playtech.com/sustainable-success.



Scenario analysis and climate-related risks and opportunities

In 2021, Playtech conducted its first scenario analysis to identify the resilience of the Group's strategy under three different possible climate scenarios. The Company hired expert external advisers to conduct this analysis. Playtech's scenarios, as well as the external scenarios that fed in to the exercise, are summarised in table A and comply with the TCFD guidelines to use a range of scenarios that provide a reasonable diversity of potential future climate states, including a 2°C scenario. They draw on the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs); International Energy Agency (IEA) scenarios; and the Principles for Responsible Investment's (PRI) Inevitable Policy Response (IPR) scenarios.

As scenarios are models of the future and not precise predictions, the scenarios refer to temperature outcomes by 2100 and the path towards those outcomes on a decadal level. The scenarios use a mix of qualitative and quantitative information and were applied through three lenses: operations (key markets and assets); supply chain; and customers and consumers. As Playtech is a global company with assets in 26 markets, the scenarios considered global climate impacts as well as specific local impacts in its key markets.

Table A: Climate scenarios and sources

		1.5°C scenario	2°C scenario	3°C scenario
Playtech's scenarios	Summary: physical aspects	Increase in heatwaves, extreme weather events (precipitation, droughts and storms) and wildfires over current conditions, but slow and broadly manageable across most geographies.	Increase in heatwaves, extreme weather events and wildfires which reach unmanageable levels in some geographies by the 2040s. Significant adaptation necessary and frequent disruption expected.	Various areas of the world become uninhabitable due to intense heatwaves, droughts, or combinations of both. Heavy precipitation events, and longer and more intense wildfire seasons covering more areas of the globe lead to a constant state of disruption. By 2100, sea level rise is becoming a problem for low-lying coastal areas.
	Summary: transition aspects	Significant, rapid and disruptive policy change across carbon pricing, energy, transport, buildings and deforestation. Rapid phase-out of fossil fuels in the 2030s and 2040s. Every policy decision has a climate angle.	New policies are implemented over current levels, in a slow and inconsistent manner. Carbon prices and other limits on emissions are implemented but the cost of emitting grows in a slow and steady manner. The electrification of transport and buildings does not pick up much pace.	Climate policies are maintained at current levels, with major economies reducing emissions gradually over the next 30 years and reaching net zero around 2050. New technologies are not deployed as fast as predicted, and the world remains reliant on fossil fuels with widespread use of Carbon Capture and Storage (CCS) by the second half of the century.
External scenarios	IPCC scenarios	RCP2.6/SSP1	RCP4.5/SSP2	RCP6.0/SSP5
	IEA scenarios	Sustainable Development	New Policies	Current Policies
	Other scenarios	PRI IPR: 1.5°C Required Policy Scenario	PRI IPR: Forecast Policy Scenario	
	Other data sources	Climate Analytics, Climate Impact Explorer; Climate Interactive, EN-ROADS Climate Change Solutions Simulator; Network for Greening the Financial System, Climate Scenarios Phase 2; World Bank, Climate Knowledge Portal and World Resources Institute, Aqueduct Water Risk Atlas.		

A week of workshops was held in November 2021, including stakeholders from Site Operations, Snaitech (the Italian subsidiary, which has a significant physical footprint including horse racetracks), Live Casino (the business unit delivering live casino games), Infrastructure and IT. During the workshops, the external advisers presented the three scenarios and led group discussions to identify the climate-related risks and opportunities for each business unit under each scenario.

Climate-related risks are regularly monitored by the executive cross-functional Environment Forum and will be monitored regularly by the Sustainability and Public Policy Committee of the Board, as well as the Risk & Compliance Committee of the Board. They are also considered as part of the Risk & Compliance Committee's biannual review of risks across the Group. Playtech routinely monitors the status of climate regulation in its key markets to ensure that its greenhouse gas reduction targets keep pace with regulatory changes.

The risks and opportunities that were identified as part of the climate scenario analysis are summarised in the Table B, below. The Company defines short term as <one year; medium term as one to five years; and long term as >five years. The Group defines the impact as material when it is larger than the Group materiality as set out in the Independent Auditor's Report on page 133. The Company attempted to calculate the financial impact of each risk and opportunity. For some, however, this was not yet possible due to a lack of data. Playtech will aim to increase the number of risks and opportunities for which impacts were quantified year on year as more data becomes available.

Responsible business and sustainability

continued

Environment continued

Scenario analysis and climate-related risks and opportunities continued

For the risks and opportunities where the financial impact was determined and quantified, it was calculated based on a combination of projections on the physical impacts of climate change on specific locations, projections on the societal responses to certain future climate states, both from reputable data sources described above in Table A and information gathered from within the business.

Table B: Climate-related risks and opportunities

Physical risks and opportunities					
Category	Type	Description	Applicable scenario(s)	Materiality	Management approach
Acute	Risk	Cancellation of horse races during the daytime in Italy due to high temperatures. Likelihood: very likely Timeframe: medium and long term Impact: loss of revenue and/or higher operating costs	1.5°C	Immaterial	Move to night-time races, which would result in higher operating costs due to the necessary lighting. Invest in most energy-efficient lighting available and/or on-site renewables.
			2°C	Immaterial	
			3°C	Immaterial	
Chronic	Risk	Higher energy costs to cool buildings, including data centres, Live studios and offices, due to higher temperatures. Likelihood: likely Timeframe: medium and long term Impact: higher operating costs	1.5°C	Immaterial	Invest in energy-saving measures and on-site renewables.
			2°C	Immaterial	
			3°C	Immaterial	
Acute	Risk	Reduced ability for employees to commute during heatwaves. Likelihood: unlikely Timeframe: medium and long term Impact: disruption to operations	1.5°C	Not yet quantified	Playtech already has a strong hybrid working culture and demonstrated an ability to perform while large parts of the business were fully working from home during the COVID-19 pandemic. Emergency air-conditioned transport could also be offered to employees where working from home is not an option (for example dealers in Live studios).
			2°C	Not yet quantified	
			3°C	Not yet quantified	
Acute	Risk	Disruption to supply chains of key IT equipment due to extreme weather events. Likelihood: likely Timeframe: medium and long term Impact: disruption to operations	1.5°C	Not yet quantified	Key business units are already stocking up on hardware and components to ensure business continuity and building price premiums for priority delivery into budgets. In addition, investment in the capacity to quickly relocate stocks where needed.
			2°C	Not yet quantified	
			3°C	Not yet quantified	
Chronic	Risk	Some of Playtech's assets might not be suitable to withstand the impacts of a 2°C warmer world. For example, the Live studio in Latvia is built for maximum temperatures of 30°C. Such assets might need to be adapted where possible or replaced where not possible. Likelihood: likely Timeframe: long term Impact: higher capital investment or write-off of assets	2°C	Not yet quantified	When expanding into new markets or planning new assets, the resilience of those locations to the impacts of climate change will need to be taken into account. Feasibility studies on the adaptability of current buildings for projected climate impacts.
			3°C	Not yet quantified	

Physical risks and opportunities continued					
Category	Type	Description	Applicable scenario(s)	Materiality	Management approach
Acute	Risk	The rise in droughts, heatwaves and extreme heat would increase water demand across the Group, including in its owned data centres for additional cooling and for Snaitech's horse racetracks. This could lead to increased water stress as the availability of water decreases due to prolonged periods of drought affecting Southern Europe and Southern United States. Likelihood: very likely Timeframe: medium and long term Impact: disruption to operations	2°C	Immaterial	Invest in water efficient equipment, rainwater treatment and storage facilities, and water-saving measures.
			3°C	Immaterial	
Chronic	Risk	Higher temperatures, droughts and extreme weather events would make some parts of the world less habitable, leading to the migration of large populations to more habitable markets. This could particularly affect the European Union and United States. Such migration may cause unrest and lead to higher taxation by governments to provide the required social services. Likelihood: unlikely Timeframe: long term Impact: disruption of operations and higher taxation	2°C	Not yet quantified	Monitor the business and political climate in key markets on an ongoing basis.
			3°C	Not yet quantified	
Acute	Risk	High temperatures and extreme weather events could lead to the temporary closure and/or disruption of key assets including Live studios and data centres. Likelihood: likely Timeframe: medium and long term Impact: disruption to operations	2°C	Immaterial	Maintain business continuity plans for all its key assets which are periodically updated in line with external developments.
			3°C	Immaterial	
Chronic	Risk	Extreme weather events and sea level rise would lead to high investment required to keep vulnerable assets operational, including the Italian retail network and Live studios in North and South America, including in New Jersey. Likelihood: likely Timeframe: long term Impact: higher capital investment, write-off of assets and disruption to operations	3°C	Not yet quantified	Factor future investment into financial planning, consider future suitability of locations when expanding and invest in flood defences where possible or absorb costs of relocation where not.

Responsible business and sustainability continued

Environment continued

Scenario analysis and climate-related risks and opportunities continued

Table B: Climate-related risks and opportunities continued

Transitional risks and opportunities					
Category	Type	Description	Applicable scenario(s)	Materiality	Management approach
Policy and legal	Risk	Carbon taxes on high emission activities such as flying might limit the ability to fly experts to the markets where they are needed. This would lead to a need to recruit locally, but the necessary expertise might not always be available in the market.	1.5°C	Not yet quantified	Expand local recruitment networks and invest in local talent pools. Relocate employees. Highlight green credentials to prospective employees.
		Likelihood: very likely Timeframe: medium term Impact: higher operating costs	2°C	Not yet quantified	
Market	Risk	As the impacts of climate change disrupt key commodity supply chains and agricultural production, the cost of living is expected to rise. This would lead to consumers having less disposable income and would lead to lower revenue for the consumer-facing business.	2°C	Material	Monitor the situation and maintain capacity to adapt pricing. Shift away from consumer-facing business.
		Likelihood: about as likely as not Timeframe: long term Impact: loss of revenue	3°C	Material	
Market	Opportunity/ risk ¹	As heatwaves, extreme weather events and wildfires force consumers to stay home for periods of the year, there may be growth in online gambling.	2°C	Not yet quantified	Monitor the situation and ensure supply increases in line with demand. Shift business units which mainly rely on physical gambling activities to offer online products.
		Likelihood: likely Timeframe: long term Impact: increase in revenue	3°C	Not yet quantified	
Market	Risk	In a 3°C warmer world, agriculture and key commodity supply chains would be severely disrupted. The sky-rocketing costs of extreme weather events on businesses and governments would lead to inflation. To remain an attractive employer, Playtech would have to increase the salaries it pays to its employees.	3°C	Immaterial	Monitor the situation and adapt budgets as necessary.
Products and services	Opportunity	If casinos are forced to relocate due to the physical effects of climate change, this could lead to increased demand for products used by casinos produced by subsidiary Intelligent Gaming Systems Limited.	3°C	Not yet quantified	Monitor the situation and maintain capacity to supply increases in demand.
		Likelihood: unlikely Timeframe: long term Impact: increase in revenue			

Transitional risks and opportunities continued

Category	Type	Description	Applicable scenario(s)	Materiality	Management approach
Markets	Opportunity	If large parts of the tropics and Southern Europe become less desirable to live in due to the effects of climate change in these regions, it could lead to increased attractiveness of key cities in the Northern Hemisphere, where Playtech has large operational footprints, such as Riga and London.	3°C	Not yet quantified	Monitor the situation, maintain and expand, if necessary, operations in more attractive locations.
		Likelihood: likely Timeframe: long term Impact: increase in attractiveness to prospective employees			

¹ Depending on the business unit, it is a risk for business units dependent on physical gambling activities and an opportunity for business units dependent on online gambling activities.

Playtech has already integrated the climate-related risks and opportunities into the Group risk process, reflected in the risk register on page 90. The management approaches identified for likely risks and opportunities are being explored, such as investment in renewable energy generation at key assets. Going forward, Playtech will update its scenario analysis on an annual basis as more information becomes available on the possible climate futures that humanity faces and their impacts on business. The results of these exercises will be reported to the Board at least annually through the Sustainability and Public Policy Committee.

Environment metrics

As per the UK SECR requirements for 2021, Playtech has reported its Scope 1, Scope 2 location-based GHG emissions and energy consumption figures for the UK.

In 2019 Playtech introduced a new GHG emissions target to guide its energy-reduction efforts. The Company's ambition is to reduce its absolute Scope 1 and 2 GHG emissions by 40% by 2025, using 2018 as the baseline year. To make this happen, Playtech is working with key site operations, supported by environmental specialists, to reduce energy usage and address other environmental impacts. In addition, Playtech has a central fund to support energy-reduction projects.

In 2021, Playtech's performance against the 2025 GHG target continued to be skewed by the pandemic and the resulting office lockdowns, as well as decreased customer activity in some markets. Compared to 2020, the Company's total energy usage decreased by 4.6% and its absolute Scope 1 and 2 GHG emissions dropped by 15.3%. On a normalised basis, Playtech's GHG emissions decreased by 16.9%. The decrease

in energy usage was mainly due to the closure of Company assets such as office buildings and betting shops due to the pandemic. The decrease was relatively limited because energy-intensive operations such as data centres and Live studios continued to operate 24/7. In addition, the decrease was smaller than the decrease observed between 2020 and 2019 as more assets returned to normal operation in the course of 2021. The larger decrease in Scope 1 and 2 location-based GHG emissions, compared to the decrease in energy use, is explained by electricity grids becoming greener, leading to an average reduction in emission factors in countries where Playtech operates (weighted by total electricity consumption per country) of 6.6%. The decrease in normalised GHG emissions (per FTE employee) is much larger than the decrease in absolute emissions because emissions decreased while the total number of employees in the Group increased.

Playtech recognises the environmental impact across its global value chain. The Company has therefore started to look beyond its direct operational impact on climate change and examine the entire carbon footprint across its value chain. Playtech has conducted a full Scope 3 footprint analysis for 2019, 2020 and 2021. In the process, the Group has followed the GHG protocol guidance to calculate those emissions, based on a combination of financial and actual supplier data. The Company is committed to increasing engagement with key suppliers on their emissions and gathering more actual data to continuously improve the accuracy of Scope 3 figures in future years. Playtech determined which of the 15 categories listed by the GHG Protocol Corporate Value Chain (Scope 3) Standard are relevant to the Company and therefore should be included in its Scope 3

footprint. Thirteen out of the fifteen categories were identified as being relevant to the Company and two were not relevant for Playtech. The majority of the relevant categories for Playtech have been calculated with the exception of "end-of-life treatment of sold products" and "downstream leased assets". The Company aims to collect sufficient data to include those two categories in future reporting.

Playtech's Scope 3 GHG emissions are over 90% of its total carbon footprint and out of the 15 Scope 3 categories, the Company's top three material categories are "purchased goods and services", "capital goods" and "franchises".

The consumption of water across the Playtech Group increased by 12.6% in 2021 compared to last year; this is mainly due to activity resuming to post-pandemic levels. The water used to water racetracks, which constitutes 27% of the Group water consumption, also saw an increase (12.1%) because of irrigation being brought forward due to warmer weather in 2021.

Playtech continues to manage and report on a wider set of environmental KPIs for Playtech's Italian operations, Snaitech. Snaitech runs a retail operation and three racetracks, which means the environmental impact profile is different from the rest of the Company's markets. In 2021, Snaitech's total non-hazardous waste production decreased by 7.9%. The volume sent to landfill has increased to 7.44 tonnes compared to 4.74 tonnes in 2020. Even though the volume that is reused or recycled also decreased by 8%, this is proportionate with the overall decrease. The volume of hazardous waste also decreased by 26%. Of Snaitech's total waste production, 96.6% was produced by the racetracks. 99.9% of total waste was reused or recycled.

Responsible business and sustainability continued

Environment metrics

Greenhouse gas emissions

Key performance indicator	Assured for 2020 and 2021	Unit	2021	2020	2019
Energy use					
Global total energy consumption	6	kWh	26,404,609 ^{1,5}	27,677,113	30,932,101
UK total energy consumption		kWh	1,672,350 ^{1,5}	1,556,362	
GHG emissions					
Global Scope 1 ²	6	tonnes CO ₂ e	1,171 ^{1,5}	1,155	1,421
UK Scope 1 ²		tonnes CO ₂ e	69 ^{1,5}	48	
Global Scope 2 (location-based) ³	6	tonnes CO ₂ e	6,720 ^{1,5}	8,161	9,493
UK Scope 2 (location-based) ³		tonnes CO ₂ e	281 ^{1,5}	302	
Global Scope 2 (market-based) ⁴		tonnes CO ₂ e	7,078 ^{1,5}		
UK Scope 2 (market-based) ⁴		tonnes CO ₂ e	212 ^{1,5}		
Global Scope 3 (see Scope 3 breakdown below) ¹		tonnes CO ₂ e	80,420		
Global total Scope 1 and 2 (location-based)	6	tonnes CO ₂ e	7,892	9,316	10,914
UK total Scope 1 and 2 (location-based)		tonnes CO ₂ e	350	350	
Global total Scope 1 and 2 (market-based)		tonnes CO ₂ e	8,249		
UK total Scope 1 and 2 (market-based)		tonnes CO ₂ e	281		
Global Scope 1, 2 (location-based) and 3		tonnes CO ₂ e	88,312		
Global Scope 1, 2 (market-based) and 3		tonnes CO ₂ e	88,669		
Carbon intensity					
Scope 1 and 2 (location-based) GHG intensity ⁶		tonnes CO ₂ e/employee	1.14	1.37	1.70
Scope 1 and 2 (market-based) GHG intensity		tonnes CO ₂ e/employee	1.19		

1 2021 absolute data is an estimate based on 99.8% actual data coverage by headcount. Coverage has been above 90% for all three years.

2 Using the latest Department for Environment, Food & Rural Affairs (DEFRA) conversion factors (CO₂e).

3 Using the latest DEFRA electricity conversion factor (CO₂e) for all UK locations and district heating conversion factors for the whole Group, and the latest International Energy Agency (IEA) conversion factors for all electricity use at non-UK sites (CO₂e).

4 Using the latest 2020 Association of Issuing Bodies (AIB) residual mix emission factors for all electricity used at all sites when available, or the latest International Energy Agency (IEA) conversion factors for all electricity use for countries where the data is not available.

5 Due to reporting timelines, data for November and December 2021 has been estimated using November and December 2020 actual data, except for sites where actual 2021 data was already available. This is the same methodology that was applied for all three years.

6 Indicates data subject to independent limited assurance by PricewaterhouseCoopers LLP (PwC). 2020 data was assured for the 2020 Annual Report and 2021 data was assured for the 2021 Annual Report; the full assurance statement can be found at www.playtech.com/sustainable-success/playtech-promoting.

Scope 3 breakdown

Scope 3 categories	GHG emissions (in tonnes of CO ₂ e)
1: Purchased goods and services ¹	41,031
2: Capital goods ¹	14,842
3: Fuel and energy-related activities	2,610
4: Upstream transportation and distribution	177
5: Waste generated in operations (Snai only)	154
6: Business travel	445
7: Employee commuting (Snai only)	184
8: Upstream leased assets	Not relevant for Playtech
9: Downstream transportation and distribution (Snai only)	542
10: Processing of sold products	Not relevant for Playtech
11: Use of sold products	2,070
12: End-of-life treatment of sold products	Relevant but not yet calculated
13: Downstream leased assets	Relevant but not yet calculated
14: Franchises ¹	17,972
15: Investments	392

1 These are Playtech's top three categories. Over 90% of the total Scope 3 GHG footprint comes from those categories.

Water consumption⁷

	2021 ⁸	2020 ⁹	2019
Total water consumption (m ³)	688,707	611,629	719,635 ¹⁰
Water consumption for watering racetracks (m ³)	188,150	167,831	175,259
Water consumption for watering racetracks (% of total)	27.3%	27.4%	24.4% ¹⁰

7 Data covering all of Playtech's operations.

8 2021 estimate based on 73% actual data coverage by headcount.

9 2020 estimate based on 84% actual data coverage by headcount.

10 Restated due to the inclusion of a multiplying factor that was used for water charges in the Philippines. Calculations have since been restated to the actual consumption.

Waste and effluent¹¹

	2021	2020	2019
Total waste production (tonnes)	7,056	7,665	8,850
Of which:			
– Sent to landfill (tonnes)	7	5	52
– Reused or recycled (tonnes)	7,048 ¹²	7,660	8,798
– Hazardous waste (tonnes)	49	66	96

11 Data covering Snaitch operations only.

12 This figure is split between racetracks (manure/by-product of animal origin – 6,496), racetracks (other – 358) and offices (195).

Compliance and responsible supply chain management

In 2020, the Procurement Function focused on implementing the newly established organisational model, and operational, compliance and process improvements. In 2021, Playtech initiated the review of its procurement policy to strengthen oversight, monitor and mitigate compliance, ethical and climate-related risks and ensure minimum standards are adhered to when entering joint ventures.

Compliance continues to work closely with the Procurement function to review risks in the supply chain and deliver training. Supply chain issues, including human rights, were specifically examined as part of the compliance health check process and risk assessment described below.

Human rights

Playtech is committed to upholding the principles embodied in the Universal Declaration of Human Rights, as well as the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. Playtech's most salient human and labour rights issues relate to employment, data protection, procurement of goods and services, and AML, specifically ensuring that individuals involved in human trafficking and slavery are not laundering their money through Playtech's operations.

In 2021, Playtech published its fifth Modern Slavery Act statement, outlining the initiatives the Company is undertaking to understand and assess potential risks of modern slavery and human trafficking.

Key areas of focus for 2021 were reviewing the impact of the pandemic on human rights in Playtech's supply chain, strengthening consistent processes and procedures for managing third parties used in employment practices, reviewing and strengthening audit procedures, and strengthening supplier human rights assessments. In 2021, Playtech has run a series of internal interviews with different parts of the business to review current policies and systems in place to mitigate and/or remediate any human rights issues. The Company has also mapped its suppliers to identify particular industry/sectoral risks as well as risks from their geographical location. A risk assessment matrix was used, looking at sectoral risk, country risk and spend data to prioritise next steps. The Company reviewed 82 supplier sectoral categories, which were given a human rights and modern slavery risk rating from "low" to "high". The Group has identified six priority categories: "Live operation equipment", "Live operation studio", "office cleaning and security", "recruitment", "retain hardware" and "terminals service and maintenance". Suppliers within those six categories were prioritised based on their geographical location. To identify

country-specific risks, the Company took account of a number of external indices in its process, including the UN Human Development Index, Freedom House's Freedom in the World Report, the US State Department Trafficking in Persons Report, the Global Slavery Vulnerability Index and the World Bank Worldwide Governance Indicators – Regulatory Quality. In terms of next steps, in 2022, Playtech will be sending a questionnaire to all the suppliers identified as being in a high risk sector and located in a high risk country to confirm that they continue to uphold the same standard as Playtech. The Company will also continue an in-depth review of internal processes to ensure any gaps are identified and corrected, as well as

running the same risk assessment for Snaitch. In addition, Playtech's compliance team continues to monitor human rights flags as part of its risk monitoring of third parties, including suppliers, partners and licensees. The Company reviews any cases involving human rights flags on a case-by-case basis to assess risk and actions required.

In addition, in 2021, Playtech has launched an updated human rights and slavery training module. This module provides an overview of the definition of human rights, key global trends, the policies and activities Playtech has in place and some examples of potential human rights issues – see page 56.



SNAITCH

Official supporter of the initiative All4Climate

Italy

Snaitch acknowledges the importance of increasing the awareness of climate change and as part of its Corporate Social Responsibility programme, it supported the event All4Climate Italy 2021. Launched by the Italian Ministry for Ecological Transition in collaboration with the World Bank Group's Connect4Climate and with the participation of the Lombardy Region and the Municipality of Milan, All4Climate Italy 2021 encompassed the full line-up of live-streamed events dedicated to the theme of climate change which took place in Milan, ahead of COP26 and the "Youth4Climate Italy 2021" run from 28 September to 2 October.

In September 2021, the Snai San Siro Racecourse hosted Music4Climate, a great concert organised as part of the All4Climate Italy initiative where great national and international artists performed, bringing their message on environmental issues, accompanied by an exceptional band with 100 musicians (Rockin'1000). The event was zero emissions thanks to the path of evaluation and neutralisation of the climate footprint; the emissions will be offset by international projects and the planting of trees in the city of Milan, to leave a concrete sustainable trace on the territory.

At the BEA ITALIA Best Event Awards 2021, the national ceremony dedicated to the world of events, All4Climate Italy won the first prize in the category of People's Choice Award, among more than 250 competing projects.

Responsible business and sustainability continued

Fostering diversity and inclusion

Playtech's vision is to have a respectful and supportive workplace that attracts and retains a diverse workforce that comprises people from all different backgrounds, cultures and ethnicities, that represents its customers and community.

Since 2017, Playtech has had an established Diversity, Equity and Inclusion (DEI) strategy to foster inclusion, improve gender diversity and reduce the gender pay gap. In 2021, the Company initiated a systematic review of progress, gaps and performance on DEI. This included a review of relevant DEI performance data and a benchmarking exercise to assess performance against peers as well as a programme of external engagement on DEI. During the year, DEI was one of the key areas of focus for Playtech's engagement with its Stakeholder Advisory Panel. The insights and perspectives generated from the dialogue with the Panel have been instrumental in shaping a new set of commitments and priorities for the Company's DEI strategy.

As a result of this review and a recognition that the Company needed to accelerate progress, Playtech approved a refreshed DEI strategy which includes objectives to:

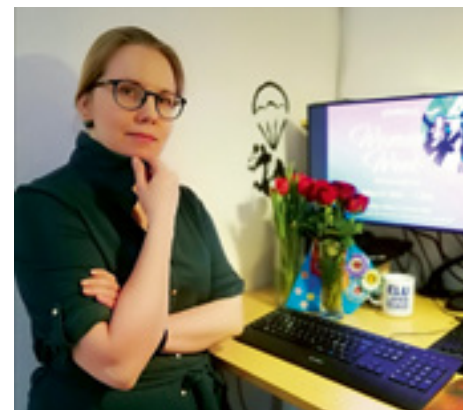
- promote an inclusive culture across the organisation;
- build a more gender diverse workforce, increasing representation of gender at all levels of the organisation and across all functions;
- increase leadership representation of underrepresented groups; and
- adopt a data-driven approach to increase workforce diversity at all levels of the organisation and across all functions.

These commitments are underpinned by a target to increase gender diversity amongst its leadership population to reach 35% female representation by 2025 against the 2021 baseline year.

The programme of actions that will be implemented to deliver on these commitments covers all aspects of the employee journey – including recruitment and selection, development and succession planning as well as policies and accountability. There will be a particular focus on succession planning at the senior management levels. The Board Sustainability and Public Policy Committee will continue to play a key role in engaging with business leaders on inclusion, challenging management to deliver against these commitments as well as monitor progress against the stated targets.

To reach our commitments and targets, Playtech will focus on three pillars

Workforce diversity – attracting and selecting	Workforce inclusion – employee development	Sustainability and accountability – process and policy
Recruit from a diverse, qualified group of candidates to increase diversity of thinking, perspective and representation	Foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention	Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equip leaders with the ability to manage diversity and be accountable for the results



Diversity and inclusion metrics

Playtech is committed to year-on-year improvements to achieve gender balance, reduce the gender pay gap and promote inclusion. With respect to global diversity and inclusion metrics, there has been a slight improvement since 2018 in the senior manager and Director gender splits. Key highlights in 2021 included the formalisation of the Board Sustainability and Public Policy Committee, which includes oversight of DEI, as well as changes to the Executive Management Team with the appointment of three senior female colleagues as part of the team.

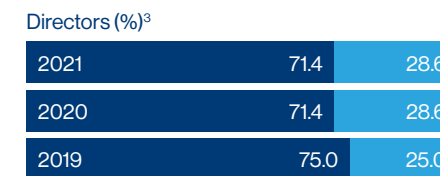
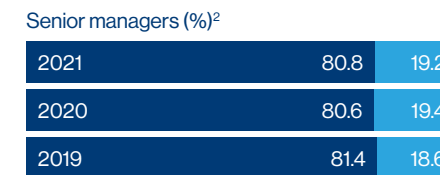
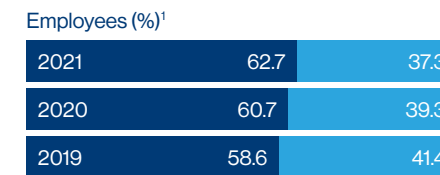
Regular reports are provided to senior management on progress related to gender diversity globally. This regular data reporting will help inform future strategies, priorities and programming. In 2022, there will be an increased focus on local country and business unit accountability. They will be provided with their own gender representation data and will be responsible for their own targets.

FTSE Women Leaders Review

The FTSE Women Leaders Review (formerly the Hampton-Alexander Review) is an independent review body which followed the work of the Davies Review to increase the number of women on FTSE 350 boards. Although it started off as a voluntary independent review, Playtech continued its participation in 2021, with the appointment of three females on the Executive Committee.

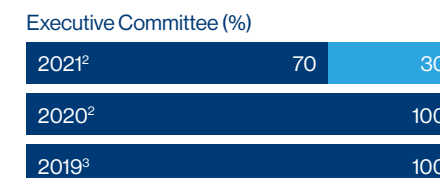
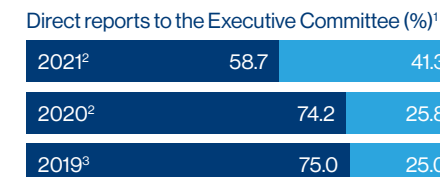
Gender splits

The following charts illustrate the global and UK diversity data and trends from 2019 to 2021.



■ Male ■ Female

- 1 Employees are defined as the total number of employees on the payroll on 31 December. Out of 7,698 employees, 11 preferred not to disclose their gender.
- 2 Senior managers are defined as the top 500 highest earning employees at Playtech.
- 3 Directors are defined as Board Directors on 31 December.



■ Male ■ Female

- 1 Excludes administrative support staff.
- 2 Data as at 31 October of the reporting year.
- 3 Data as at 1 July of the reporting year.

UK Gender Pay Gap data

A priority is to reduce the UK Gender Pay Gap (GPG) with a focus on reducing the median Gender Pay Gap, which is the middle pay point for males and females.

Positive progress has been made since 2020 reporting, with a reduction in the pay gap at both mean and median levels overall. However, Playtech acknowledges that the gaps remain and it is committed to reducing them further and continuing to promote a culture of diversity and inclusion.

During the snapshot year, the UK operations saw positive progress with a reduction of the median pay and median bonus gap from 21.0% in 2020 to 18.9% in 2021 and 31.1% in 2020 to 11.4% in 2021 respectively. The mean GPG in 2021 shifted from 25.5% in 2020 to 27.5% in 2021, due to the number of male individuals who continue to hold senior executive and management roles. The decrease in the mean bonus gap was the result of more equal bonus payments in the reporting period.

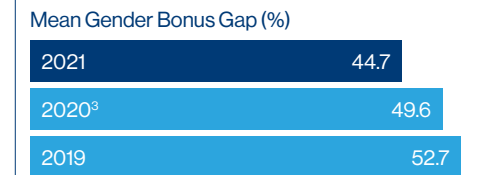
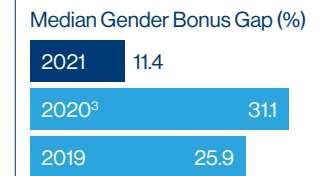
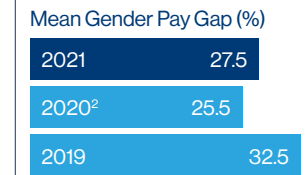
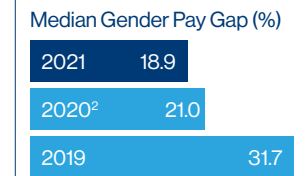
Whilst there has been a reduction in the GPG, the median and mean gender bonus gaps were affected due to the number of male individuals holding senior executive, sales and senior management roles where higher bonuses are paid.

Playtech continues to work to close the gender pay gap, through three workstreams:

- expanding diversity training and awareness programmes for line managers and senior leaders;
- refreshing and centralising a number of human resources policies to ensure a globally consistent approach to DEI; and
- improving the use of data to create transparency around internal DEI performance.

In addition, the human resources team continues to support the business to strengthen performance management processes, including efforts to ensure that remuneration and promotion processes are fair and consistent, and strengthening audit procedures for third-party factory visits and supplier human rights assessments.

Gender Pay Gap¹



- 1 Based on UK employees only. The numbers were calculated in line with the UK Government's requirements for reporting gender pay figures and cover payroll and bonuses paid up to 5 April 2019, 5 April 2020 and 5 April 2021 respectively.
- 2 Based on hourly rate of pay. In line with the UK Government's guidance for gender pay gap reporting, furloughed employees are excluded from the calculation.
- 3 Based on total bonuses received. In line with the UK Government's guidance for gender pay gap reporting, furloughed employees are included in the calculation.

Ethnicity diversity gap

Playtech recognises that cultural and ethnic diversity is an increasingly important aspect of building an inclusive workforce. The Company has initiated a pilot to engage with the workforce to understand how it can improve ways of building a culturally diverse leadership and pipeline of talent. The pilot will involve collecting views as well as data related to its current global performance. The Group will utilise a DEI survey in 2022 to examine issues and opportunities related to inclusion on a wide range of topics.

Responsible business and sustainability continued

SNAITECH

Snaitech's collaborations on Diversity, Equity and Inclusion (DEI) partnerships

Italy

In 2021, Snaitech became a member of two Italian leading associations for DEI: Parks – Liberi e Uguali and Valore D.

Parks – Liberi e Uguali works with companies to understand and realise the full business potential of developing strategies and best practices that respect diversity and inclusion. The association was set up in April 2010 and currently has more than 75 member companies that have agreed to commit themselves – with their personnel management practices – to building a culture of global inclusion.

Valore D is the first association of companies in Italy that has been committed to gender balance and an inclusive culture in organisations in Italy for more than ten years. Using an integrated approach, Valore D is

capable of providing companies with effective tools and confrontation within companies and with institutions.

The collaboration with the two associations is structured around a series of training and awareness-raising events linked by a single common thread, which aims to contribute to the spread of a culture of respect and inclusion.

The awareness-raising events, promoted on Snaitech's internal communication channels, were open to all employees. In addition, Snaitech held training sessions for specific groups of employees.

Mental Health Month Estonia

To address the negative impact the pandemic has had on employees' mental health, Playtech Estonia highlighted the topic by delivering a series of webinars during Mental Health Month in October 2021.

The purpose of the series was for employees to become more aware of their own mental health, notice first signs of mental health problems, offer coping mechanisms for stress, and how/where to access support for anxiety or depression.

The webinars included:

- two seminars by psychologist service providers about when to turn to a psychologist, how to notice a colleague who might need help, and what to expect from therapy;
- "The path of overcoming roadblocks and achieving resourcefulness", by Silicon Valley senior software engineer Raimond Sinivee;

- for parents, "Understanding and Coping with Children's Emotions", by a leading parenting mentor in Estonia – Tanel Jäppinen; and
- for managers, "How to stay sane as a leader?", by experienced coach and psychologist Tuuli Junolainen.

Other activities included:

- engaging stories about mental health on the Playtech Estonia's Instagram; and
- mental health bingo and a word-game for employees.

Playtech Estonia continues to keep mental health a focus all year round, by offering free psychologist services and promoting the importance of mental health with managers.

Expanding mental health and wellbeing support for employees UK

In 2021, the UK operations launched a new programme to enhance mental health support and advice for its employees. The Company launched a partnership with Six MHS to pilot this programme, through life changing educational seminars and awareness programmes promoting mentally healthy workspaces. The seminars covered a range of topics from addiction to resilience and depression to leadership.

The Company has launched a phone line for all employees, which is manned by Level 4 Therapists to ensure the caller receives professional help and a safe place to share. They offer a 9am – 5pm "live" service with an out of hours answering facility. The programme is still in launch phase and yet to be fully embedded. So far, the Company has hosted two wellbeing webinars:

- Tony Adams, MBE, introducing mental health and Six MHS, called "Who we are, what we offer and how to get in touch". The session was delivered online, available to the whole UK workforce; and
- Dr Benedict Eccles, MSc PhD CPsychol, exploring ways to promote personal resilience and mental wellbeing by focusing on key factors including social connections and emotional intelligence, along with physical health.

Health, safety and wellbeing

The wellbeing of Playtech's workforce, their families and communities continues to be a key priority as they all continue to deal with the ongoing impacts of the pandemic. During the year, Playtech continued to prioritise workplace wellbeing and continued to implement a flexible working model to support work/life balance and flexibility for its employees, particularly those caring for friends and family in these challenging times.

In 2021, Playtech continued to implement and scale its global wellbeing framework with a focus on physical, mental, financial and social wellbeing.

Playtech continues to cultivate a culture of support for its employees, ensuring they have access to a suite of support, advice and networking opportunities to help them be resilient, grow and succeed at work. Playtech rolled out more than 40 global wellbeing sessions, with focus on physical, mental, financial and social wellbeing. Over 2,000 employees participated in one or more of these sessions.

Line managers have played an instrumental role in supporting the Group's commitments to employee wellbeing. They have led efforts to initiate and support team and individual wellbeing discussions as well as build awareness and break down stigmas about mental health, including discussions on gambling-related harm.

Snaitech health and safety

Snaitech's business is different from the rest of Playtech's operations in that it comprises a retail estate and racetracks, meaning the physical health and safety challenges are different from an office environment. Snaitech is constantly committed to developing and promoting a culture of worker health and safety and implementing a management system to ensure full compliance with local Italian legislation.

In 2021, Snaitech continued to provide an extensive suite of health and safety measures to manage pandemic-related health and safety risks across the Snaitech real estate including racetracks, offices and retail.

These measures included:

- enhanced governance to oversee health and safety measures through special task forces and committees;
- updated risk management protocols;
- provision of PPE;
- an active, on-duty 24/7 resource to manage COVID-19-related critical situations, and an employee campaign to raise awareness and contain the risk of COVID-19 infection in the workplace; and
- a reorganisation of work environments and operational procedures to respect safe social distancing.

Occupational health and safety data¹

	2021	2020	2019
Total number of accidents	10	4	11
Accident ratio			
Total number of accidents/working hours x 200,000 ²	1.6	0.7	1.6
Number of days lost to accidents	266	88	310
Severity of accident index			
Total days lost for accidents/working hours x 200,000 ²	41.3	14.8	45.9
Number of days of absence³	6,836	40,131	7,949

¹ Covers Snaitech operations only.

² 200,000 is a fixed coefficient (50 working weeks x 40 hours x 100).

³ Number of days of absence in 2020 is defined as total hours of absence/8 (hours of work per day); 31,942 days of absence are due to furloughed absences. Number of days of absence in 2021 is defined as hours lost due to illness, which includes COVID-19.

The above table outlines occupational health and safety data for Snaitech operations over the past three years.

Economic footprint

Playtech is a leading technology partner to the gambling and financial trading sectors. Following the implementation of an internal restructuring in January 2021, the Group is headquartered in the UK, where the Parent Company is tax resident. Playtech has offices in 26 countries, with offices and commercial activities in multiple jurisdictions, with the majority of its development and technical operations in Ukraine, Estonia, Latvia, Bulgaria and Gibraltar. These locations are well known as technology hubs with a large population of highly skilled experts. The Group's presence in some markets, such as Austria, Australia, Denmark and Italy, is a result of acquisitions. Playtech engages in tax planning that supports its business and reflects commercial and economic activity. Playtech selects the location of its operations based on commercial and operational factors that

extend well beyond tax, including: the prevailing regulatory environment available, a widely available pool of technical talent, the linguistic capabilities in these jurisdictions, the location of the Group's licensees, labour and operational cost factors. The Group is committed to complying with all tax regulations in jurisdictions in which it operates and seeks to minimise the risk of uncertainty and disputes.

Given the dynamic nature of tax rules, guidance and tax authority practice, the business is exposed to continuously evolving rules and practices governing the taxation of e-commerce and betting and gaming activities in countries in which the Group has a presence. Such taxes may include corporate income tax, withholding taxes and indirect taxes. The Head of Tax keeps the Board and Executive Management fully informed of developments in domestic and international tax laws within jurisdictions where

the Group has a presence. The Group seeks to comply with all tax regulations in all countries in which it operates and monitors and responds to developments in tax law and practice. The Group has an appropriately qualified tax team to manage its tax affairs. The Group seeks to minimise the risk of uncertainty and disputes and does this through proactive dialogue with the tax authorities and by obtaining third-party expert advice, where appropriate.

During the year, the Board reviewed and adopted the Group's UK tax strategy statement (available at <https://www.playtech.com/responsibility-regulation/tax-strategy>). The total adjusted tax credit in 2021 was €71 million (2020: tax charge of €17.9 million). The tax rate is impacted by the geographic mix of profits with losses being recognised in some territories which cannot be offset against profits arising in other territories.

Partnering on shared societal challenges

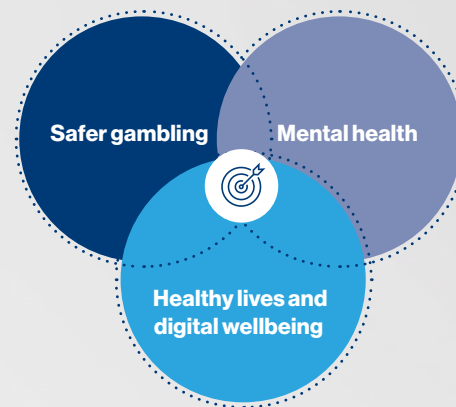
Playtech recognises that the challenges facing the sector and communities cannot be solved by one organisation alone. Driving positive social change requires collaboration and partnership.

This is why Playtech is working with a diverse range of partners to:

- promote healthier online lives and digital wellbeing;
- increase employee participation in local volunteering projects; and
- invest in research, education and treatment (RET) to prevent gambling-related harm.

Playtech recognises that as a technology specialist in the gambling industry, it has an important role to play in sharing its expertise, experience and technology to help build a sustainable and safe industry for the benefit of all stakeholders.

The intersection of gambling, online life and mental health



COVID-19 Recovery and Resilience Fund

In 2021, Playtech launched its £3 million COVID-19 Recovery and Resilience Fund. Playtech has been working with the Charities Aid Foundation (CAF) to define the overall intended impact of the fund, as well as design, launch and administer this fund, which will offer both immediate and long-term support to charities, social enterprises and not-for-profit organisations dedicated to delivering mental health services.

The fund has been established to help address the continuing and unprecedented toll that the pandemic is having on people's mental health and wellbeing. The fund aims to support organisations delivering these critical programmes so that people can benefit from accessible and affordable mental health and wellbeing services.

In 2021, Playtech ran two rounds of funding, one held in April and another held in September. In the first round, applicants were offered the opportunity to apply for either a short-term recovery grant or a long-term strategic Resilience grant. Playtech received 90 applications during the first round, of which 43 applications were successful (7 recovery grants and 36 resilience grants). The successful grant recipients were from Bulgaria, Cyprus, Estonia, Gibraltar, the Isle of Man, Latvia, the Philippines, the UK and the US. Funded programmes cover a wide range of causes including frontline workers, mental health programmes, at-risk youth, domestic violence, unemployment, gambling-related harm, hospices, addiction and homelessness. It is estimated that the programmes funded in round one will directly benefit at least 35,000 people.

In line with the fund objectives, examples of projects from different countries include:

- free psychotherapy to those severely affected by COVID-19;
- training of mental health first aiders;
- mental health support to people with chronic conditions;
- peer-led support, personal development and coaching;
- help for those who lost their jobs due to the pandemic to retrain and return to work; and
- an anonymous helpline run by trained psychotherapists.

Playtech is currently in the final decision-making stage for the second round, with funds expected to be deployed by April 2022.



Healthy online lives and digital wellbeing

The public health impacts of gambling-related harm, particularly mental health impacts, have been rising up the public health agenda and informing actions by health agencies, politicians, regulators, activists and charities. The COVID-19 pandemic has the potential to increase gambling harm risks given more time is being spent online and people's finances are under pressure. Scrutiny and pressure on the sector to act have added urgency, visibility and relevance for addressing the intersection of these issues. The enormity of the current situation also serves as an opportunity and platform for bringing together interested organisations to make a difference across the issues.

In 2020, Playtech announced a commitment to support programmes and partnerships designed to reduce gambling-related harm and promote positive digital wellbeing and health outcomes. In doing so, Playtech formally announced and committed £5 million over five years in five areas of focus, to support partnerships and initiatives that can make a positive difference at the intersection of gambling, online life and mental health.

Community investment

In 2020, Playtech enhanced its Community Investment and Volunteering Programme with the appointment of a dedicated manager and the launch of a global framework for directing and measuring the impacts of its activities. Over the past 18 months, the impacts of COVID-19 have prompted Playtech to move quickly and in new ways to ensure that those who were hit the hardest were given support. To that effect, the Company rapidly mobilised its skills, community budgets, assets and technology to support local communities, charities and licensees across the world.

As part of Playtech's efforts to mature the global community investment programme in 2021, Playtech launched a new set of targets for social investment, as well as employee volunteering. These include:

- number of people engaged with community programmes to improve livelihoods: 30,000 over five years;
- number of people engaged with digital wellbeing programmes: 415,000 over five years;
- number of people engaged with mental health programmes: 30,000 over five years; and
- % of employees in key markets who contributed their skills, time or money to their community through Playtech's Community Investment programmes: a global average of 10% of employees in key markets with a growth of 5% every year.

In 2021, 11 countries where Playtech is active provided data on employees that participated in community investment initiatives. In these markets and throughout 2021, Playtech worked with more than 90 local charities. Through the programmes supported, the aim was to engage more than 12,600 people in 2021¹. Community investment includes gifts in kind, monetary donations and employee volunteering. The total value of monetary donations totalled over €487,600.

¹ Engagement is defined when an individual has directly benefited and/or has interacted with the programme supported from financial and/or in-kind support. Community programmes include all remaining causes excluding MH and digital wellbeing, e.g. health, hardship and environment.

Responsible business and sustainability continued

Building strong and enduring partnerships is central to Playtech's approach in addressing shared societal challenges and making an impact in its local communities. The following case studies provide examples of how different types of partnerships are helping to drive positive outcomes for communities where Playtech operates.



Playtech Estonia's first Charity Day Estonia

Playtech Estonia hosted its first Charity Day in September 2021 to promote Playtech's "one free day volunteering" and encourage employees to give back to their community.

More than 50 employees volunteered at 5 different charities including the Tartu Foodbank, Tallinn Foodbank, Beads of Courage NGO, Vaibla Bird Ringing Station and Shelter for Homeless Animals of Tartu.

Key achievements:

- approximately 200 Beads of Courage were crafted to support children who suffer from cancer;
- 2,400kg of food aid was packaged in Tartu and Tallinn and delivered to people's homes;
- 245 birds were ringed at Vaibla Bird Ringing Station; and
- employees built an outdoor dog kennel at the Shelter for Homeless Animals of Tartu.

The Charity Day received positive feedback from employees, with one stating: "I have been involved in various charitable activities and therefore I was pleased to see that Playtech, as a Company, supports and encourages its employees to donate their time to charity. In any case, helping the foodbank was a very refreshing experience, showing once again how many people around us need help and with how little effort we can make their lives happier and their day more special."

Promoting volunteering opportunities is one of the focus areas of Playtech's Global Community Investment Programme, and Playtech Estonia plans on making this an annual initiative.

iZilove Foundation Italy

Snaitech's independent foundation, iZilove Foundation, also approved and extended a number of strategic partnerships including:

- Special Olympics Italia – In 2021 Snaitech was once again alongside Special Olympics Italy during the second edition of the Smart Games. In July 2021, 3,816 athletes put themselves to the test in 22 sports disciplines, demonstrating that passion can go beyond barriers!
- MIP – Politecnico di Milano – A two-year collaboration with MIP (2020-21) to provide scholarships for participation in a Master's in Management of Cultural Heritage and Institutions for four employees belonging to three cultural organisations.
- Fondazione Francesca Rava – iZilove Foundation continues to support three foster homes managed by Fondazione Francesca Rava through the "Flower Islands" project, which with seasonal and aromatic plants inside each foster home, to carry out outdoor educational activities, teaching children the value of biodiversity and respect for the environment.

Investing in safer gambling research, education and treatment

Playtech has continued to increase its investment in research, education and treatment programmes designed to reduce gambling-related harm. In 2021, Playtech invested over £1,665,000 in such programmes and initiatives. Below are a few examples of programmes supported during the year.

Building resilience – The EPIC Restart Foundation

In 2018, Playtech initiated and sponsored a new experiential leadership development programme bringing together leaders from charities and companies alongside people with lived experience. The objective of this programme was to help participants further develop their confidence and self-belief in a way that will make them even more effective in all fields of their life. Crucially, the programme was designed to encourage and foster cross-sector understanding, collaboration and ideas to enable a safer gambling environment. Following an independent evaluation of the programme, Playtech began to explore options for engaging with non-profit partners to build and evolve the programme.

Support from Playtech during 2020–21 has helped to launch The EPIC Restart Foundation, a new UK registered charity offering practical support to help people rebuild a positive life after gambling harm. Working with expert delivery partners, the Foundation's activities are designed to help those in recovery make their next move in their personal journey. Despite being launched during the COVID-19 pandemic, the pilot programme is having a real impact – helping delegates to gain new skills, improve their employability and rebuild their confidence and self-belief. With the support of Programme Support Mentors, all of whom have experience of gambling disorders, the Foundation's delegates are already securing new jobs or returning to study or planning to start their own businesses. The valuable experience gained this year is helping to develop The EPIC Restart Foundation's programmes for 2022, with an aim to increase impact, extend reach and help more people to rebuild a positive life after gambling harm.

The EPIC Restart Foundation engaged with RG+ for an independent evaluation of its pilot programme. The evaluation was based on data collected that captured the experiences of programme delegates from pre and post-programme questionnaires and interviews, covering baseline skills, personal resources and life circumstances to assess immediate thoughts and impacts after the completion of the programme. Interim results show substantial growth across several areas such as increased knowledge, confidence, skills and self-awareness. RG+ is continuing to monitor the programme, including post-programme interviews to capture longer-term impacts.

Research, evaluation and insights

In 2020, Playtech and RG Plus, a division of the Responsible Gambling Council (RGC) of Canada, an international leader in problem gambling prevention, awareness, programming, policy and research, announced a multi-year partnership. RG Plus is an independent non-profit organisation with over 35 years of experience in problem gambling prevention in Canada and internationally. The relationship aims to strengthen existing and generate new and practical insights to raise standards and improve practices around digital wellbeing, safer gambling and mental health.

In 2021, several pieces of work in the RG Plus partnership have been completed and several new projects were launched:

- RG Plus and Playtech hosted a roundtable with 34 international participants to present and discuss the results of the thought leadership work on using collaboration to support the digital wellbeing of young people.
- RG Plus conducted a review of the literature as well as an online survey of 2,000 adults in each of the UK, Canada and the US to identify the conceptual as well as data-driven links between online gambling and digital wellbeing. A report setting out the findings of this will be published in March 2022.
- The largest piece of work in 2021 has been focused on identifying how the next generation of digital tools can be used to support the sharing of information and support players across the spectrum of gambling involvement/harm. This project has included a review of the literature, a scan of mental health and gambling focused digital tools, rapid assessments of three digital tools and interviews and group discussions with over 50 international stakeholders. The results of this work will be published in spring 2022.
- RG Plus has also continued to evaluate the impacts and outcomes of the projects that Playtech has supported during the year.
- Insights from these various pieces of independent research were presented at the Responsible Gambling Council's international conference, Discovery, and the annual GambleAware conference.

Responsible business and sustainability continued



Effectiveness of virtual safer gambling and mental health support in the US

In 2021, Playtech announced its support for a new research partnership between Kindbridge Research Institute and Rutgers University. The objective of this research programme is to create an evidence-based model for gambling treatment in a telehealth setting, with a stated goal to “establish ‘virtual best practice’ to improve treatment efficacy”. The purpose of the research is to improve the understanding and treatment of gambling and digital dependency-related harms, with an aim to enhance treatment efficacy in a virtual setting. The research focuses on the mental health of gamblers, gamers and those suffering from digital dependency to identify areas to help and support them. To date, theoretical constructs have been clarified, working definitions have been established, measurement tools have been established and implemented, and preliminary data has been collected. Future work will test theoretical hypotheses against clinical realities and establish practical “virtual best practices” for the changing mental health landscape.



Mindful Resilience Programme

In 2021, Playtech continued to support the Mindful Resilience Programme (MRP) led by the Young Gamers and Gamblers Education Trust (YGAM) and Betknowmore UK in their efforts to increase understanding, awareness, knowledge and skills among healthcare professionals. The COVID-19 pandemic continued to impact on healthcare professionals' availability and reinforce the shift towards isolation of children and young people and their related dependence on gambling and gaming.

During 2021, 195 delegates received training through free-to-access online interactive workshops. After each workshop, delegates were provided with practical resources for them to embed and apply into their respective organisation's policies and procedures for engaging with and caring for children and young people.

The MRP has been endorsed by influential figures within the mental health space, including Dr Rosena Allin-Khan MP (Shadow Cabinet Minister for Mental Health). The workshop is now also a regular scheduled module of the Education Mental Health Practice post-graduate diploma at King's College London.

Following further meetings with representatives from regional GP, nurse, pharmacist and pharmacy technician organisations, mental health teams and university medical and nursing schools, the programme expanded its engagement and continued to book workshops into 2022, with the team remaining focused on working closely with mental health services, more general children and young person-facing NHS teams and universities.

Another key achievement is the awarding of accreditation in November by the Royal Society for Public Health (RSPH), confirming the quality and relevance of the content and delivery of the MRP.