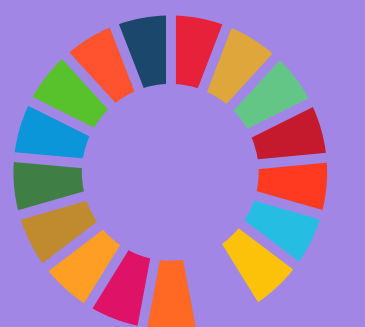
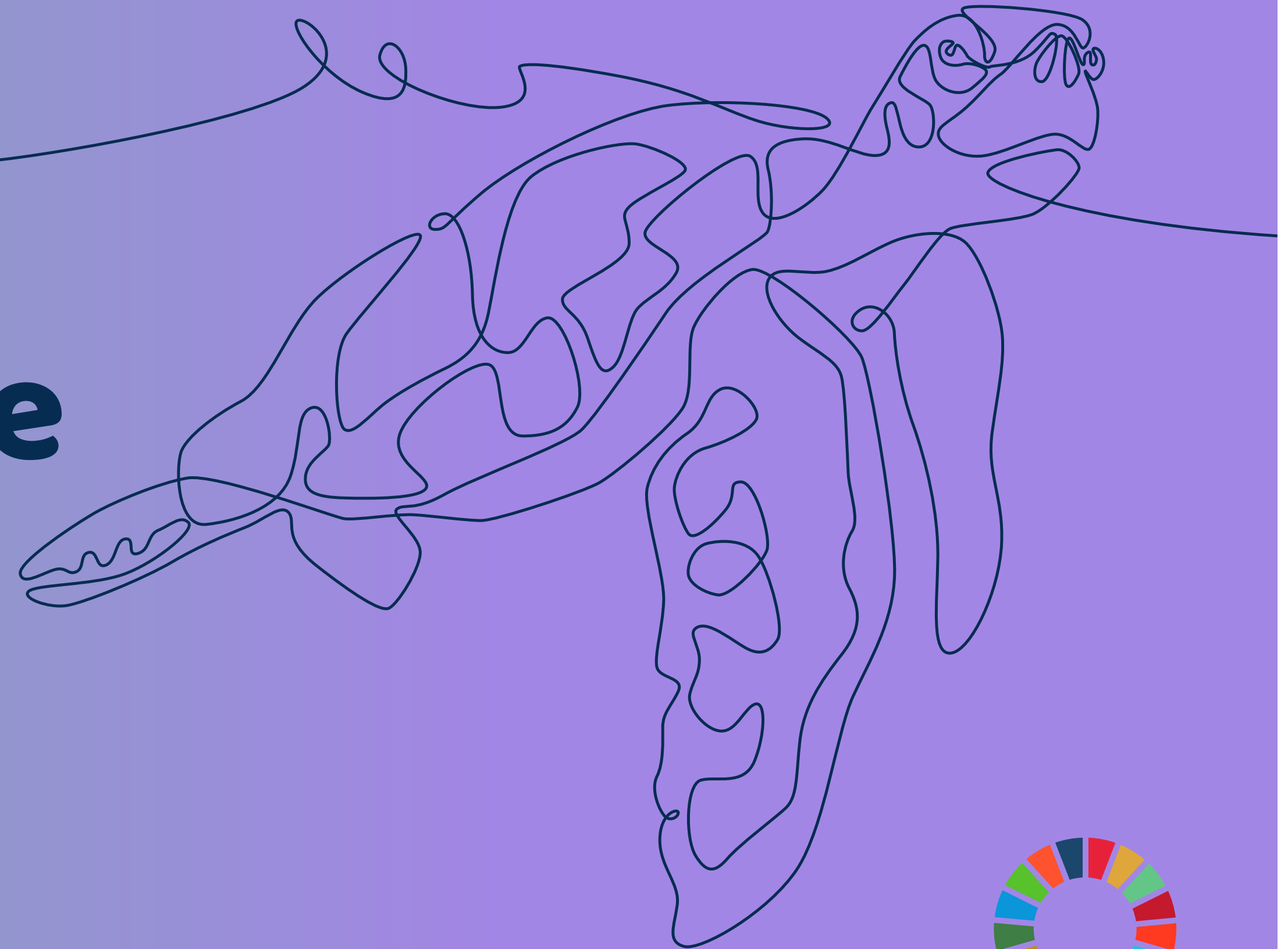




Bold Action for a Sustainable Future

| Sustainability Disclosures
2021



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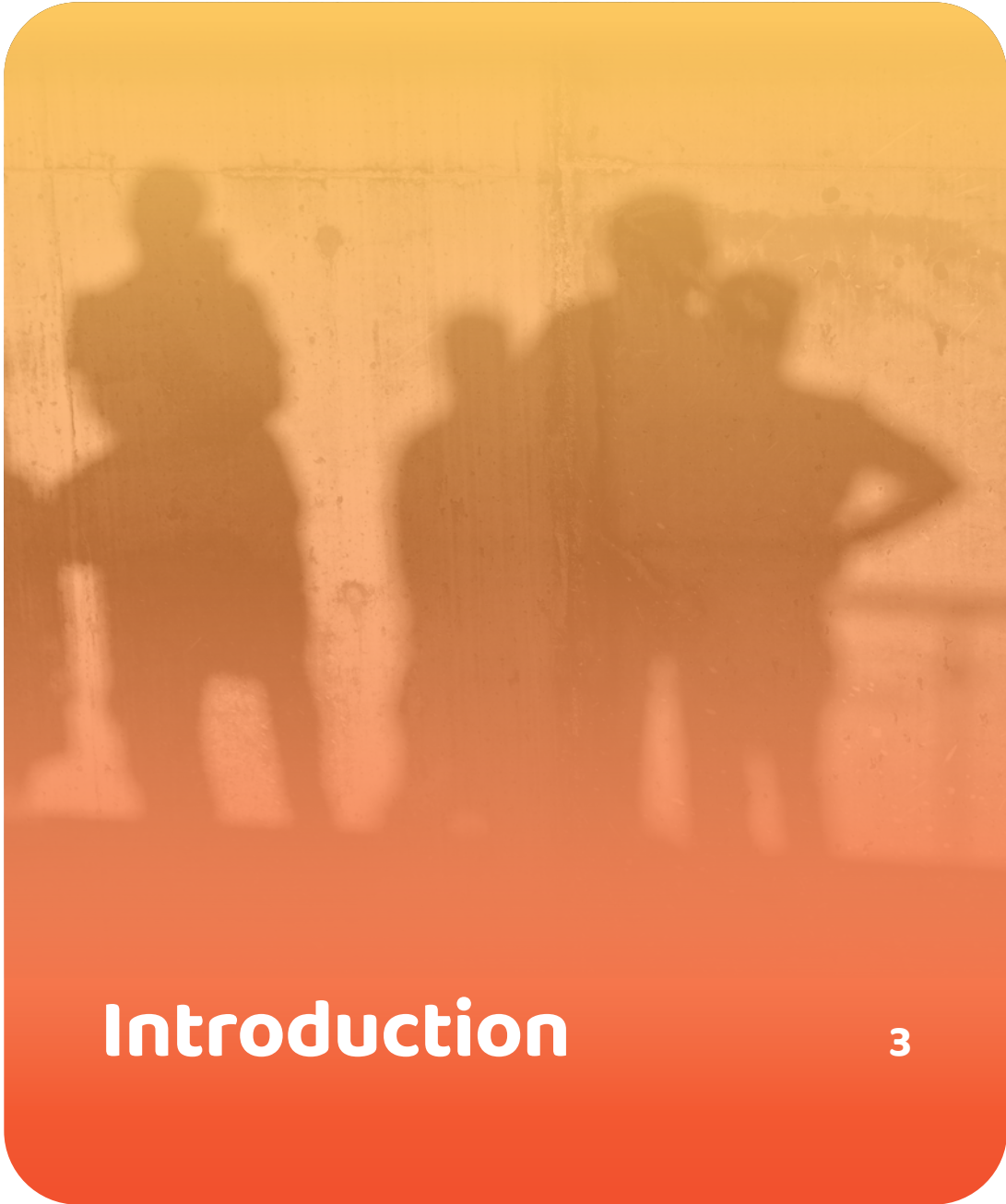
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Welcome Message from the CEO



I am delighted to share with you Aristocrat's Sustainability Disclosures for 2021. This year, our disclosures have been updated and expanded to reflect the results of a fresh materiality assessment undertaken during the year, as well as progress delivered. I'm particularly pleased to be reporting more extensively on all of Aristocrat's most material sustainability topics, including Responsible Gameplay, Climate, Talent, Inclusion, Wellbeing, and Community related issues.

Our disclosures are an opportunity for Aristocrat to provide information about our business beyond financials, and offer insight into how we strive to create long-term value for all our stakeholders.

"We acknowledge that we're on a journey, and have plenty of scope to grow, and do more over time"

Trevor Croker
— Chief Executive Officer

As you peruse the disclosures, I hope you'll see the foundations of our approach expressed consistently, including:

- A focus on the issues that really matter to our business, our people, customers, players, shareholders and communities;
- Rigorous efforts to embed our commitments in core systems and processes, and what we do everyday. In other words, striving to match our words and values with our actions;
- Better managing risk and capturing opportunity, with a strong focus on good governance and increasing transparency;
- A commitment to always improve – acknowledging that we're on a journey, and have plenty of scope to grow, and do more over time.

I also want to thank the many people across our diverse global team who contributed to the preparation of our 2021 disclosures, and to the many more whose passion and initiative drove the encouraging progress we are proud to share with you here.

If you have any questions or feedback about our Sustainability Disclosures, we'd love to hear from you. Either reach out to your Aristocrat contact, or get in touch via the contact us page of our Group website, www.aristocrat.com.

Trevor Croker
CEO

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The refresh considered the broader sustainability trends impacting our business and industry, and also sought to identify critical priorities, risks and opportunities.

The material topics and priorities identified through the assessment were developed with inputs which included benchmarks of external frameworks, including international reporting standards and Sustainable Development Goals (SDGs), and in-depth interviews with external and internal stakeholders selected for their level of industry knowledge and influence in relation to selected key sustainability drivers. Those interviewed included customers, suppliers, investors, regulators, communications advisers, industry associations, and senior management level employees of Aristocrat.

During the 2021 fiscal year, Aristocrat undertook a fresh assessment of the materiality of various Environmental, Social and Governance (ESG) issues to our business, and their importance to our stakeholders.

Our 2021 materiality assessment identified 10 key Aristocrat priorities under the three core pillars



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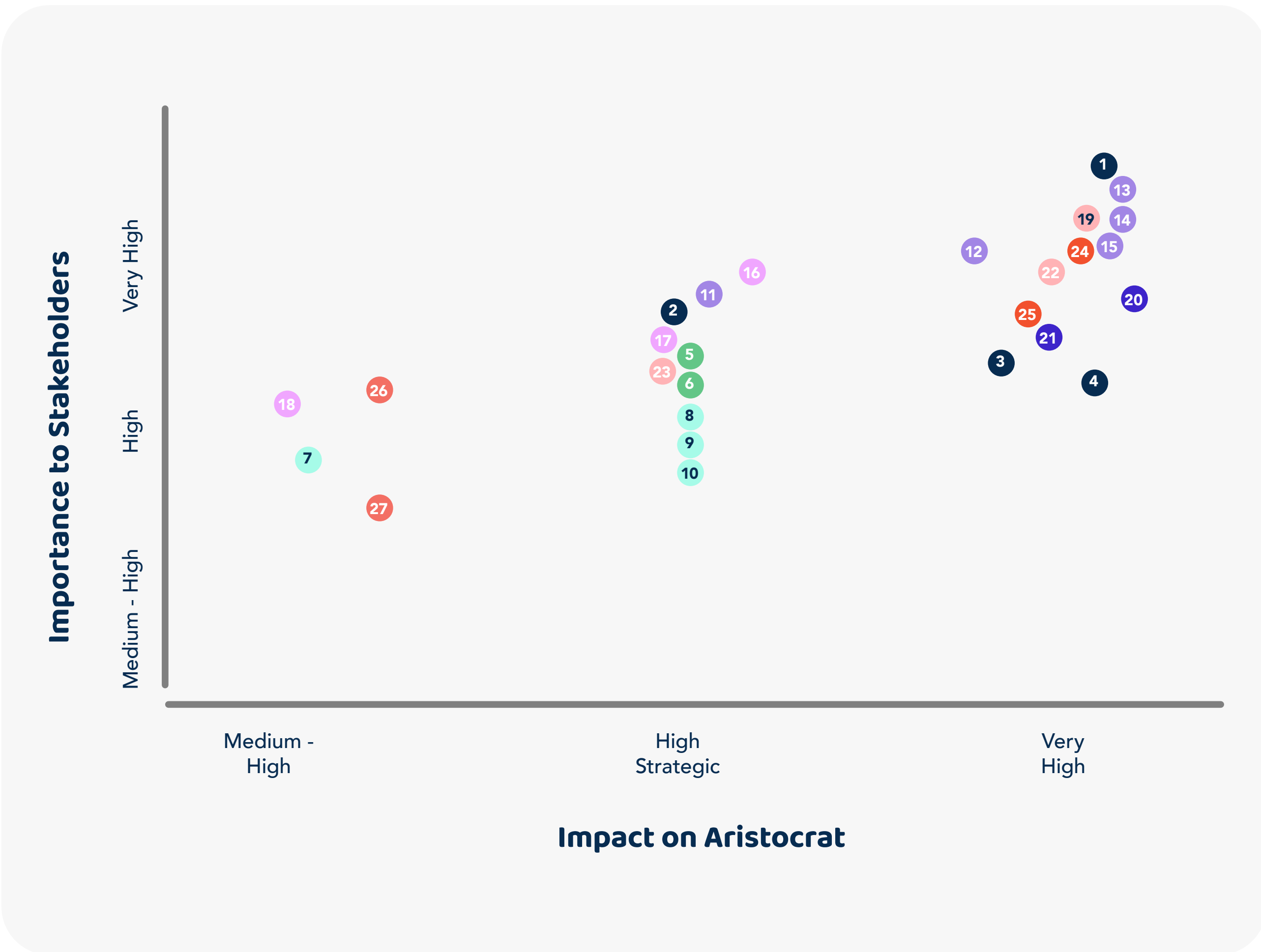
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Aristocrat's ESG Materiality Matrix 2021



Key

Governance

- 1 Governance, Ethics and Culture
- 2 ESG Governance
- 3 Responsible REM
- 4 Economic Performance

Climate

- 5 Decarbonisation
- 6 Energy Efficiency

Circular Economy

- 7 Water Stewardship
- 8 Materials Recovery
- 9 Sustainable Design
- 10 Waste Management

Responsible Gameplay

- 11 Ethical Product Design
- 12 Digital Gaming Mechanics
- 13 RG Player Education
- 14 RG Employee Training
- 15 RG Consumer Disclosures

Responsible Sourcing

- 16 Human Rights & Labour Practices
- 17 Supplier ESG Assessment
- 18 Conflict Minerals

Data Security & Privacy

- 19 Data Security & Privacy

Talent

- 20 Talent Attraction Retention
- 21 Training Development

Inclusion

- 22 Employee DEI
- 23 Supplier Diversity

Wellbeing

- 24 Employee Wellbeing
- 25 Customer Health Security

Community

- 26 Community
- 27 Employee Volunteering



The Global Goals

Aristocrat has identified 11 Global Goals which align with our key performance indicators, targets and key priority areas of the business.

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Sustainable Development Goals

"... We must increase our resilience. We must work together and take an integrated approach to health, hunger, climate, and equity crisis — no one is safe from COVID-19 until everyone is safe."

Volkan Bozkır
— President of the United Nations General Assembly

In 2015, world leaders agreed to 17 Global Goals (officially known as the Sustainable Development Goals or SDGs). These goals have the power to create a better world by 2030, by ending poverty, fighting inequality and addressing the urgency of climate change. Guided by the goals, it is now up to all of us, governments, businesses, civil society and the general public to work together to build a better future for everyone.



Credit: globalgoals.org

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Aligning to The Global Goals

Aristocrat supports the UN Sustainable Development Goals (SDGs). While we support all of the SDGs, we have prioritised 11 SDGs that align closely with our business and where we believe we can have the most impact. These 11 goals are aligned with our key performance indicators, targets and key priority areas of our business, and we seek to contribute positively to the goals.

1 NO POVERTY



Providing stable employment opportunities and support our community through our corporate giving program.

3 GOOD HEALTH AND WELL-BEING



Providing a safe, flexible workplace and wellbeing program for our people and support social causes promoting health and wellbeing.

4 QUALITY EDUCATION




Providing quality learning and education opportunities for our people and players.

5 GENDER EQUALITY



Promoting gender equality and empowerment and providing a safe workplace for women and girls.

8 DECENT WORK AND ECONOMIC GROWTH



Providing productive employment opportunities and promoting decent job creation to drive economic growth.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Fostering creativity and innovation.

10 REDUCED INEQUALITIES



Encouraging equal opportunity and reducing inequality through our policies and practices.

11 SUSTAINABLE CITIES AND COMMUNITIES



Supporting the building and strengthening of legal frameworks and accountable institutions.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION




Reducing our impact on the environment by adopting sustainable practices throughout our product development and procurement processes.

13 CLIMATE ACTION



Reducing our energy consumption and responding to climate change and its impacts.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Acting with integrity and in compliance with all applicable anti-bribery and corruption laws.

THE GLOBAL GOALS



Business Operations

Aligned Global Goals



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Aristocrat commits to setting a Science Based Target (SBT)

In November 2021, Aristocrat formally committed to set a Science Based Target (SBT) to reduce greenhouse gas emissions across our business. We are intensifying our focus in this area, and aligning our emissions reduction target with the Science Based Targets Initiative (SBTi) criteria is an important step.

The SBTi, is a global collaboration between the Carbon Disclosure Project, the United Nations Global Compact, World Resources Institute, and the Worldwide Fund for Nature. This global body supports businesses to set emissions reduction targets in line with climate science. By signing this commitment with the SBTi, Aristocrat will develop a measurable, science-based emissions reduction target within 24 months and do its part to reduce its emissions.



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GOVERNANCE

Strong governance is one of Aristocrat’s most important commitments. That’s why we strive to continually strengthen our corporate governance regime, consistent with our values, obligations, and stakeholder expectations. Aristocrat’s Board focuses on effective oversight of the business and maintaining a sound and transparent governance framework. Aristocrat also works to ensure full compliance with our Constitution, the Australian Corporations Act, ASX Listing Rules, and other relevant regulations.



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Board of Directors

Our Board of Directors is committed to good corporate governance and ensuring business is conducted in an ethical manner.

The Board conducts an annual assessment to determine the independence of each Non-Executive Director in accordance with the criteria for independence as set out in the Board Charter. The assessment conducted in 2021 concluded that each Non-Executive Director is independent. Board independence disclosures can be found in Aristocrat’s Corporate Governance Statement [here](#).

The Board also adopts appropriate structures and procedures to ensure that it functions independently of management, including separation of the roles and responsibilities of the Chair and the CEO, and the Executive Directors meeting in the absence of management on a periodic basis.

The Board delegates day to day management of Aristocrat and decision-making authority to the Managing Director & CEO, and through the CEO to senior management.

Aristocrat’s Board is focused on effective oversight of the business, including through its committees and sub-committees. It maintains a sound and transparent governance framework with corporate governance issues being a standing agenda item for all Board meetings.



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Corporate Governance Statement

Aristocrat has followed the 4th Edition of the ASX Principles throughout the 2021 financial year. The Corporate Governance Statement sets out key features of our governance framework and compliance with the ASX Principles. The Board continually reviews the Company’s governance policies and practices to ensure that they remain appropriate in light of changes in corporate governance expectations and developments, including as reflected in the 4th Edition of the ASX Principles.

Further information about Aristocrat’s approach to corporate governance can be found in our Corporate Governance Statement [here](#).

Key focus areas for the Board

Key areas of governance focus for the Board can be found in Aristocrat’s Corporate Governance Statement [here](#).



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Business Resilience

Our Business Resilience Program is reviewed periodically to ensure it addresses new threats and identifies potential exposures. Central and regional Business Resilience Teams (BRTs) are equipped with in-depth training on managing human impacts (employees and community), company reputation and corporate assets, authority, and resources. They are empowered to make decisions in any crisis and provide direction and guidance to response teams and the wider organisation. Escalation levels are clearly defined, ensuring appropriate oversight in the face of any event.

During 2021, our BRTs were activated in response to events ranging in significance and impact, from natural disasters such as the earthquake in Mexico, to the continued monitoring and management of COVID-19, particularly in areas of heightened concern including India and Ukraine. While we continue to grow and improve our Business Resilience program, the BRTs have shown agility and acumen in dealing with events as they occur, and their commitment, communication and clear process has been an inspiring demonstration of our value of 'Collective Brilliance'.



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Licensing and Compliance

1. Our approach to Licensing and Compliance

Integrity is core to our values. Adopting a rigorous approach to compliance and probity is also critical in ensuring we maintain our operating licenses around the world.

In 2021, Aristocrat Leisure Limited and its subsidiaries were licensed in 326 gaming jurisdictions globally. In total, the business holds 598 gaming licenses, which authorise us to design, develop, manufacture, sell, install and maintain gaming equipment and services.

During 2021, Aristocrat has required 546 key employees to confirm compliance with the conditions relevant to them every quarter and a rigorous follow-up process ensures 100% completion each quarter. Any ongoing non-compliance concerning conditions is reported to the Board's Regulatory and Compliance Committee.

Aristocrat Employees who have completed Mandatory Training

94%*



October 2021

*As at 6 October 2021, 94% of employees have completed the required training, with the remaining 6% being largely attributable to headcount changes and new employees having 90 days from on-boarding to complete the training. A rigorous follow-up process ensures full completion.

Compliance training for employees is an important foundation stone in our overall company governance. During 2021, mandatory training for all employees has been delivered on the following topics:

- Compliance and Workplace Ethics
- Data Security and Privacy (new)
- Social Media (new)
- Employee Handbook
- Code of Conduct (new)
- Insider Trading (new)
- Anti-Bribery and Corruption

All new training above introduced in 2021.

Australian Gaming Legislation training has also been rolled out to all licensed sales and service employees during this period.

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Licensing and Compliance

2. Anti-Bribery and Corruption

Aristocrat is committed to maintaining the highest levels of integrity and ethical behaviour and we have a zero-tolerance approach to acts of bribery or corruption. We require compliance with all anti-bribery and corruption laws in all markets and jurisdictions in which we operate. Our Anti-Bribery and Corruption (ABAC) Compliance Program comprises a global ABAC Policy that covers the giving, agreeing to receive, or offering of a bribe, as well as the requesting, agreeing to receive, or accepting a bribe, bribing public officials, and failing to prevent bribery.

In addition, we mandate comprehensive face-to-face compliance training for all members of the Aristocrat Board, Executive Leadership Team, Group Risk and Audit Team (globally),

all sales employees (globally), and some manufacturing and procurement teams. Major distributor partners must also undertake the same face to face online training sessions (run by external legal counsel) and we continue to consider opportunities to broaden the reach of this training.

Aristocrat also maintains an independent communication channel (whistle-blower program) for employees to report suspected acts of bribery and corruption.



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Licensing and Compliance

3. Economic Performance

Please refer to Aristocrat’s current Annual Report [here](#).

4. ESG Governance

Aristocrat’s Board of Directors has oversight of our approach to considering, evaluating, and integrating ESG risks and opportunities throughout the organisation. The Board receives reports from key employees on Aristocrat’s priorities, progress and key issues on a periodic basis. The Executive Steering Committee (ESC) has oversight of the ESG Strategy and receives periodic reports on activities and performance against the strategy.

Individual leaders have ESG related performance objectives which are cascaded to relevant employees throughout the business.

Aristocrat’s Risk Management Group has oversight of ESG risks and the Corporate Affairs Team has accountability for the management of reputation risk, as well as key functions such as government, industry and investor relations.

Our Sustainability Team members have diverse experience drawn from a range of disciplines, sectors and geographies. The work of the Sustainability Team is supported by employees across our global business who lead execution of our plans, and ensure full delivery of the ESG strategy.

5. Responsible Remuneration

Please refer to Aristocrat’s current Remuneration Report [here](#).

Our Sustainability Team members have diverse experiences drawn from a range of disciplines, sectors and geographies.

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As a global organisation, we’re taking responsibility to help address climate change through initiatives that support the transition to a low carbon and climate resilient economy.



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Energy and Emissions

Aristocrat is embedding environmental considerations within our core business operations and global supply chain. Our current focus area is energy and emissions and, in addition to Aristocrat’s commitment to the Science Based Targets Initiative (SBTi) as referenced in these disclosures, we will make further progress over time, supported by continuous improvement in data capturing and reporting.

1. Emissions 2021

In 2021, Aristocrat expanded the tracking and evaluation of our carbon emissions, including energy, transport¹, travel² and recycling³ for the largest parts of our operations in Australia and North America⁴.

Upon full implementation of an Environmental Management System (EMS) platform in calendar year 2022, our ability to capture and report emissions data will be significantly enhanced.

¹ Includes use of company vehicles and purchased freight transportation services.
² Includes air travel, hotel stays and car rental days.
³ Includes recycling of the primary production facilities including Greystanes, Birtcher, and Tulsa.
⁴ Electricity, transport, travel, and company vehicle usage metrics encompass data from our five largest facilities which includes Summerlin, Birtcher, Greystanes, Pinnacle, and Tulsa.



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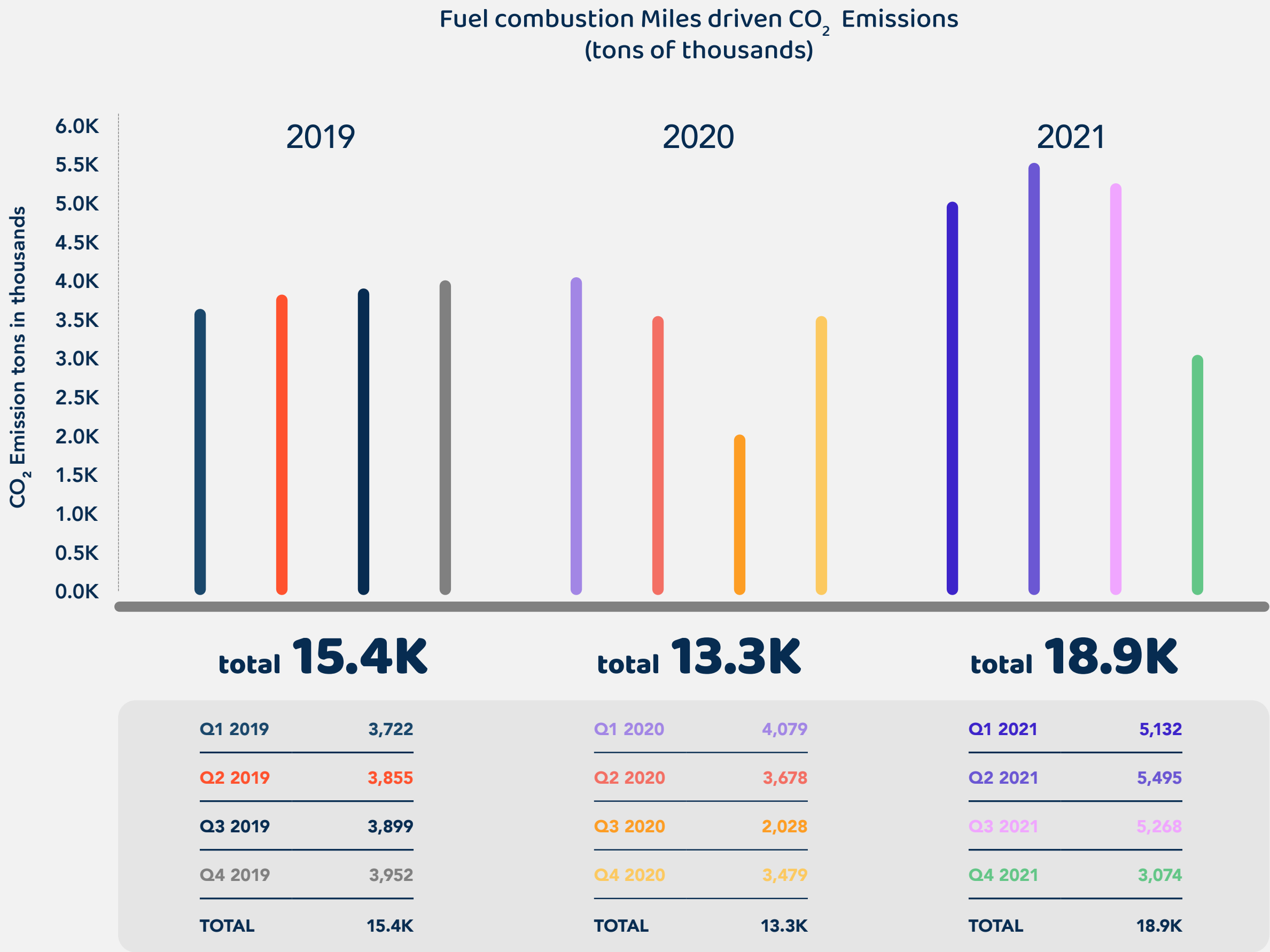
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Scope 1* – Company owned vehicles



Note: Scope 1 emissions are direct emissions from owned or controlled sources. Most recent month(s) are estimated due to limited data availability. Increase 2021 vs 2020 reflects COVID related factors, including higher travel for EGM maintenance and installation of gaming markets re-opened in North America.

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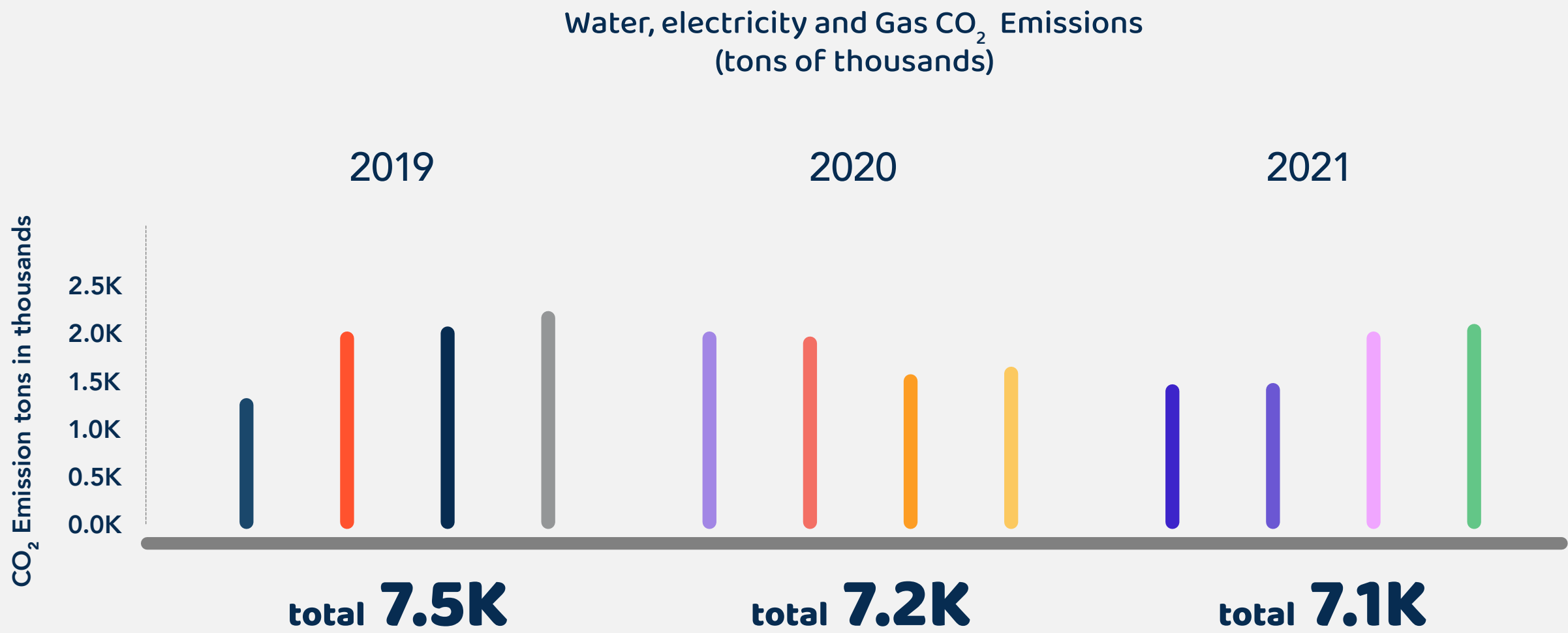
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Scope 2* – Purchased utilities for own use



Note: Scope 2 emissions are indirect emissions on the generation of purchased energy. Most recent month(s) are estimated due to limited data availability.

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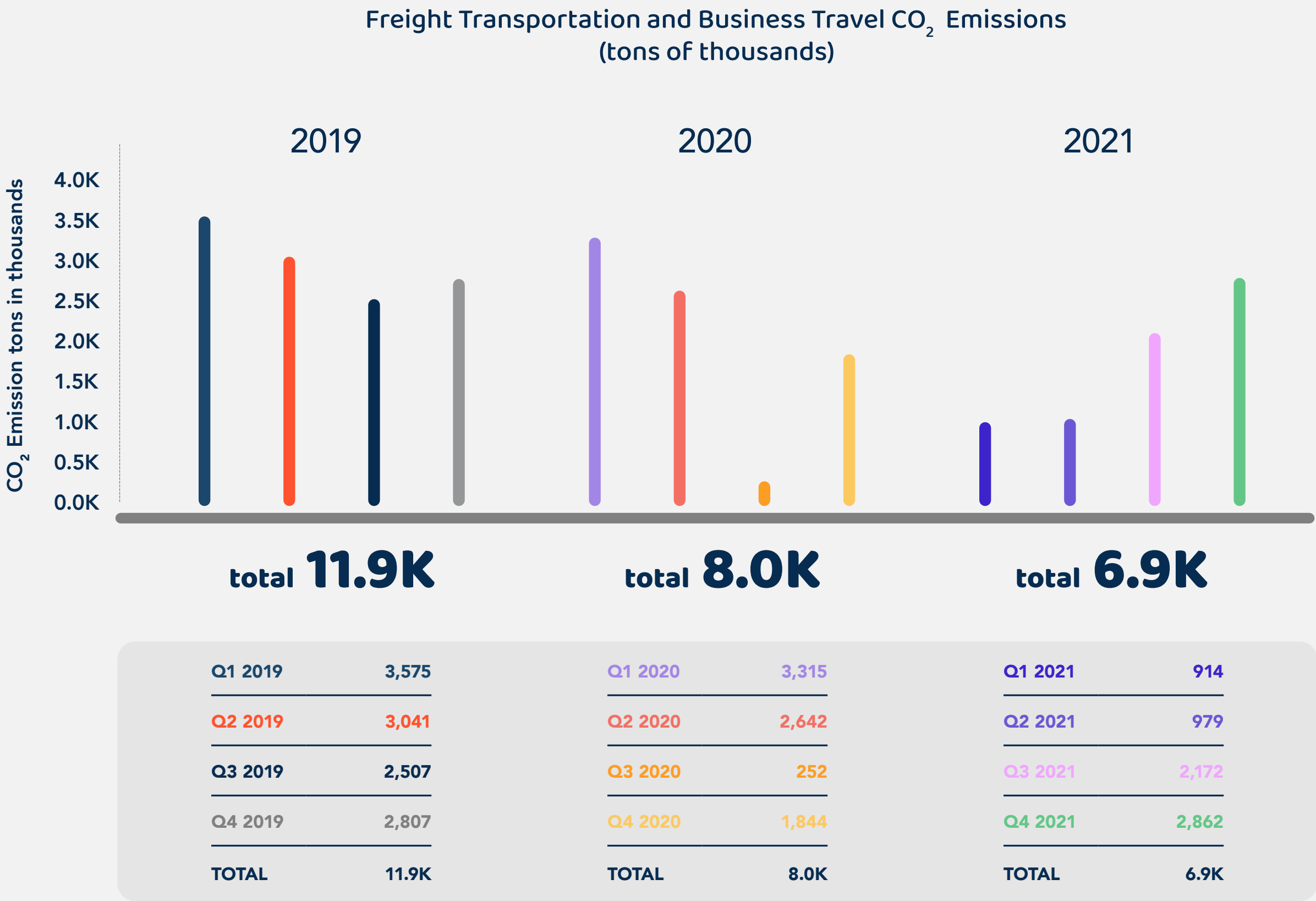
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Scope 3* – Company purchased transportation



Note: Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions. Most recent month(s) are estimated due to limited data availability. Increase 2021 vs 2020 reflects COVID related factors, including increased business travel as gaming markets re-opened in North America.

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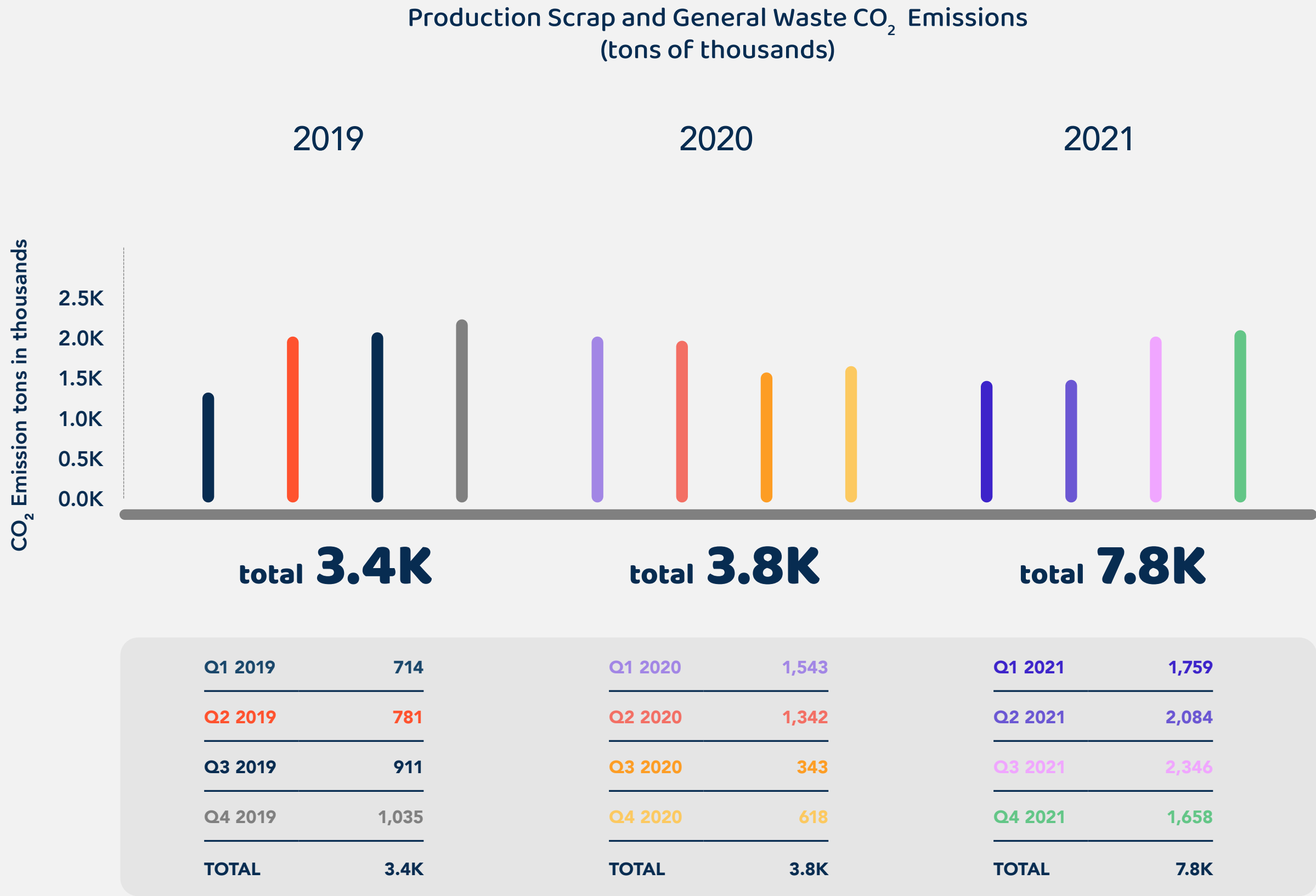
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Scope 3* – Waste recycling



Note: Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions. Most recent month(s) are estimated due to limited data availability. Increase in emissions relating to waste is due to greater volumes of waste being recycled and does not take into account reduction in waste volumes being sent to landfill.

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Energy and Emissions

2. Environmental Management System (EMS)

Aristocrat is implementing an EMS platform to assist with the planning, implementation, and performance tracking of sustainability initiatives across our business. The platform will help us streamline our data collection, including carbon, water, waste, and supply chain related initiatives, and deliver measurable metrics and trackable processes. Once fully implemented (in calendar year 2022), our capability in relation to capturing and reporting a range of data will be significantly enhanced. Our initial focus will be energy and emissions, starting with scope 1 and 2 baseline emissions data covering all global assets in 2022, expanding to other sustainability priorities, including water use, recycling, responsible sourcing and management of supplier surveys in the future.

3. Fleet Vehicles

The Australian business has successfully trialled hybrid vehicles for Aristocrat's company fleet. Environmental benefits realised include better fuel economy and an average reduction of 30% CO₂ emissions per vehicle. We have now introduced 59 hybrid vehicles across our fleet and by the end of 2021, 37% of all motor vehicles across the Australian business will be hybrid.

We have also invested in the installation of electric vehicle (EV) charging stations at our Summerlin campus in North America.



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Energy and Emissions

4. Taskforce on Climate-Related Financial Disclosures (TCFD)

Aristocrat has assessed a broad range of climate-related risks and opportunities relevant to the business during 2021. We considered various scenarios and assessed potential capital and financial risks to Aristocrat's business that could emerge from the impact of climate change, concluding that residual risks are not at a level that could significantly impact the business at this time.

Climate related risks are managed and mitigated through Aristocrat's enterprise risk management process, which explicitly encompasses climate related risks and opportunities. These risks are also considered as part of core business processes, including strategy development and Business Continuity Planning.

Materiality Assessment

In 2021, Aristocrat updated its materiality assessment to identify ESG issues relevant to the business, with environmental issues being considered as part of the overall assessment.



In line with its commitment, Aristocrat has adopted a phased approach to expanding climate-related disclosures, with improvements being driven over three years. Aristocrat's response to the TCFD Recommendations is also published in the Financial Statements section of the Annual Report for the 2021 financial year.



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CLIMATE

Expanding our Climate Disclosures over time

2020 → 2021 → 2022



Governance: Describe Board and Management accountability and oversight of climate related risks and opportunities.



Strategy: Complete high-level assessment of relevant physical, transition and liability risks and opportunities over the short, medium and long term.



Risk Management: Ensure Enterprise Risk Management (ERM) strategy and framework appropriately considers climate change.



Risk Management: Capture climate related risks / opportunities and mitigation plans in Aristocrat's ERM process.



Metrics & Targets: Begin disclosure of scope 1, 2 and 3 (where relevant) GHG emissions, and drive ongoing improvement.



Strategy: Apply climate scenarios to test resilience of Aristocrat's strategy



Strategy: Describe climate related risks and opportunities identified, and any impact of these on strategy and financial planning.



Risk Management: Describe Aristocrat's processes for identifying, assessing and managing climate related risks and opportunities and how they are integrated into the ERM process.

Metrics & Targets: Evaluate and disclose metrics and targets for assessing climate related risks and opportunities (with consideration of strategy and risk management processes).

Metrics & Targets: Describe metrics and targets used by Aristocrat to manage climate related risks and opportunities and performance against targets.

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Water Stewardship

All companies have an important role to play in managing water resources. While water stewardship has not been identified as a material issue for Aristocrat, we believe that efficient water management is socially responsible. Water stewardship is therefore one of our priorities and forms part of our climate-related strategy. We will report on water management in future disclosures. This will involve applying a context-based approach to water stewardship to help us understand our global and local footprint. As we expand our capabilities to model and assess our water usage, we will identify and assess opportunities for savings across our operations.



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CIRCULAR
ECONOMY

Aristocrat is committed to reducing environmental impacts through adopting circular economy principles, including development of practices that promote responsible manufacturing and materials management. Focus areas for Aristocrat include innovative sustainable product design, waste management, reuse and recycling of components and materials.



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Sustainable Design

Sustainability of our product portfolio begins at the design phase, considering what products are made of, how they are produced, their intended lifespan, and how they are handled at their end of life.

We continue to explore sustainable design practices and opportunities across our product portfolio, including hardware and software development, to improve sustainability and efficiency where possible.

80 Plus Silver

Advances in our latest Gen 9 gaming machines electronics platform have resulted in improved power supply efficiency, earning Aristocrat an 80 Plus Silver rating.



We work collaboratively with our partners, including suppliers, to evaluate the latest trends in technology to identify efficiency improvements in energy use. We strive to achieve a higher rating on the 80 Plus scale for our gaming machines which will result in reduced operating costs, among other benefits.

80 PLUS® is a voluntary certification program promoting efficient energy use in computer power supply units. The certification means that a power supply is at least 80% efficient at 20%, 50%, and 100% loads.



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Waste and Materials Recovery

We continue to focus on opportunities across our operations to reduce waste and increase the reuse and recycling of products and materials.

Working with partners across our global operations we strive to improve environmental performance and outcomes in resource efficiency. Activities include:

- Providing our staff with convenient reuse and recycling facilities across all our premises.

- Evaluating reduction and reuse opportunities for packaging and transportation of our products, including the reuse of transportation pallets for our products from manufacturer through to customer.
- Opportunities to reuse and recycle e-waste for our office waste equipment.
- Over the past five years, we have also partnered with our waste contractor in Australia to improve the management of resources across our waste streams.

Aristocrat's
recycling performance
at our Australian
Integration Centre
(Greystanes, Sydney)

97%

October 2021

An improvement in recycling performance from 50% in 2016 to 97% in 2021.





Product Responsibility

Aligned Global Goals



RESPONSIBLE
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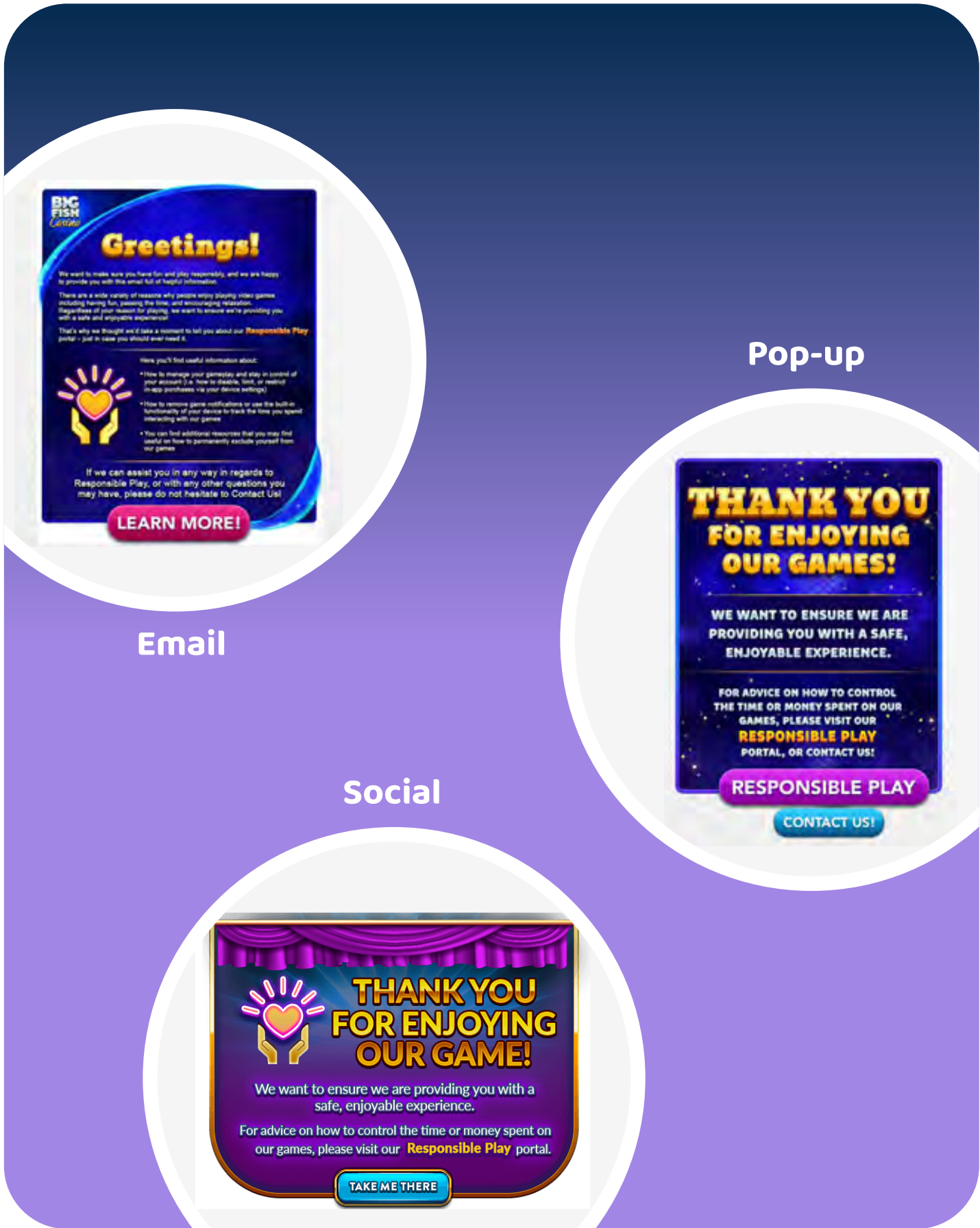
Product Responsibility

HIGHLIGHT

Pixel United (formerly Aristocrat Digital) is committed to empowering players of our free-to-play social casino and casual apps with a variety of tools and information to support smart gameplay, and this includes direct to player responsible gameplay (RG) campaigns focused on our social casino players. During the year, both our Big Fish Games and Product Madness businesses launched new self-help materials and self-ban policies for free-to-play social casino games, and let players know about them via emails and in-game pop ups. As a result of this proactive effort, click-throughs to RG information pages increased 10-fold and 2-fold respectively among Product

Madness and Big Fish players, compared to standard viewing rates. Both businesses also received an increase in RG-related self-ban requests from players. Player feedback via an accompanying social media campaign suggested that these proactive efforts were received favourably, and sentiment from new customers who have received the RG information has also been positive.

Following the success of these initiatives in 2021, RG emails and in-game customer relationship management (CRM) pop-ups will continue to be sent to players on a regular basis after game installs, and for as long as players remain active in the game.



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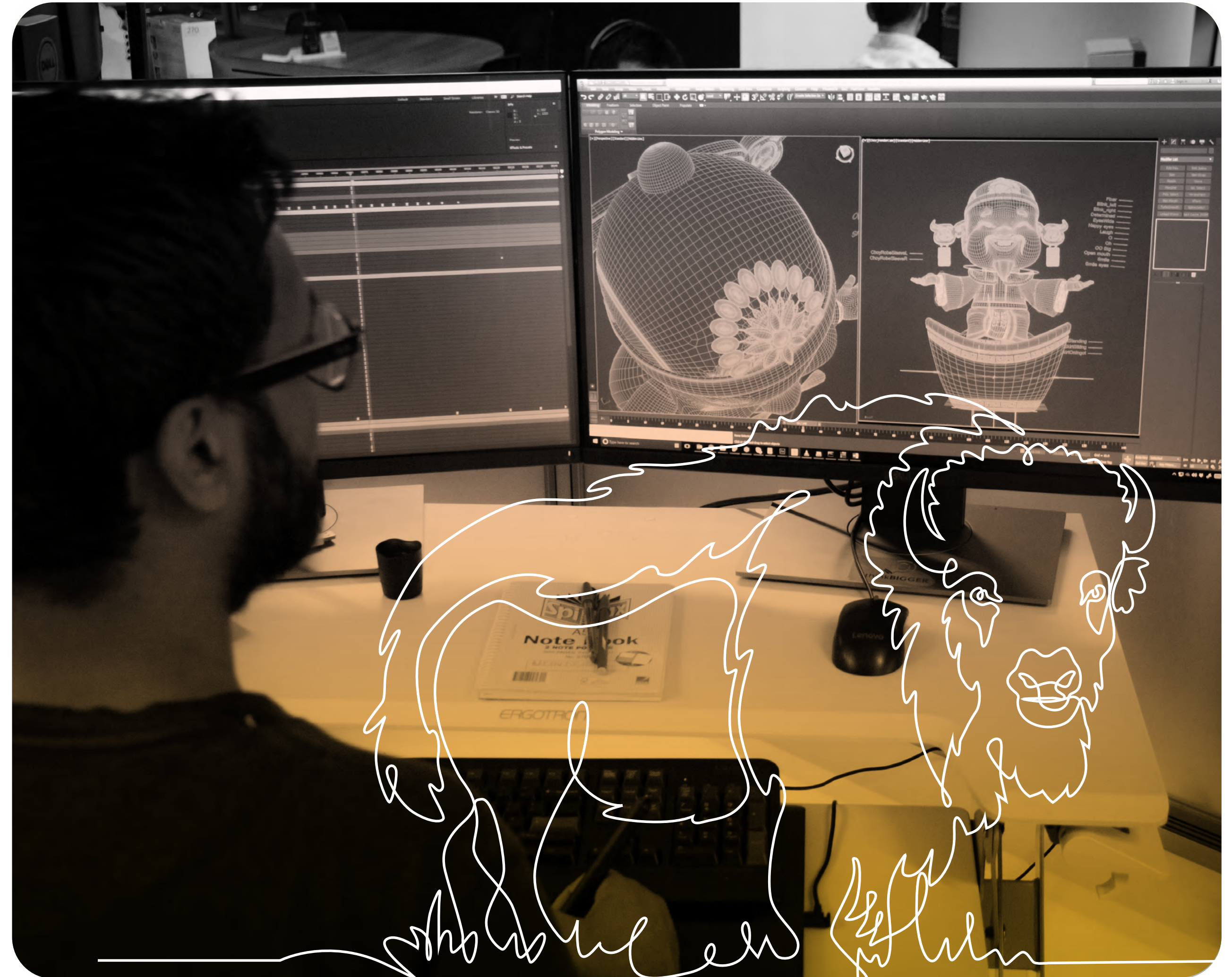
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RESPONSIBLE GAMEPLAY

Aristocrat's commitment to responsible gameplay goes to the heart of our values of 'Good Business, Good Citizen' and 'All About the Player', and our mission to 'bring joy to life through the power of play'. It is also critical to our vision of a sustainable and vibrant gaming industry that is welcome in the community. Our commitment to responsible gameplay leadership requires us to comply with all rules, empower players to make informed choices, and continually improve our efforts.



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Responsible
Gameplay

At Aristocrat, we use the term “Responsible Gameplay” to include both our regulated, gambling games and our free-to-play mobile games.



ARISTOCRAT
GAMING

Aristocrat Gaming supplies real money gambling games, such as slot machines, as well as venue management systems, and associated equipment, to licensed gambling operators for play in regulated environments such as a Casino, Club or Hotel. These games are highly regulated because they offer players the opportunity to stake real money for a chance to win real money.

PIXEL
UNITED

Pixel United, which includes the Plarium, Product Madness and Big Fish brands, offers free-to-play video games played on devices such as mobile phones or desktops, and while players can usually make in-game purchases, at no time can a player win real money.

We take a proactive and collaborative approach to RG, working with industry, government, regulators, and others. We also strive to ensure legitimate community concerns are addressed through practical solutions and innovation. In our business, we have adopted a three-pillared approach to RG, based on compliance, empowerment and continuous improvement in all we do. More information on our program can be found [here](#).



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RG Governance

1. Board

The Aristocrat Board of Directors receives regular, periodic updates on our RG program and current issues. The Board is also required to complete company-wide RG training every two years. In addition, a Board-specific education program covering RG governance, accountability, latest trends and best practices in research and treatment is also being rolled out from 2022.

2. RG Steering Committee

Comprised of members of Aristocrat’s senior executive group, the Steering Committee is tasked with endorsing yearly RG priorities and providing support on execution of our business-wide RG strategy. RG priorities are also included in the yearly performance objectives and key results of our CEO, relevant executives, and employees.

3. Gaming RG Working Group

Consisting of leaders across our Gaming business, the Working Group, formed in 2021, is tasked with developing a forward-looking pipeline of new RG product ideas and reviewing potentially relevant technologies and functionality.

4. Digital RG Taskforce – Social Casino, Pixel United

Consisting of key leaders from businesses under Pixel United, the Taskforce oversees and drives implementation of RG initiatives, particularly across our social casino operations, including player-facing RG initiatives and functionality.

5. RG Team

Our RG team has decades of experience in the field, including across industry, and from within government policy and research organisations. The team is supported by many passionate employees across our global business who are strongly committed to leading in RG.

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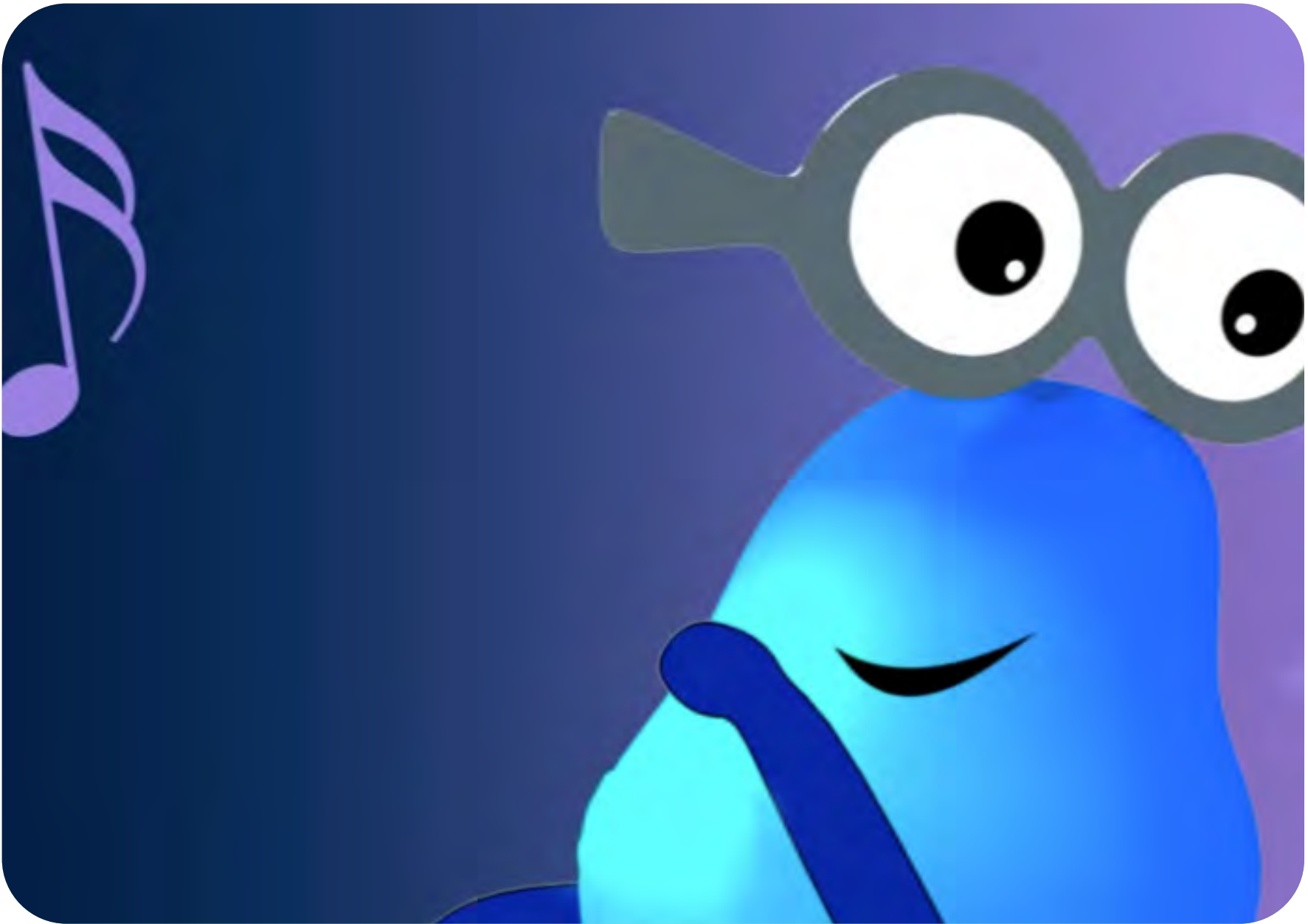
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RG Player Education, Information and Tools

Our player information videos have been designed to help players understand how gaming (slot) machines work. We want to empower players, promote informed choice, and dispel myths by providing easy to understand information about the functionality of our products. In 2021, we developed a fourth video, explaining the role of sound in gaming machines. This and other videos in the series can be viewed [here](#).



We want to empower players, **promote informed choice**, and dispel myths by providing easy to understand information about the functionality of our products.

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RG Employee Awareness and Training

We provide ongoing training to help employees understand what RG is, their role in encouraging RG, and raising awareness of Aristocrat’s commitment to promote a sustainable games industry. All employees are required to undertake RG training every two years and new employees are required to complete the training upon joining Aristocrat.

We have also developed a portal for employees which is updated periodically with the latest RG information and resources. In 2021, we again supported the American Gaming Association’s Responsible Gaming Education Week, with a program of employee-focused webinars featuring external experts in RG policy, treatment and research. The webinars proved popular, with more than 1,500 staff from Aristocrat Gaming attending across three sessions. We are in the process of organising a similar event for Pixel United in 2022 relating to RG awareness in video gameplay.

In 2021, we also updated and refreshed our Responsible Gameplay Policy, and required all employees to acknowledge the policy to ensure awareness of our approach to RG, our commitments, and the role they play in promoting RG.

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RG Achievements in Pixel United

While our free-to-play mobile games portfolio does not, by definition, encompass real money gambling, we're continuing to educate and empower players to encourage smart gameplay. During 2021, we launched a major program of RG initiatives in our mobile free-to-play social casino games. These included:

- Making it clear that our social casino games are not for children, across multiple touchpoints within the game, app, social media, and website.
- Working with our Privacy Team on risk-based age assurance.
- Creating a RG resource centre which can be accessed in-app.
- Generating proactive communication to players, to build awareness of when gameplay might a problem.

Our RG resource centre gives players relevant tools and choices such as:

- Steps that can be taken if players need a break.
- Disabling game notifications.
- Steps that can be taken to limit spend.
- Advice on where to access help.
- Providing players with continued free-play options once coins have expired.
- Displaying 'loot box' odds so that players are better informed prior to purchase.
- Letting players know how they can exclude themselves from our games.

In addition, pop-up messages are regularly deployed to players in our social casino games, promoting our RG resources. We have also introduced RG messaging into our social media posts, resulting in around half a million visits to our RG resource centre during our bi-annual campaigns.

Our team has also led discussions with the International Social Games Association (ISGA) Secretariat and Board to refresh the Smart Mobile Gamers website, providing mobile players around the world with the latest guidance, tips, and advice to create a positive gameplay experience.

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Responsible Product Design and Marketing

Aristocrat’s Product Development Charter embeds our RG commitments in our product development processes across all products offered by Aristocrat Gaming and Pixel United. It commits us to:

- complying with all applicable rules, regulations, self-regulatory codes, and platform rules relevant to our games and products.
- empowering players with sufficient information to help them make informed choices through clear rules and information.
- designing games that do not mislead, trick or encourage excessive gameplay.
- using data responsibly.
- striving to improve and go ‘beyond compliance’ in promoting responsible gameplay.

Also this year, RG considerations have been embedded in our quality assurance process and communications. Consumer Communications Guidelines were developed to apply to all marketing, promotions, in-game messages, customer support, and other consumer communications undertaken by Pixel United. These Guidelines complement our existing Marketing Guidelines for Aristocrat’s Gaming Business, and are aimed at ensuring all marketing conveys our values and commitments, including those relating to RG. Customer Service standard player responses have also been reviewed to ensure they address RG related issues in line with our principles.



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RG Product Innovation in Aristocrat Gaming

In the same way that Pixel United has taken steps to bolster player empowerment in its free-to-play mobile games, Aristocrat Gaming is continuously looking for opportunities to bring new RG optionality forward, to enhance customer and player choice, and bolster industry sustainability.



1. Flexiplay

As part of Aristocrat Gaming’s RG roadmap, we have developed and tested new technology that allows gaming players to manage their gameplay responsibly. This technology, ‘Flexiplay™’, represents an important advance in player empowerment and informed choice.

Our first “test and learn” product rollout saw Flexiplay installed in 52 Cash Fortune™ machines across 20 venues in New South Wales, Australia. Feedback will inform further developments of this technology. More information on Flexiplay can be [found here](#).



2. Pre-commitment

Aristocrat Gaming offers voluntary pre-commitment functionality in New South Wales and the Australian Capital Territory via a module in our proprietary venue management system (System 7000). This allows players to set spend limits over a period of 1, 7 or 30 days. System 7000 is installed in over 400 venues across New South Wales and the Australian Capital Territory, and 64 of these venues have voluntary pre-commitment enabled.

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RG Product Innovation in Aristocrat Gaming

3. Gaming Digital Wallet

We believe that facilitating cashless payments is key to helping pave the way for new RG tools.

In 2021, the NSW Minister for Customer Service, Victor Dominello, announced a trial of Aristocrat Gaming's PRIME Mobile™ digital wallet solution. The 'PRIME Mobile' solution has the capability to deliver a complete digital experience for patrons, including the ability to pay for gaming machine play, and venue products and services, using a digital wallet instead of cash. The solution also provides new RG tools developed in consultation with venues to help patrons manage their play.

'PRIME Mobile™' tools

These tools enable:

- Patrons to set their preferences for session length, frequency of play, amount spent or won, total bets and bet size.
- Messages and push notifications to be sent to patrons' mobile phones via the venue's gaming management system.
- Patrons to self-exclude and establish a protocol for staff intervention.
- Reporting on intervention events created and not actioned to be sent to venue management.
- Transfers to venue and gaming wallets to be limited, and wallet top-up on the gaming floor to be prevented (the use of credit is prohibited).
- Provision of a "quarantine" wallet to restrict access to the gaming wallet for 24 hours, in certain circumstances.
- Robust data security and the protection of patron privacy.

The trial, to be monitored by an independent and reputable researcher, will assess the solution and contribute to the gaming regulator's consideration of the technology for approval. The NSW Government's media release can be viewed [here](#).

In 2021 it was announced that Aristocrat's PRIME Mobile digital wallet solution, with new RG tools, will be trialed in NSW.

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RG Funding in our Communities

Providing funding for research, education and treatment contributes to the sustainability of our industry and helps build community resilience.

In 2021, Aristocrat provided funding to support the work of a range of not-for-profit organisations, including:

International
Center for
Responsible
Gaming
(USA)

Oklahoma
Association
on Problem
Gambling
and Gaming

Illinois
Council on
Problem
Gambling

National
Problem
Gambling
Helpline
(USA)

Gambling
Treatment and
Research Clinic,
University of
Sydney

Nevada
Council on
Problem
Gambling

California
Council on
Problem
Gambling

Council on
Compulsive
Gambling of
Pennsylvania

National
Council on
Problem
Gambling
(USA)



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DATA SECURITY & PRIVACY

Aristocrat's commitment to protecting our customers, partners, and employees means that data security and privacy are always front of mind. We take an enterprise-wide view, and focus not only on identification and management of potential issues, but also raising awareness and creating a culture of cybersecurity among employees, to deliver a range of critical business benefits.

Our privacy and data security programs are focused on promoting confidentiality, integrity, availability and safety of personal and confidential data and systems. Our overarching Global Information Security (GIS) Program supports compliance with contractual, regulatory and industry requirements for privacy and data security.



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DATA SECURITY & PRIVACY

Privacy, Data Protection and Cybersecurity

In 2021, Aristocrat adopted Global Privacy Principles (GPPs) which are consistent with applicable laws and regulations and our core value of Good Business, Good Citizen. The GPPs are designed to foster an environment where personal data is processed in a fair, lawful and responsible manner, consistently across the company.

We maintain appropriate measures designed to protect and secure personal data from misuse, interference, loss, unauthorized modification, access or disclosure, and employ physical, administrative, personnel and technical measures designed to protect personal information in our possession consistent with industry standards and applicable laws and regulations. We also require commitments from third parties we work with to employ industry standard compliant privacy and data security measures.

During 2021, we updated our online privacy policies to reflect changes to our legal and regulatory obligations, including privacy laws in the US, EU and Brazil, and to provide additional transparency into our data collection and use practices.

Our Record Retention Policy has also been updated to clarify our obligations regarding retention of personal data.

We have also conducted a self-audit of our privacy program and underwent an external program maturity assessment which identified our opportunities for improvement. Using the assessment, we have established a four-year plan to address the issues identified. The assessment is conducted annually, with observations being used to update our risk register and facilitate continuous improvement of our privacy program.

Supplementary to our annual assessment, our Global Information Security (GIS) Team performs daily operational tasks which include Security Operations, Security Architecture and Attack Surface Management, with a focus on governance, risk and compliance.

Our security policies, processes and playbooks are also reviewed annually, and we engage an external party to work with us in scenario-based drills that simulate attacks against our systems. Having regard to elevated risks during 2021, the exercises have focused on emerging threats.

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General Data Protection Regulation and Compliance

Aristocrat has continued to update key contracts to facilitate compliance with the General Data Protection Regulation (EU) 2016/679 (GDPR). These updates have included contracts that contained provisions regarding the EU-US Privacy Shield Framework which was declared invalid by the Court of Justice of the European Union in July 2020. Our Data Processing Agreements (DPAs) have also been updated to incorporate the new Standard Contractual Clauses published by the European Commission in June 2021.

We are also rolling out playbooks and guidance documents on using DPAs, and addressing questions about specific provisions. We are also updating our Inter-Company Agreements to provide that transfers of personal data from the EU comply with applicable laws.



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Employee Training and Awareness

A key aspect of our privacy and data security programs is employee training and awareness, aimed at helping our employees to be aware of our policies and understand our expectations, responsibilities, and acceptable behaviours regarding these issues.

GDPR training for all employees was launched in October 2021, with supplemental Privacy Liability Training for the Executive Steering Committee. Data Processing Agreements (DPAs) Training for the Legal Team, and Privacy 101 training for the Risk & Audit and People & Culture Teams were also launched.

Periodic communications focusing on privacy issues forms part of our employee awareness program, including a targeted campaign promoting Data Privacy Day and Cybersecurity Awareness Month.

All employees are also required to undertake monthly cybersecurity training on a range of topics aimed at equipping them to identify and avoid security issues.



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It's important to Aristocrat that working conditions in its operations and supply chains are safe and that all workers are treated with respect and dignity. We also require that business operations are environmentally responsible and conducted ethically, in line with all applicable laws, and in a manner that meets community and societal standards.

Despite the ongoing challenges of COVID-19 during 2021, we have maintained momentum on action to ensure business continuity, mitigate risks and continuously reinforce our approach to adopting responsible business practices.



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HIGHLIGHT

During 2021, Aristocrat received 'Made in Macau' certification for our gaming machines. For 15 years, our Macau Integration Centre, has been producing machines locally for Macau, and for export across Asian gaming markets.

The 'Made in Macau' certification is recognition of the significant value our manufacturing facility has added in Macau, and Aristocrat is the only gaming machine vendor that has achieved this certification. The certification also acknowledges the benefits that our Macau Integration Centre has brought to the local economy, including creation of employment opportunities in the technology sector.

More information can be found [here](#) and [here](#).



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Supplier Sustainability Assessment

We work with our suppliers to improve conditions through communications, training, monitoring and assessments, and we place an obligation on suppliers to cooperate with us to identify and mitigate sourcing risks and remedy potential violations in their supply chains.

A Supplier Survey and Assessment is conducted annually with our top strategic suppliers, representing the majority of our spend for direct and indirect suppliers of Aristocrat. The Survey and Assessment covers a range of sustainability issues and alignment with the United Nations Sustainability Development Goals (SDGs). These include compliance with Anti-Corruption and Bribery laws, Modern Slavery and Human Rights, Environmental Protection and Compliance, Carbon

Footprint, Conflict Minerals, Health and Safety of Employees, and IT Security and Data Privacy. During 2021, 93 suppliers were required to complete the Assessment, with a 100% response rate. The results of the 2021 Assessments (illustrated in the graphs on the following page) identified suppliers that currently meet the standard for Best Practice, Strong, Sufficient, Minimally Acceptable, Needs Further Development or Not in Scope, due to the size and/or nature of their business. These annual Surveys and Assessments will continue to be used by Aristocrat to measure ESG improvements made by our suppliers, and identify areas that require further development. Our aim is to have 100% of our in scope suppliers rated “Sufficient” or better by 2025.

The Supplier Assessment resulted in a

100% response rate

from 93 Suppliers in 2021.

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Supplier Sustainability Assessment

Supports UN Sustainable Development Goals



CSR Program supports UN Sustainable Development Goals (SDGs)	Best Practice	19%
Policies in place to support UN Sustainable Development Goals (SDGs)	Strong	26%
Objectives in place to support UN Sustainable Development Goals (SDGs)	Sufficient	28%
Adheres to all state and federal regulations related to UN Sustainable Development Goals (SDGs)	Minimally Acceptable	18%
No Formal CSR Program	Needs Further Development	9%
TOTAL		100%

Energy & Environment ISO Certified & Sustainability Program



ISO 14001 & Sustainability Report	Best Practice	18%
ISO 14001 and/or Policies in place	Strong	30%
Active Conservation Program & ISO 14001 or Policies Planned	Sufficient	8%
Active Conservation Program	Minimally Acceptable	33%
No Formal Sustainability	Needs Further Development	11%
TOTAL		100%

Energy & Environment Capturing/Reporting CO₂ Emissions Data (Scope 1, 2, 3)



Yes	44%
Planned	2%
No	43%
No Formal Sustainability	11%
TOTAL	100%

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Promoting Human Rights & Combatting Modern Slavery

Underpinning Aristocrat’s approach to safeguarding Human Rights and combatting Modern Slavery are four key documents:

- [2020 Joint Modern Slavery Statement](#) (UK and Australia)
- [Supplier Code of Conduct](#).
- Anti-Modern Slavery and Human Trafficking Policy, and
- Global Employee Handbook and Code of Conduct.

In terms of risk, Aristocrat identified no major suppliers located in the “highest prevalence” countries reported in the 2018 Global Slavery Index (GSI) in 2021. All key direct suppliers (irrespective of the country where the supplier is located) are required to complete a Modern Slavery Survey which requires provision of information about suppliers’ policies and procedures aimed at safeguarding human rights, treating employees and contractors with dignity and respect, and providing safe working conditions, reasonable working hours, and fair remuneration.

Release of Aristocrat’s Modern Slavery Survey has been phased and prioritised in accordance with geographic and social risk factors. Phases 1 (higher risk) through 5 (lower risk) surveys were released

during 2020-2021, with 60 surveys falling within Phases 1 to 5 having been completed. No material modern slavery concerns have been identified with our key direct suppliers during 2021.

We continue to update our key material supplier contracts to ensure ongoing compliance with applicable Modern Slavery, Human Rights and related laws, with 93% of these agreements having now been completed. We are on target to achieve 100% completion before the end of the 2021 calendar year. We have also commenced updating our global purchase order terms and conditions for other suppliers of gaming and non-gaming related products and services to include ethical sourcing provisions, and expect these to be completed within the same timeframe.

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Employee Training and Education

Anti-Modern Slavery training was introduced for all Aristocrat Gaming employees during 2021. This training is mandatory and is aimed at equipping employees to identify and report situations they observe that indicate potential modern slavery or human trafficking concerns.

Over the course of 2021, all Board Directors completed the training, along with 100% of key supplier-facing employees across Aristocrat’s Gaming business. The overall global employee completion rate is 97%*. Anti-Modern Slavery training will be rolled out to Pixel United employees during 2022.

* The remaining 3% being largely attributable to headcount changes and new employees having 90 days from on-boarding to complete the training.



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Conflict Minerals

Aristocrat requires its key direct suppliers to comply with all applicable Conflict Minerals regulations, including the US Dodd Frank Act (Section 1502), and EU Regulation 2017/821 concerning minerals originating from conflict zones and high-risk areas. We require our suppliers to supply conflict-free materials and products, respond to requests for information on sources of supply, and perform due diligence on their own suppliers and sources of materials for products to be supplied to Aristocrat. No material conflict minerals concerns have been identified with our key direct suppliers during 2021.



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Aligned Global Goals



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Aristocrat is a Great Place to Work

HIGHLIGHT

In 2021, Aristocrat was certified as a Great Place to Work (GPTW) for the first time in Australia and North America, and in India for an impressive sixth time. GPTW is a global authority on workplace culture, employee experience and leadership. Recognition is based on surveys with rigorous methodology and validated employee feedback.

The certification is welcome recognition of the progress we've made in putting 'people first' in our organisation, listening to employees and striving to further improve our culture and the experience of working at Aristocrat. It's also great encouragement to bring forward further initiatives to ensure everyone can be their best, and achieve their best, at Aristocrat.



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Aristocrat certified as a Great Place to Work

Percentage of respondents indicate when you join the company, you are made to feel welcome



In the US	92%
In Australia	94%
In India	96%

Percentage of respondents indicate they are able to take time off work when necessary



In the US	91%
In Australia	92%
In India	95%

Percentage of respondents indicate they are proud to tell others they work here



In the US	91%
In Australia	90%
In India	94%



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Aristocrat certified as a Great Place to Work

The employee experience at Aristocrat Technologies – Australia, compared to a typical Australia-based company

91% of employees of Aristocrat Technologies – Australia say it is a great place to work compared to

55% of employees at a typical Australia-based company.

Aristocrat Technologies – Australia	91%
Typical Australia-based company	55%



This is a physically safe place to work	94%
When you join the company, you are made to feel welcome	94%
I am able to take time off from work when I think it's necessary	92%
Management is competent at running the business	90%
I am given resources and equipment to do my job	89%



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Aristocrat's employees are the heart of our business, and we strive to attract, motivate and retain the brightest talents in our industries. We're always looking for opportunities to strengthen our culture, lift engagement and bolster our employee value proposition. Our business is diverse, but is united by four shared values: All About the Player, Collective Brilliance, Talent Unleashed and Good Business, Good Citizen.



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Engagement and Culture

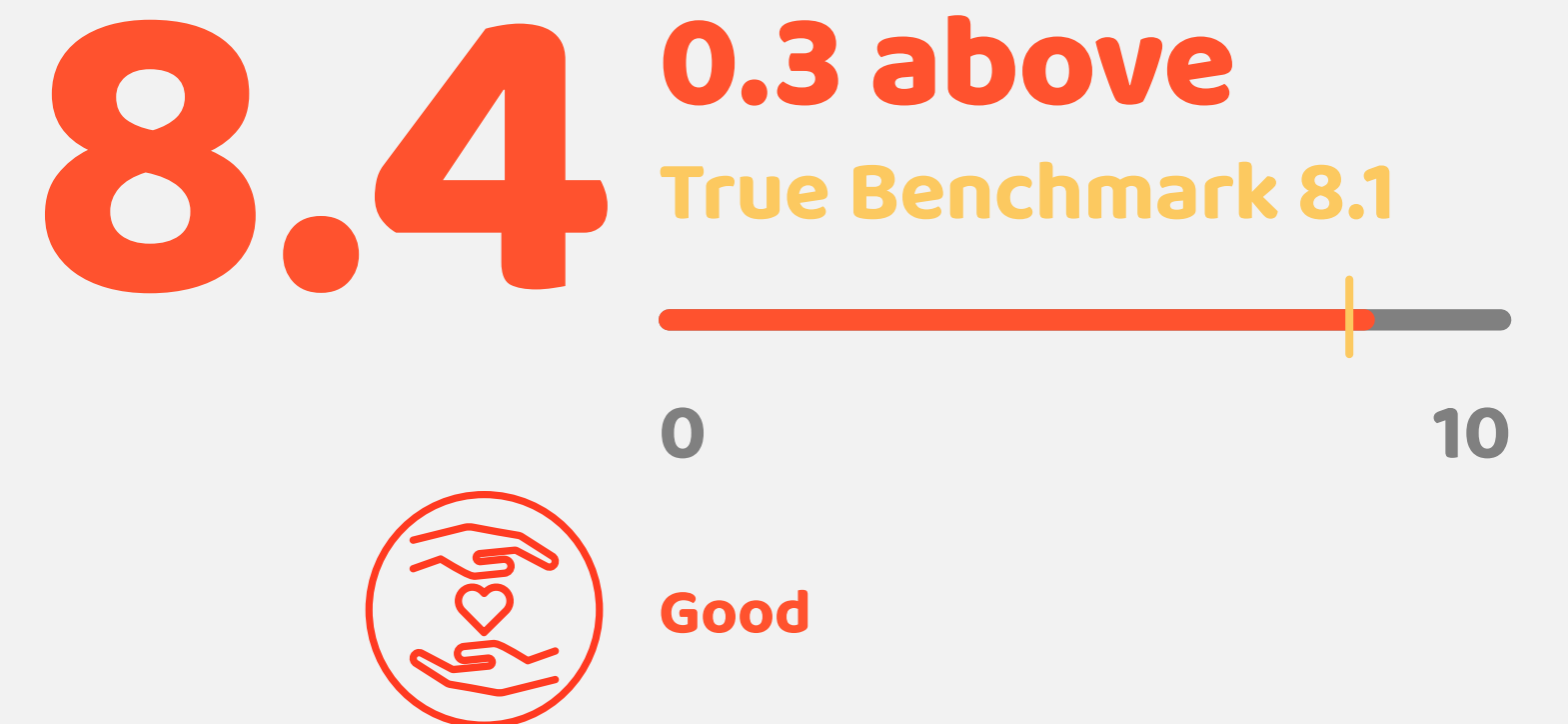
We administer 'Power Pulse' surveys across Aristocrat's business to frequently gain employees' views on topics such as job-related roles, communication, relationships, and the overall work environment. On average, Aristocrat employees are surveyed quarterly.

Engagement Score

For 2021, the overall aggregate engagement score for Aristocrat was 8.4/10, which is 0.3 higher than the technology benchmark of 8.1/10. Aggregate participation was 91% which is 6% above the technology average of 85% participation.



Engagement Score



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Training and Development

Employees have access to career and professional development training via our career and learning management system (Tully). In addition to bespoke and Aristocrat-created learning and development programs, the system integrates with LinkedIn Learning, which provides over 16,000 expert-led self-paced certificate courses on a broad range of topics. Since the launch of Tully in March 2021, course completion rates have continued to rise, averaging approximately 9,000 learning items completed each month by employees globally.



Best Culture of Learning Award Finalist

Aristocrat has been selected as a finalist by LinkedIn for the “Best Culture of Learning Award” for 2021. This recognition is an endorsement of putting our people first by providing learning opportunities that unleash the very best in our talent.



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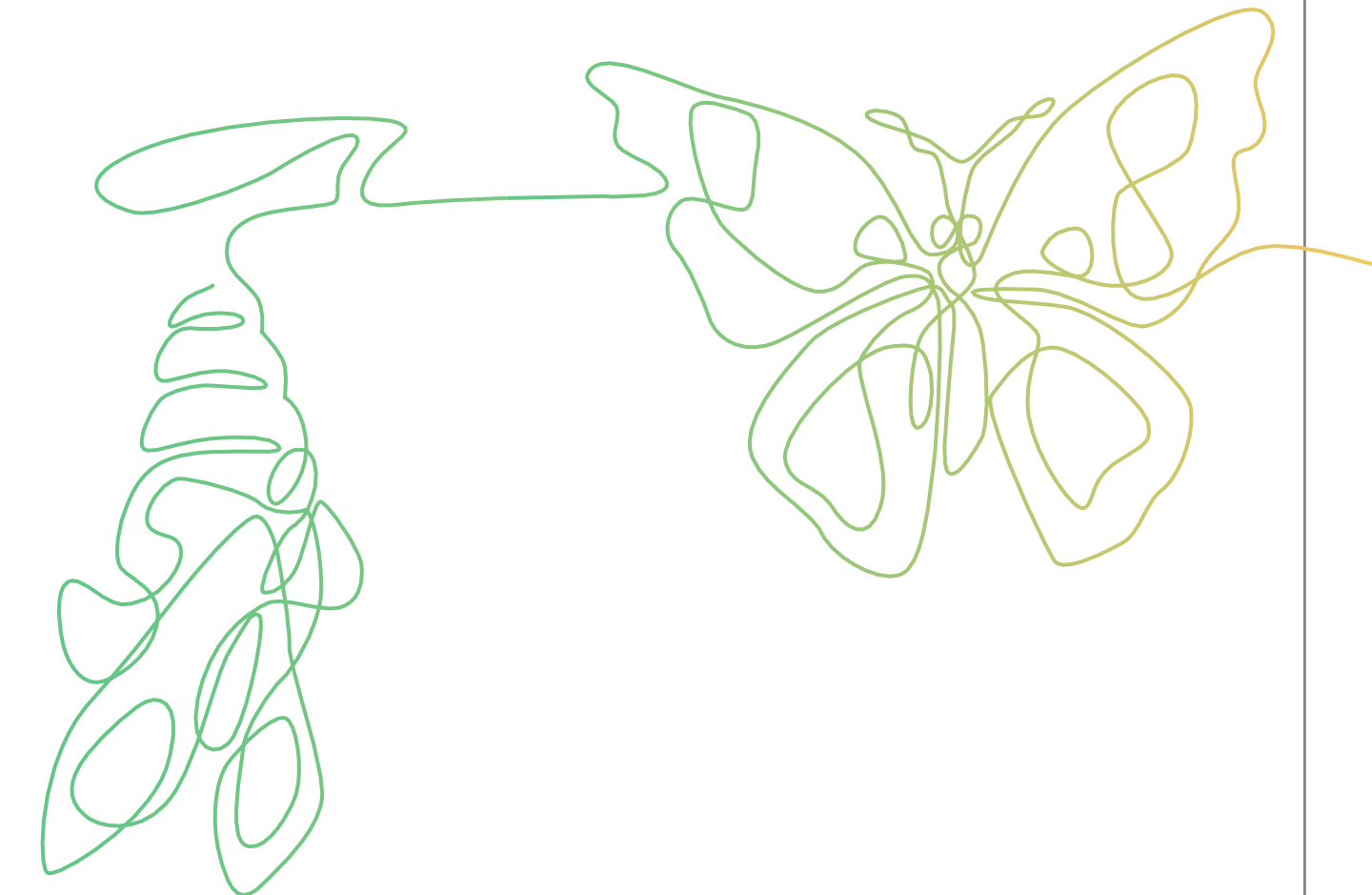
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Training and Development

1. Leadership Programs

We continue to invest in enterprise-wide learning programs for leaders. A range of programs were offered during 2021 to foster leadership at all levels. A summary of the program:

- **Managers:** Focused on building consistent people management foundations.
- **Mid-Level Leaders:** high-impact learning experiences such as Optimizing Self-Awareness and Embracing a Growth Mindset.
- **Top Talent:** Aristocrat Leadership Academy (ALA) offered via ExecOnline, High Impact Coaching, and two ALA Leadership Summits.
- **ESC:** Senior Executive Development Program.
- **Gaming:** People First Leadership Series, introducing new people leaders to tools and resources available at Aristocrat.
- **Pixel United (formerly Aristocrat Digital):** Madness Management Training Program offered by our Product Madness business, providing bitesize learning across multiple aspects of management and leadership. Another of our businesses, Big Fish, offers bespoke management and leadership offerings.



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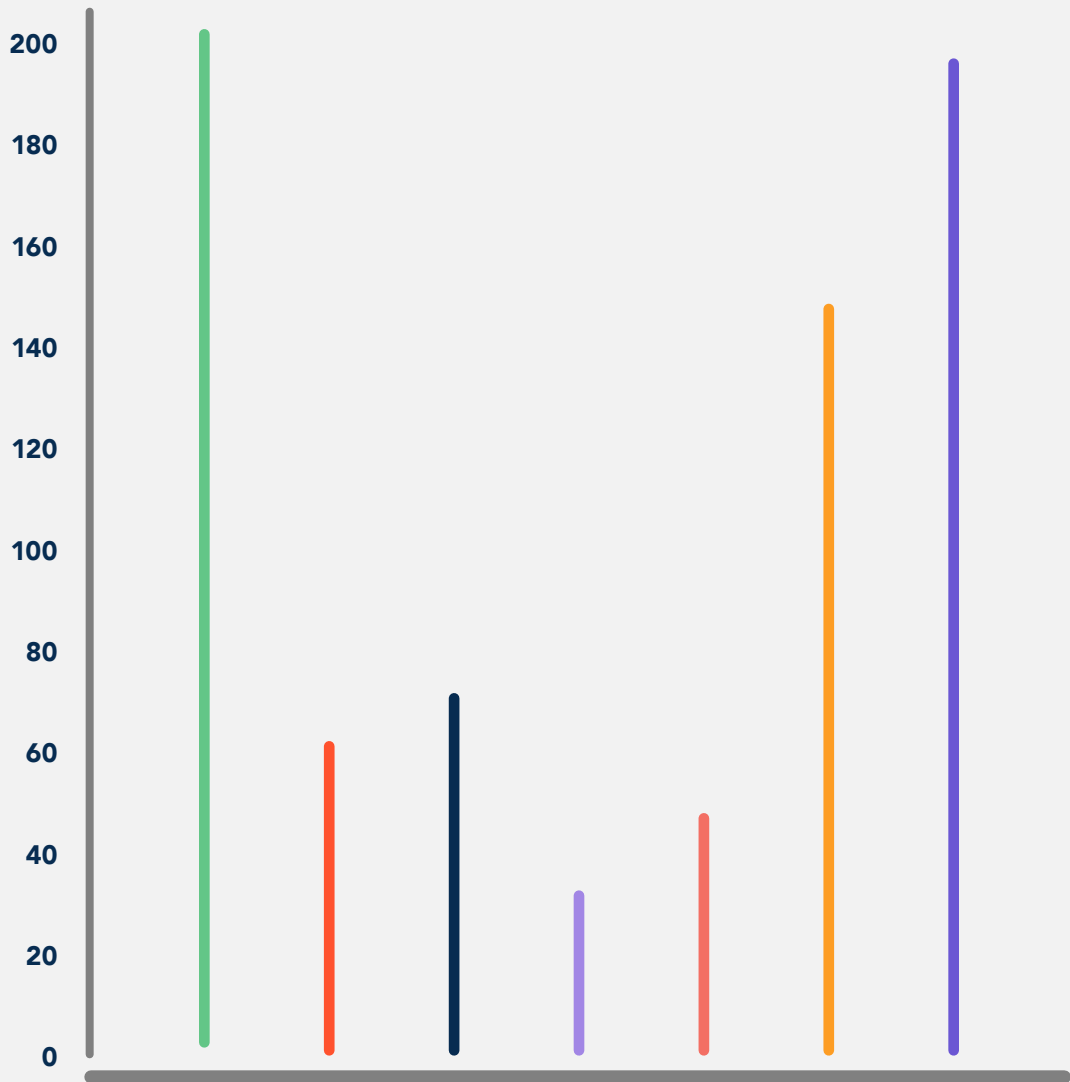
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Training and Development

Number of Employees Participating in Leadership Programs



Manager Training: across Gaming, Group and Pixel United	200
Launch into Leadership: graduates	65
Mastering Management Essentials: graduates	75
Mid-Level Leaders	35
Aristocrat Leadership Academy	48
Gaming People First Leadership series	149
Pixel United	197

Our leadership programs have received strong recognition both internally and externally, with leaders coming through the programs being recognized for their contributions to our industries. This year, two of our leaders have been recognized by external industry associations. Congratulations to:

- **Jon Hanlin** (Senior Vice President, Commercial Strategy, Gaming Operations, Americas) on being named in the “Emerging Leaders of Gaming – 40 under 40” cohort for 2022.
- **Hector Fernandez** (President, Americas & EMEA) for being shortlisted for American Executive of the Year in this year’s prestigious Global Gaming Awards.

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Training and Development

2. Training focused on attracting, retaining and developing opportunities for women

A Global Women’s Leadership Development Program is currently in development and will launch during the 2022 calendar year. This program will be available to all female employees and aims to elevate and support women at all levels. Through a tailored curriculum and a community of peer support, networking, mentoring, coaching, and self-paced micro-learning, the program will provide individuals with the structure and autonomy to advance their own unique career goals.



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Employee Benefits

Aristocrat’s award-winning employee share program, SuperShare, was launched in 2019 as a 3:1 matching share plan. The program was named Best International Share Plan at the Employee Ownership Australia Awards in 2020, and was recognised for its generous matching conditions and flexibility.

Aristocrat has since increased the offering to 2:1, whereby for every 2 shares purchased employees receive one free share if they remain employed with Aristocrat no less than 2 years’ from the purchase date. In 2021, we achieved a key milestone with 25% of all eligible employees participating in SuperShare. Staff are purchasing over AUD 1 million in shares quarterly through the program, and are participating in the company not only as employees but also as owners of the business.



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Graduate and Internship Program

The Aristocrat Future Leader Program hires interns into our Americas Gaming commercial business. Successful interns are offered a full-time position upon graduating from college into Aristocrat’s rotational graduate program. We currently have 12 rotational graduates in the program. We also had 12 interns in 2021, up from 2 in 2020 of whom almost 60% are women.

In 2021, Big Fish Games also launched an internship program in collaboration with Duke University, with five female software engineers completing virtual internships with the business. More information can be found [here](#).

The Americas Gaming business has partnered with AISES (American Indian Science and Engineering Society) since 2018 with the aim of contributing to the advancement of Tribal customer communities in the US. This partnership has several components, including:

- **Scholarship** – we sponsor USD 50,000 in scholarships to AISES.
- **Internship** – we host two interns each year in our Franklin, Tennessee, office.
- **Marketing** – we sponsor advertisements in the AISES community (including job boards, association meetings and communications.)



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Employee Mentoring Program

Number of employees participating in Aristocrat's dedicated mentoring program, GotMentoring



2019	776
2020	781
2021	432



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Innovation

Aristocrat has a proud history of innovation and this year has been another to celebrate in terms of the achievements of our talented people and teams.

Aristocrat maintained the top spot in Australia for domestic patent applicants, with a total of 99 applications submitted.

Other awards and recognition include

- App Growth Awards, App Video Award for Champion Therapy videos on YouTube – Plarium’s RAID: Shadow Legends Game
- Big Fish’s EverMerge game featured by USA Today, MSN and Yahoo News
- Plarium and Product Madness recognized in the Top 100 list of game studios worldwide by the leading UK games industry publication, MCV/Develop.

We also received a number of prestigious innovation related awards during 2021, including:

Eilers & Krejcik Gaming (EKG) Slot Awards

Aristocrat won 9 of the 21 award categories in this year’s EKG Slot Awards, including:

- Hall of Fame Inductee – Scott Olive
- Land Based Supplier of the Year Award
- Top Social Casino Company Award
- Most Improved Premium Supplier Award

Global Gaming Awards

- Land-Based Industry Supplier of the Year
- Slot of the year for Buffalo Link
- Land-Based Product of the Year for IN THE CLEAR



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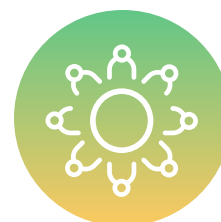
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We aim to create an environment where individual differences are valued, and all employees have the opportunity to realise their potential. Inclusion at Aristocrat encompasses not only gender but also LGBTQIA+, age/generation, international experience, and ethnicity attributes as well as diversity in the suppliers we work with.



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We strive to effect change in three focus areas:

Increasing the representation of women

- This is a key area of focus for Aristocrat, with proposed revised targets aimed at further driving progress.

Creating an inclusive culture

- Aristocrat continues to foster a culture of inclusion, enhancing our ability to attract and retain top talent.

Extending our diversity focus

- In recognition that diversity exists beyond gender, we intend to address diversity more broadly over time.

Our strategy outlines key priorities to which our initiatives and efforts are aligned:

Global Leadership

- Aristocrat's global workforce reflects the diversity of our customers and local communities. We aspire to be recognised as a global leader and champion for diversity and inclusion.

Leadership Engagement and Accountability

- Aristocrat holds senior leaders accountable for diversity and inclusion and achieving progress against targets. Leaders role model inclusive behaviours and sponsor, advocate for and develop diverse talent.

Communication and Engagement

- Aristocrat engages with and invites participation from all employees in our progress and activities in diversity and inclusion.

Policies and Practices

- Aristocrat's policies and practices in talent acquisition, promotion, development, remuneration and other people practices help drive diversity and inclusion outcomes.

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1. Inclusive Hiring Practices

Systemic biases can impact hiring practices and undermine our ambition to recruit on the basis of merit from a diverse candidate pool. To address this, Aristocrat has adopted guidelines to drive greater diversity in both recruitment shortlists and interview panels, testing these via a pilot program in Australia and the US. The guidelines promote diversity by ensuring that all interview shortlists and panels include at least one woman, and that panels also include at least one woman and one man, as well as someone with other attributes that

are under-represented in our business (for example, they may be a member of a minority racial or cultural group). The pilot delivered encouraging results, and the principles and practices have been formalised by the development of Inclusive Hiring Guide and Unconscious Bias in Recruitment learning content to reinforce these inclusive hiring practices. The Guide has been cascaded and communicated to people managers, People & Culture Business Partners and Talent Acquisition teams.



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Employee Diversity, Equity and Inclusion

New Hires – proportion of female new hires consistently above proportion of female employees across the Group over the last five quarters



In 2021, Aristocrat’s Gaming business hired women into 31% of open roles, which is 1% above the business’ target for that period. Over the same period our female employee base in Pixel United (formerly Aristocrat Digital) reached 37%, which is 7% above the business’ target for that period.

Each executive leader has a diversity and inclusion performance objective for FY22, which is cascaded within their teams.



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Quarter-on-quarter decrease in proportion of female employees leaving Aristocrat over the last five quarters



Q4 FY20	33.2%
Q1 FY21	33.0%
Q2 FY21	30.7%
Q3 FY21	28.1%
Q4 FY21	27.6%



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2. Employee Impact Groups

Employee Impact Groups (EIGs) (also known as “D&I Committees” in Pixel United) are voluntary, employee-led groups that encourage our people to drive change they’re passionate about. Launched in March 2021, EIGs provide employees with the opportunity to participate and engage in Diversity & Inclusion (D&I) to support a culture of inclusion at Aristocrat. There are currently 12 EIG Chapters across the global business, including 8 in the US, 2 in India and 2 in ANZ, spanning four focus areas:

- Gender
- Race/Ethnicity
- LGBTQ+, and
- Allyship.



AHRI Awards - Recognition of our Program

Aristocrat’s goal is to foster and maintain a culture that is inclusive and fair so that all people feel supported to bring their whole selves to work. We were delighted to be selected as a Finalist in the CEO Diversity Champion Award category in the 2021 AHRI Awards. The nomination recognised the leadership of our Group CEO Trevor Croker, and his impact in championing diversity and inclusion at Aristocrat. Further information about the award can be found [here](#).

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2. Employee Impact Groups (continued)

GAMER is our Employee Impact Group dedicated to supporting employees who identify as Black/African American/BIPOC (Black, Indigenous, People of Color) and their allies. GAMER stands for GAMING, AWARENESS, MENTORING, EDUCATION, & RELATIONSHIPS and the group's vision is to promote the inclusion of the African American/Black voice at Aristocrat.

GAMER's key objectives are to ensure African American resources are readily available for our employees to draw on, to create connections with other groups around the global business, and to facilitate training, onboarding, and collaboration that is mutually beneficial to the core group



and the company. The overarching objective is to ensure members' voices are included in the conversations that develop the strategies and initiatives that drive Aristocrat forward.

A recent initiative of GAMER is the launch of GAMER Magazine which will be published regularly throughout the year to nourish our culture of inclusion at Aristocrat. Topics in each issue will range widely, but the focus is to provide engaging and entertaining content related to Black culture that will help encourage conversations, evoke thought, and inspire reflection in support of company values.

This year also saw the launch of 'Aristocrat Together', two virtual diversity and inclusion summits to provide learning opportunities to employees about a range of

diversity and inclusion issues and how they can help to drive an inclusive culture. The events were attended by approximately 2,000 employees globally, and garnered overwhelmingly positive feedback.

Pixel United ran additional events which included sessions on intersectionality and minority stress.

Gamer's key objectives are to ensure African American resources are readily available for our employees.

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Programs focused on inclusion run during 2021 include:

- Continuing the Conversation series – an extension of the Aristocrat Together summits, exploring topics of interest and importance to our employees
- Dr. Martin Luther King Jr. Day of Service events
- Guest speaker on Inclusion & Diversity – Former US Attorney General Eric Holder
- Veterans Day honor & celebration

Diversity, Equity and Inclusion Speaker Series

February 2021 Malik Forte and Brandon Brown (Black in gaming)

March 2021 Keisha Howard (Black women in gaming)

April 2021 Rami Al-Kabra (Muslim culture and immigrant story)

May 2021 Jerry Won (Asian Heritage)

June 2021 Paul Nowak (LGBT+ in gaming)

July 2021 Cheryl Adams and Nicole Addams (Black Artist: Creativity during COVID)

August 2021 PDA Panel (Diversity hiring: Formerly incarcerated people)

September 2021 Hector Fernandez of Aristocrat Americas (Hispanic Heritage)

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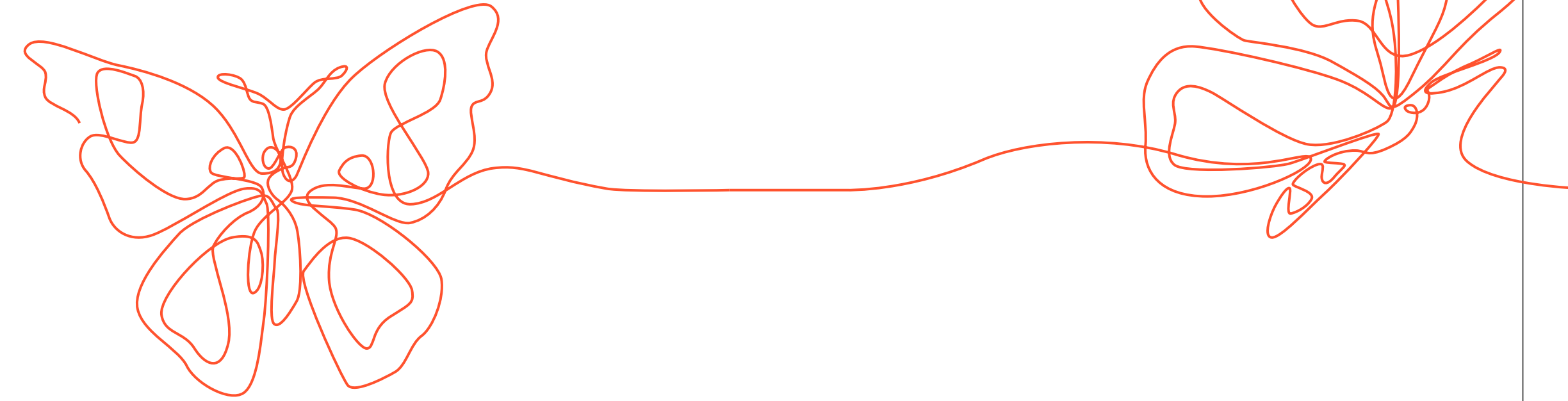
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3. Employee Awareness and Training

Over 800 unique learners have viewed D&I courses via LinkedIn Learning during 2021 (over 400 hours viewed), with the top courses undertaken being Inclusion During Difficult Times, Unconscious Bias, and Diversity, Inclusion and Belonging.

Our India team has also shared monthly D&I related training with employees called "Diversity Bytes", with more than 700 employees (or 74% of the India group) completing the program over the last 6 months.

Virtual celebrations held during 2021

Diwali, Black History Month, Hispanic Heritage Month, Pride Month, Harmony Day, Wear it Purple Day, Holi, International Women's Day, NAIDOC Week, Lunar New Year, LGBT History Month.

Over 80 leaders in the business completed the Inclusive Hiring Guide which supports the Inclusive Hiring practices rolled out in North America and Australia.

As part of monthly wellbeing focus areas, the month of March 2021 focused on Inclusive Conversations and invited employees to view a range of videos and tools, as well as participate in actions across the month to learn about inclusive conversations. The activity was viewed by more than 350 employees.

74% of the India group completed Diversity & Inclusion Training in 2021.

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4. Gender Diversity

We continue to strive for gender equality across the business and aim to have equal representation of female and male leaders amongst those identifying with those genders. As we continue to make progress in diversity and inclusion, we have revised our existing targets in line with leading practice.

For 2021, Aristocrat's Board of Directors endorsed the following measurable objectives for gender diversity:

no less than
30%

- the composition of the Board should be no less than 30% of its Directors of each gender.
- the composition of ESC should be no less than 30% of its leaders of each gender.
- the composition of the Aristocrat Group should be no less than 30% of each gender.

For 2021, composition of the Board was 42.8% women, ESC 40% women and Aristocrat Group 32% women.

From 2022, we have committed to achieving a target of:

no less than
35%

- the composition of the Board is no less than 40% of each gender*.
- the composition of ESC is no less than 40% of each gender*.
- the composition of ESC-1 and ESC-2 is no less than 40% of each gender* by the end of 2022.
- the composition of the enterprise is no less than 35% of each gender by the end of 2025**.

*The remaining 20% is flexible and reflects scope for non-binary gender identities.

**The remaining 30% is flexible and reflects scope for non-binary gender identities.



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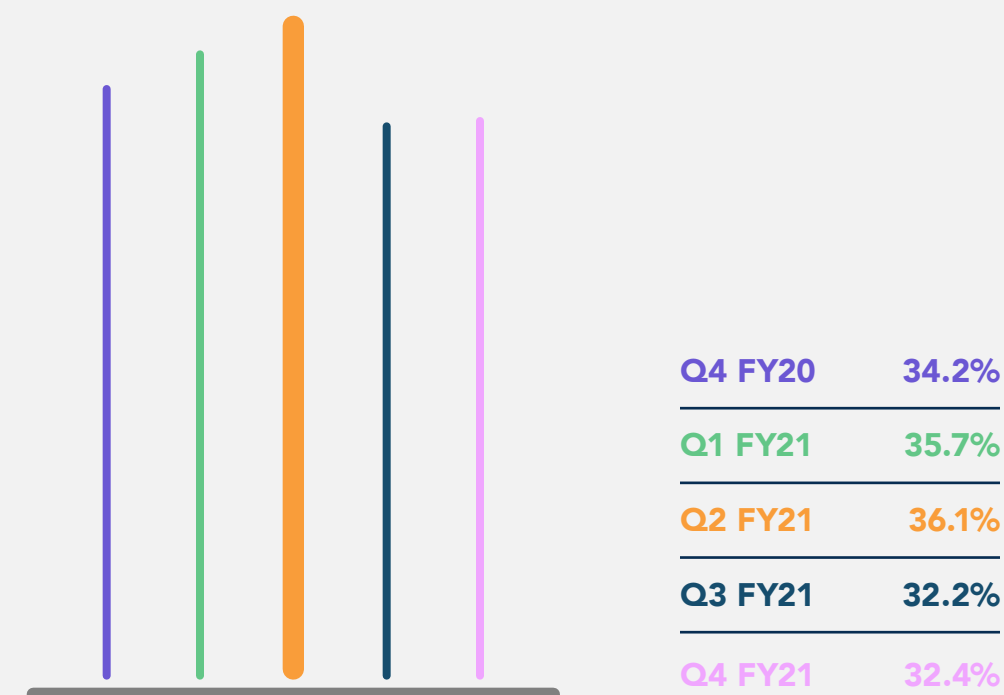
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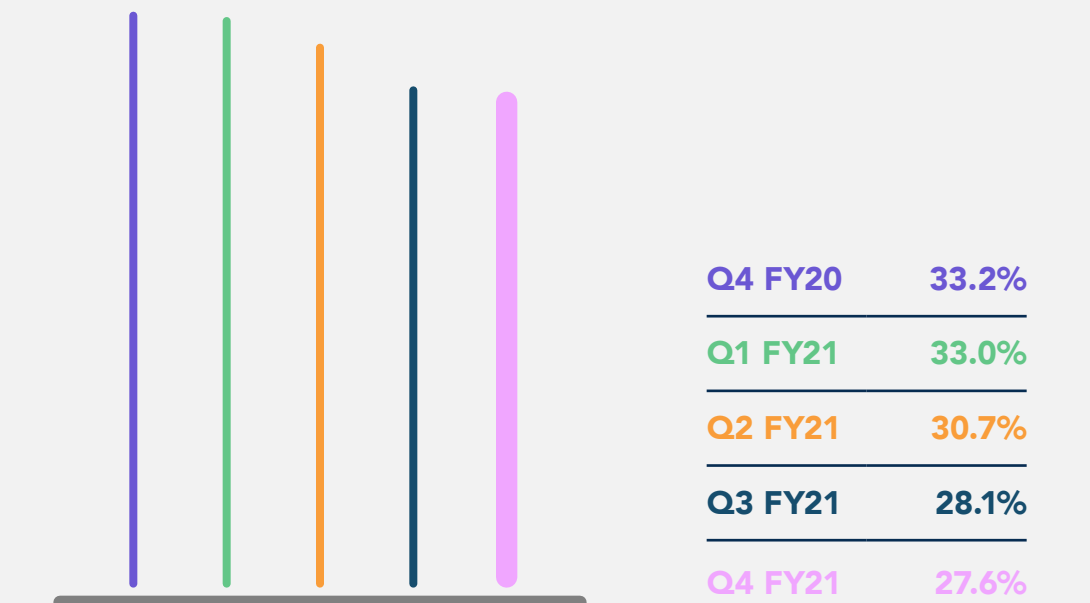
4. Gender Diversity (continued)

A new Talent Acquisition Candidate Relationship Management (CRM) platform has been launched which will provide the ability to track the gender composition of candidate slates based on self-identification. Moving forward, the gender composition at each phase of the recruitment funnel (i.e., application, screen, interview, offer) can be tracked and measured, provided candidates elect to volunteer information on their gender.

New Hires – proportion of female new hires consistently above proportion of female employees across the Group over the last five quarters



Quarter-on-quarter decrease in proportion of female employees leaving Aristocrat over the last five quarters



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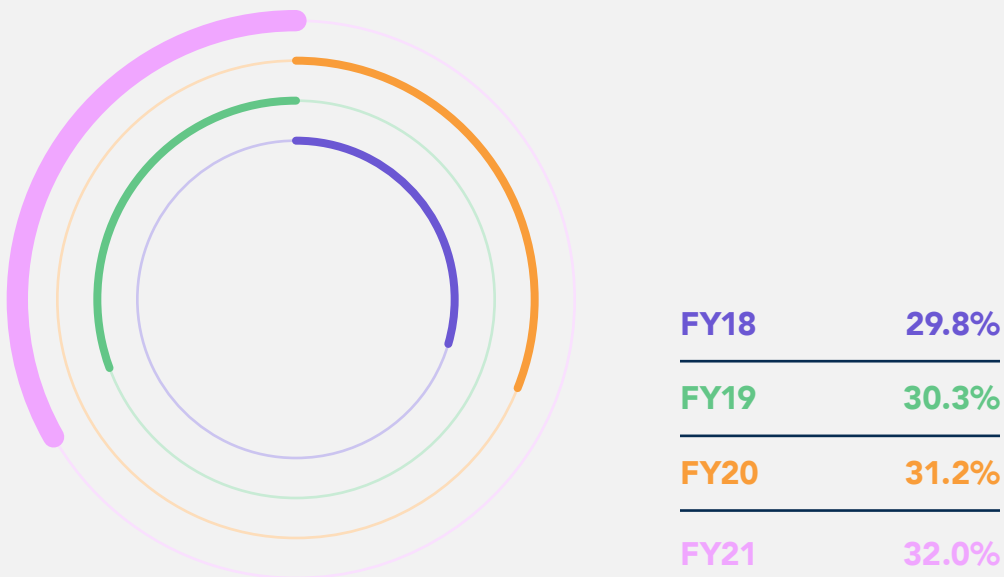
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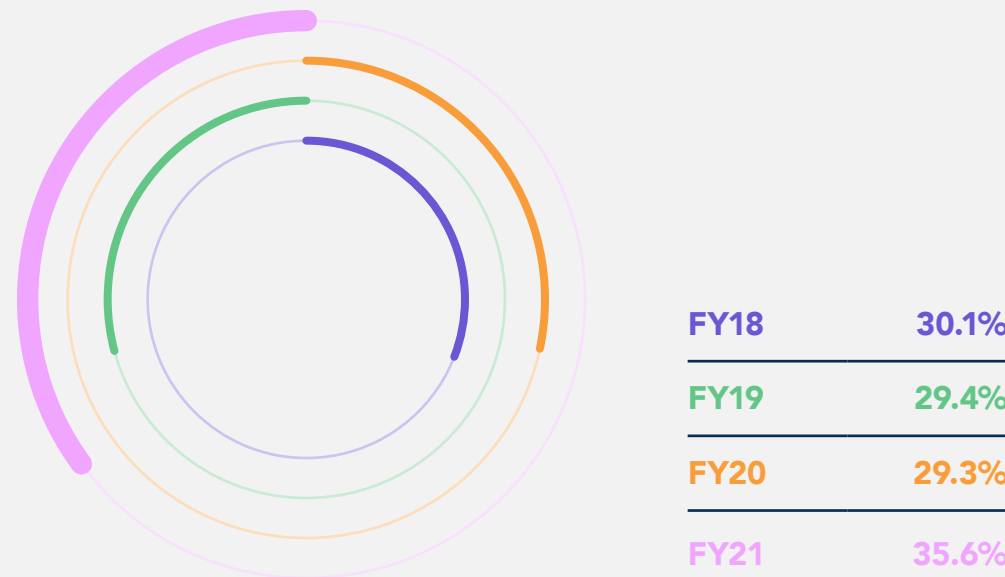
5. Industry Participation

Aristocrat has continued to support Global Gaming Women (GGW) in North America and Women in Gaming & Hospitality Australasia (WGHA) in Australia, enabling both associations to deliver development programs and virtual events for members throughout 2021 to raise awareness and drive change within the gaming and hospitality industries.

Percentage of female representation across Aristocrat Group over 4 years



Percentage of female representation at ESC-1 and -2



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6. Workplace Gender Equality Agency (WGEA) 2020-2021 Report Highlights

WGEA reports on Australian employee data only. Female representation is currently trending up overall across the enterprise and the proportion of female new hires and promotions is also higher across the enterprise, compared to last reporting period.

Highlights from the WGEA Report

- increase in overall proportion of women promoted in this period.
- increase in proportion of women appointed in this period.
- decrease in proportion of voluntary resignations by women in this period.
- overall gender pay gap in favour of males has decreased and is significantly lower than national gender pay gap and WGEA data gender pay gap.
- slight decrease in overall female representation (fewer females in headcount).
- small gender pay gap in favour of men (due to men and women occupying different roles and higher proportion of men in senior roles).

Actions taken

- We conducted an enterprise-wide gender pay gap analysis in 2021, which did not identify any gender pay gaps in respect of like-for-like roles. We will continue to conduct gender pay gap analyses on an annual basis.
- We have identified a need for sexual harassment prevention training which has been planned for global rollout in late calendar year 2021.
- No specific pay equity objectives are included in formal policies/strategies, and this is being addressed through incorporation into the Remuneration Strategy for approval by the Board.
- Our Parental Leave Policy will be updated to include those employees who become parents through surrogacy arrangements, and in cases of stillbirth.
- A gap was identified regarding availability of appropriate support resources for carers, and action has been taken to make these available for employees by late calendar year 2021.
- Our APAC D&I Strategy has been developed and APAC D&I Council refreshed.

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7. Flexible Working

Aristocrat has this year pivoted to a permanent, hybrid flexible work model across its global operations. The new model, known as 'all.flex', recognizes the diversity of our people around the world, and responds to changing employee expectations that have been accelerated by our experience of COVID-19. This will help ensure we continue to attract and retain great talent and drive for excellence at Aristocrat.



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Supplier Diversity

Aristocrat made progress on its Supplier Diversity Program during 2021, with our Global Strategic Sourcing team having established a process defining our focus areas of Small Business, Small Disadvantaged Business (Service-Disabled; Veteran-Owned), Minority or Women Owned Business and Historically Underutilized Business (HUB Zone).

We updated our Supplier Due Diligence Survey with additional Supplier Diversity Program requirements, and joined the National Minority Supplier Development Council (NMSDC) in the US to connect us with Minority/Women-owned Business Enterprises (MWBES) which will help us to develop and grow our Supplier Diversity Program.

Supplier Diversity – Direct and Indirect Suppliers



Large Business	64%
Small Business – Outside USA	20%
Minority / Woman Owned Business – Inside USA	7%
Small Business – Inside USA	7%
Minority / Woman Owned Business – Outside USA	2%
TOTAL	100%

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WELLBEING

The wellbeing of our people is Aristocrat's highest priority. Our approach to Health, Safety & Environment (HSE) is one of continuous improvement, supporting employees with their mental and physical wellbeing, career, social connection, financial assistance during the pandemic, and wellbeing support for the communities within which we work and live.



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WELLBEING

Employee Health, Safety and Wellbeing

Throughout 2021, we continued to develop and deploy initiatives aimed at protecting the immediate and longer-term health and wellbeing of our employees. A key focus has been providing effective information and communications across the organisation to keep employees updated on COVID-19 related developments, and to alleviate employee anxiety and uncertainty. Actions taken to safeguard employees' immediate health and safety have included:

- Providing remote working assistance, including IT equipment, chairs, virtual IT helpdesk support, access to paid leave, counselling and assistance accessing government support where available locally.

- Forming Crisis Management Teams to empower local leaders to make rapid decisions and formulate action and recovery plans to protect the health and wellbeing of Aristocrat employees, customers, and suppliers in their regions.
- Promoting our Wellbeing Portal with enhanced tools, programs and resources for employees to stay connected and build resiliency.
- Launching a mandatory mental health support learning module assigned to all people leaders (People First Leadership Mental Health Module).

- Pivoting the 2020 Employee Relief Fund from a COVID-19 specific initiative to a broader Employee Relief Fund to assist employees with financial hardships that arise beyond COVID-19, such as injury, natural disaster, financial strain and more. Over 2021, more than USD 186,000 in grants were made to 247 employees through the Employee Relief Fund.
- Promoting our Employee Assistance Program (EAP), providing access to free, confidential counselling to employees and family members across all locations globally.

- Responding to a second COVID-19 surge in India during April 2021. This included providing access for employees and their families in India to dedicated resources including an employee vaccination program and sourcing oxygen equipment to help employees who were not eligible for hospitalisation but in need of oxygen at home.

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WELLBEING

Employee Health, Safety and Wellbeing

During this period, we updated our Global Health, Safety & Environment (HSE) Strategy to cover all operations and locations globally and to align with ISO 45001: *Occupational Health and Safety Management Systems*, and ISO 14001: *Environmental Management Systems*. This ensures all Aristocrat subsidiaries and operations adopt a common and consistent approach to maintaining a secure, safe, healthy environment for all people entering Aristocrat workplaces.

A new incident management process was also implemented in 2021, including detailed incident investigation, root cause analysis and corrective actions. Steps have also been taken to strengthen HSE capabilities throughout the organisation and to create an HSE culture. As we continue to enhance our systems and processes, we will also improve and streamline reporting across all locations and subsidiaries of Aristocrat. To support the new process, an Incident Reporting Course has

been launched for all employees, along with the introduction of new “HSE Core Behaviors” which aim to promote a strong HSE culture and raise awareness on HSE topics.

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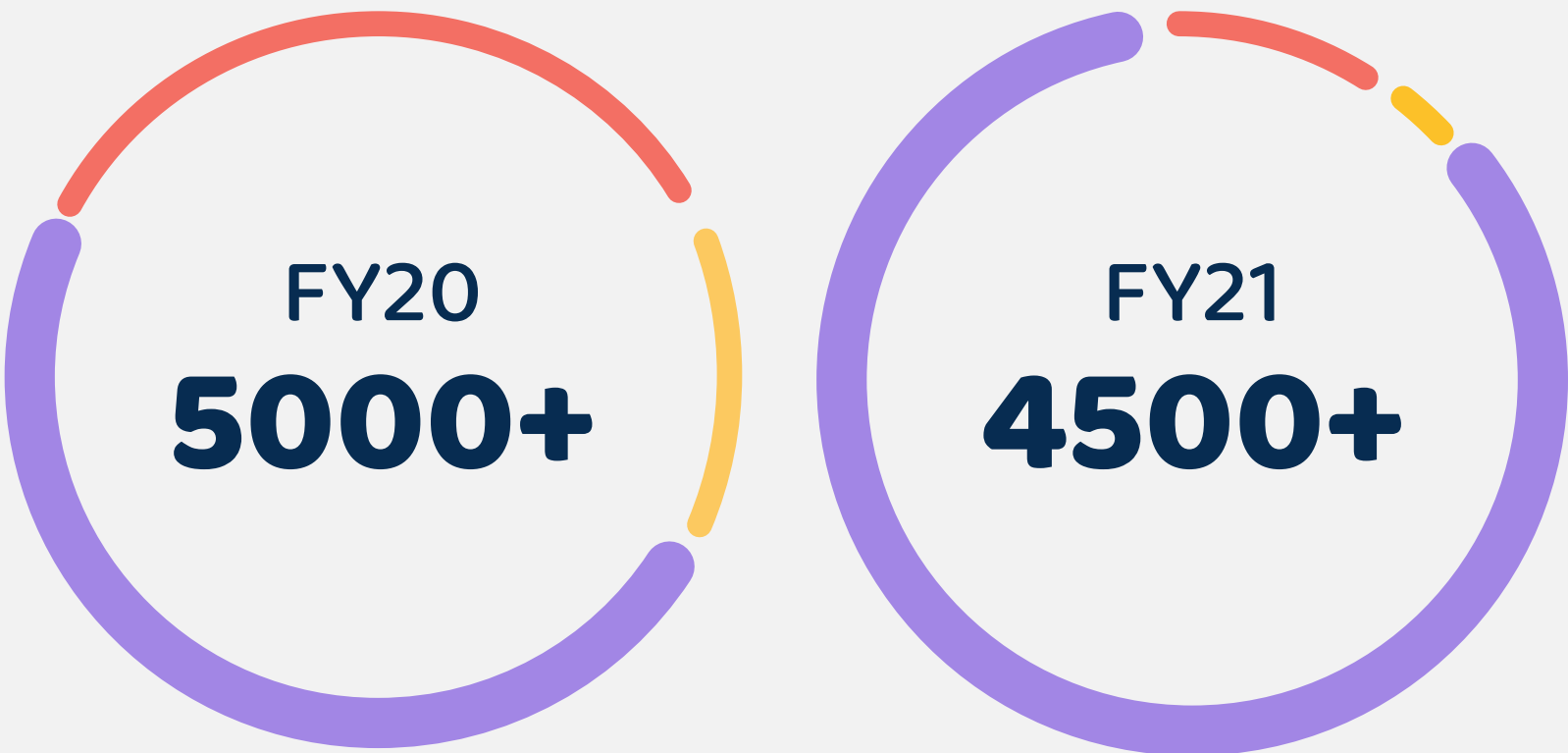
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WELLBEING

Employee Health, Safety and Wellbeing

Number of employees enrolled / participating in wellbeing initiatives in FY20 and FY21



INITIATIVE	FY20	FY21
RestoreResilience program	430	131
LinkedIn Learning courses	2,800	3,600
RUOK? Day and Wellbeing events	1,804	857

Total recordable incident rate (TRIR) in FY19, FY20 and FY21



FY19	0.59
FY20	0.33
FY21	0.45

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Aristocrat is passionate about supporting the communities within which we live and work and is focused on making a meaningful impact through giving and volunteering activities. We believe that good corporate citizenship is more than just good PR, it is our responsibility. Our corporate community investment (CCI) programs operate across Aristocrat's global businesses with our employees driving initiatives that all employees can participate in and contribute to.



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Employee Volunteering

Throughout 2021, 350 employees have participated in volunteering activities, and well over AUD 1 million in donations have been granted to 65 charitable organisations.

Our planned activities for 2021, including Global Volunteering Month, were significantly impacted by COVID-19, but our employees still found ways to contribute to their communities. Some highlights of volunteering activities during 2021 include:

Martin Luther King Jr Day

Our employees in North America partnered with The National Association for the Advancement of Colored People (NAACP) to assist over 2,800 students who were experiencing significant needs during the pandemic. Employee volunteers assembled over 500 food kits, representing over 3,000 meals for students, along with essential school items and information designed to educate students about resources and additional support available within the community.

Cerebral Palsy Alliance, Australia

Aristocrat is privileged to have a long-standing partnership with the CPA. During 2021, our employees have participated in several volunteering activities including the Krazy Kosci Klimb, STEPtember and CPA's annual Christmas party which 246 families attended. For STEPtember, more than 450 employees across our business took over 130 million steps and raised more than AUD 47,000. We were also honoured this year to be nominated by CPA for, and named a finalist of, the NSW Volunteer of the Year Awards 2021. Finalists are invited to a Gala State Ceremony in Sydney to announce the final winners in December 2021.

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Employee Volunteering

Kupyansk Specialized School, Ukraine

The Plarium Run club broke its weekly distance record in September 2021 to raise money for the Kupyansk Specialized School. Our dedicated runners covered more than 1300 km, raising more than USD 13,000 in the process. These funds will go toward buying bicycles and sporting equipment for students at the school.

Riverwind Golf Classic (Chickasaw Nation)

Aristocrat's support of the Chickasaw Nation's Riverwind Casino Golf Classic raised over USD 45,000 which was donated to the Cavett Kids Foundation, Assistance League Norman and Norman Public School Foundation.

Cerebral Palsy Alliance Australia

This year, Aristocrat was honoured to be Gold Sponsor of The Grace Gala, helping to raise over AUD 1 million for The Grace Centre for Newborn Intensive Care at The Children's Hospital at Westmead and the Cerebral Palsy Alliance (CPA) Research Foundation. During 2021, Aristocrat has donated AUD 300,000 to CPA, and has, since 2009, donated more than AUD 2,800,000 to support the important work CPA accomplishes with adults and children living with cerebral palsy.



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Community Support Across the Globe



