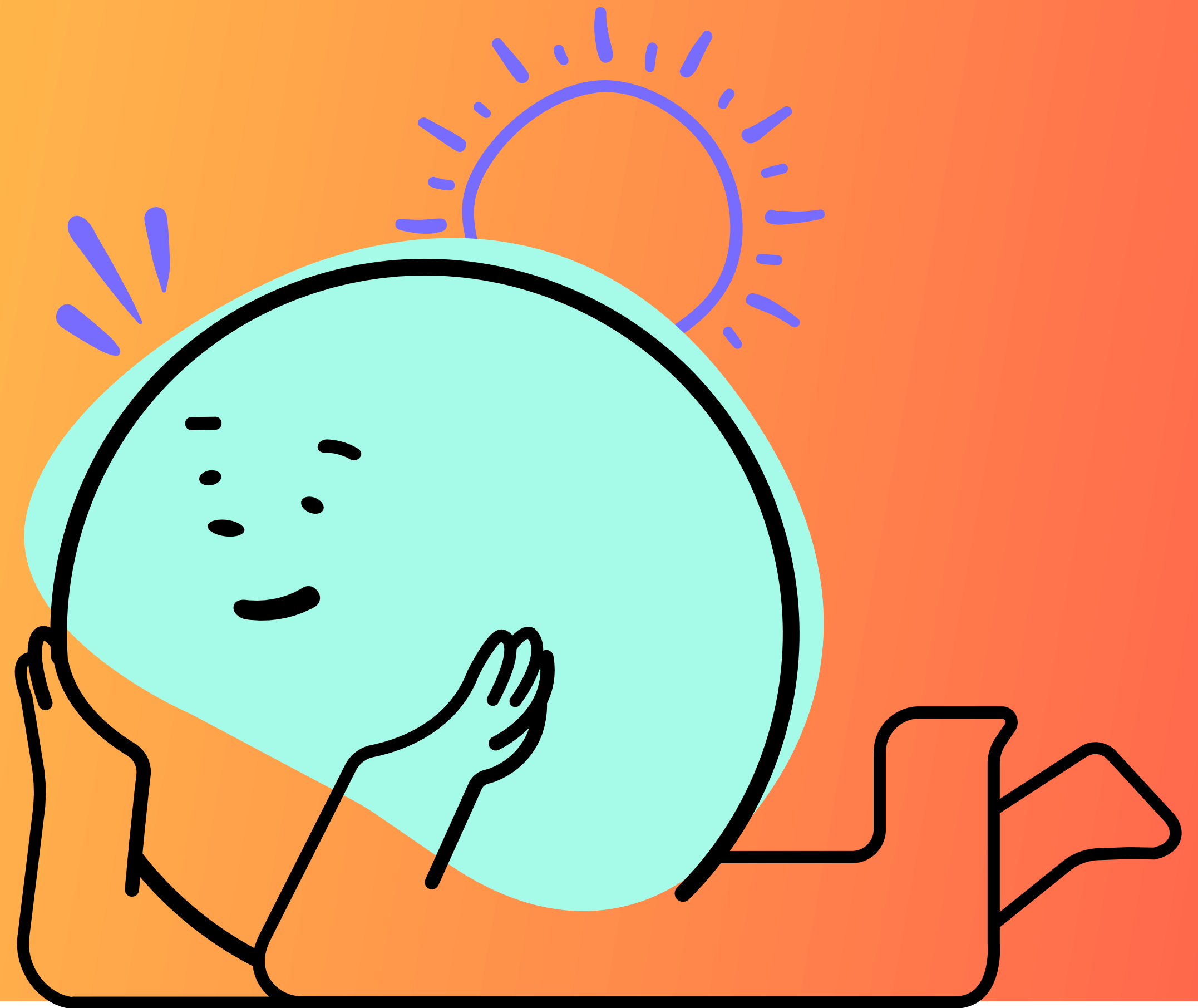


Sustainability in Motion

**Sustainability
Disclosures 2022**





**Welcome from
the CEO**



**Sustainability
Team Welcome**



**Aristocrat
Sustainability
Priorities**



**Product
Responsibility**

- Responsible Gameplay
- Privacy & Data Security
- Responsible Sourcing



**Business
Operations**

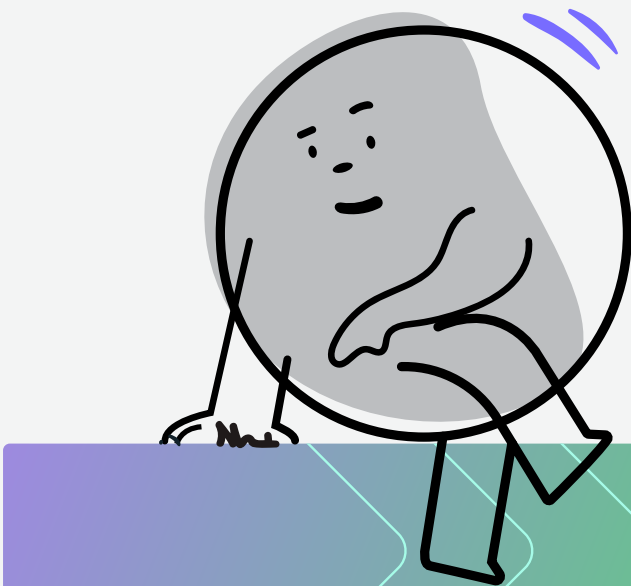
- Governance
- Climate
- Circular Economy



**People &
Community**

- Health, Safety & Wellbeing
- Talent
- Diversity & Inclusion
- Community

Overview



Appendix



Sustainability Disclosures 2022

Message from the CEO

I am delighted to share Aristocrat's Sustainability Disclosures for 2022*.

We have continued to accelerate our sustainability efforts, despite another challenging year which has included further outbreaks of COVID-19, supply chain disruption, economic volatility and of course, the terrible conflict in Ukraine.

I could not be prouder of the way in which our people have responded to these challenges. The courage, determination and spirit of our Ukraine colleagues has been nothing short of inspiring. At the same time, the outpouring of support from our people around the world has again demonstrated that we are, above all, a 'People First' company. We invite you to read more about our Ukraine response [here](#).

Our 2022 Sustainability Disclosures demonstrate the progress we are making in embedding Aristocrat's values in core systems, processes and actions across our operations. We continue to focus our efforts on our most material sustainability priorities including governance, responsible gameplay, diversity and inclusion, employee health and wellbeing, workplace safety and – increasingly – decarbonisation efforts.

We are building our business on a foundation of integrity and ethical conduct. We continued to reinforce a commitment to strong governance across the year, because we believe it is fundamental to our business success. Scrupulous governance enables us to mitigate risk, create long-term value and earn the confidence of our people, customers, players, business partners, shareholders, and our communities.

”

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

* The 2022 reporting period is 1 October 2021 – 30 September 2022, correlating to our financial year.



Sustainability Disclosures 2022

Message from the CEO (continued)

Responsible Gameplay continues to be Aristocrat's highest sustainability priority.

Complying with all internal and external policy and regulation, empowering players and customers, and continual improvement underpins our approach to Responsible Gameplay. This year we delivered a raft of new initiatives including training, education and awareness building across our global business. A number of initiatives were extended externally, to customers and players

We are executing on our plan to decarbonise our business and grow value.

Aristocrat took a significant step forward this year in committing to the adoption of a science-based greenhouse gas emissions reduction target through aligning with the Science Based Targets Initiative (SBTi) criteria. In 2022, we also implemented an environmental management platform that will help us achieve our goals through consistent review, evaluation, and performance improvement.

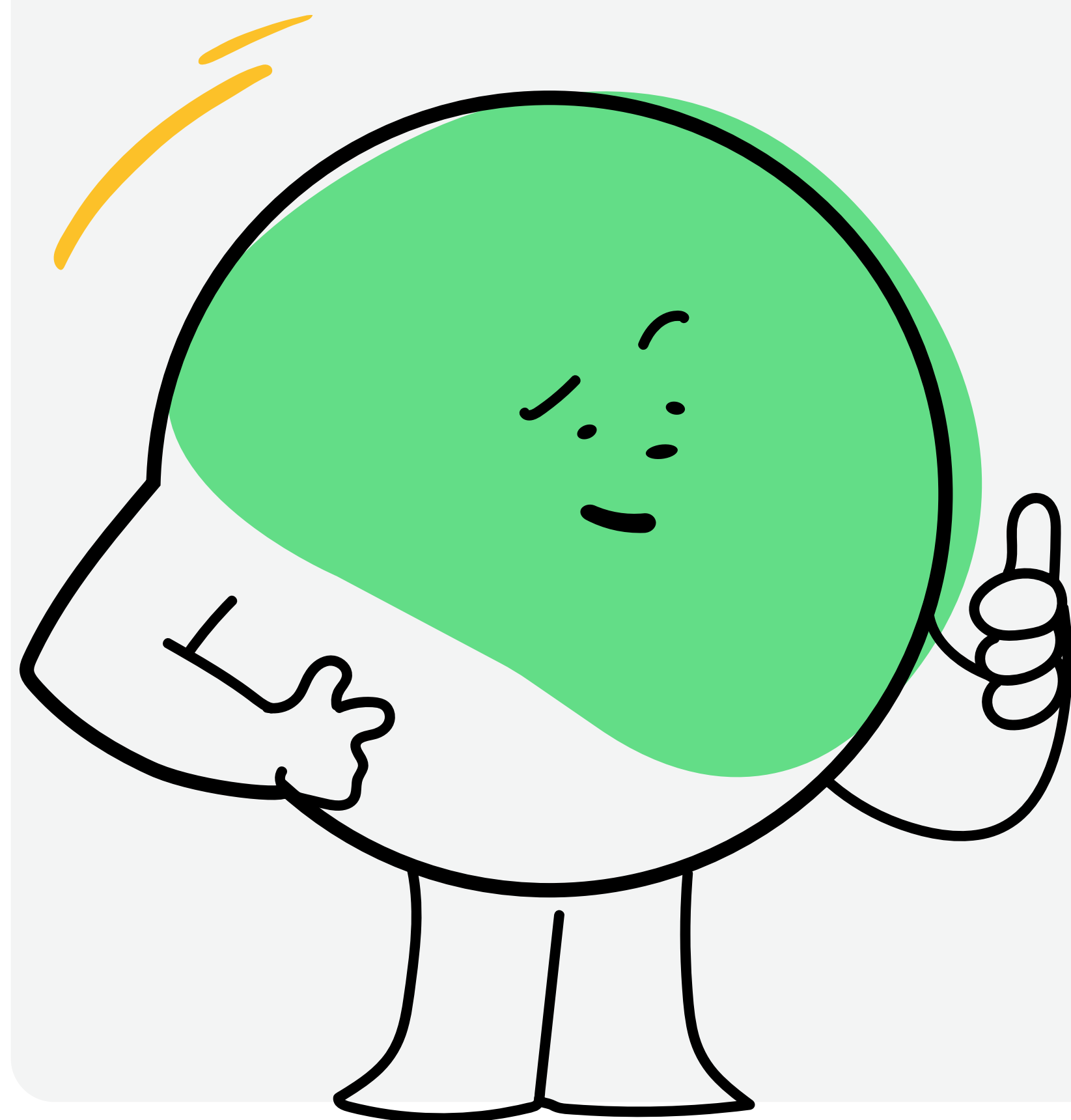
We are continuing to take steps to contribute to meaningful social change.

Aristocrat took further action in 2022 in support of our other social priorities, including employee health, safety and wellbeing, diversity and inclusion, and responsible sourcing. We have bolstered our efforts this year through the work of a dedicated team who, as part of our program of work, delivered a global Anti-Modern Slavery Summit to raise awareness and accelerate action. Our corporate community investment (CCI) programs continue to have a positive impact on those organisations we support, and harness the passion and commitment that our people have for giving back.

These are just some of the ways we have advanced our sustainability agenda in 2022. Of course we know there is still much work to do. We remain committed to working towards a more equitable, resilient and sustainable world and I hope this stands out in these Disclosures.

Finally, I would like to acknowledge our extraordinary people. These Disclosures reflect the dedication of our total team of over 7,500 employees globally, all of whom have contributed to our progress in some way. To everyone who has supported our journey, I extend my sincere appreciation.





Sustainability Disclosures 2022

Message from the Sustainability Team

Guided by our value of 'Good Business, Good Citizen' Aristocrat strives to be part of the solution in those Environmental, Social and Governance (ESG) areas where we can have a meaningful impact.

These Sustainability Disclosures catalogue another year of material progress, despite challenging global circumstances. We have ambitious goals and a clear path forward to achieve them, supported by the 'Collective Brilliance' of our people around the globe who continue to drive and champion this work.

We invite you to take a look at our 2022 Sustainability Disclosures and to learn more about Aristocrat's commitment to keep improving the way we work and drive sustainable change across all of our operations.



Trevor Croker, Aristocrat CEO, receiving the inaugural award for 'Excellence in Sustainable Gaming' from Bill Miller, CEO of the American Gaming Association.

”

Aristocrat CEO and Managing Director, Trevor Croker, received an inaugural industry award for 'Excellence in Sustainable Gaming'. Presenting the award, Bill Miller, President and CEO of the American Gaming Association (AGA) said: 'Trevor is the definition of a servant leader. He's made ESG commitments central to Aristocrat's global operations. As Chairman of the AGA, he's pushed the industry to do the same. Trevor played an integral role in defining core ESG priorities for gaming and partnered with the AGA to conceptualize and publish the first-ever ESG in Gaming report. This foundational effort initiated by Trevor will drive our industry's ESG commitments for years to come.'

Aristocrat's Sustainability Journey

Our Focus Areas

Product Responsibility



Responsible
Gameplay



Privacy &
Data Security



Responsible
Sourcing

Business Operations



Governance



Climate



Circular
Economy

People and Community



Health, Safety
& Wellbeing



Talent



Diversity
& Inclusion



Community

Our Goals

To be the global leader in Responsible Gameplay (RG) and continually improve privacy, data security and responsible sourcing efforts

Align with listed company peers on leading sustainability issues including climate and emissions reduction

Leading Diversity, Equity and Inclusion program, and be an employer of choice

FY22 Highlights

- Continued employee RG awareness initiatives across Group and exploration of new tools in our systems business and Pixel United
- Integration of RG in Enterprise Risk Framework
- Australian-first cashless gaming trial launched in New South Wales
- Enhanced Modern Slavery training and awareness initiatives
- Expansion in global Responsible Gameplay team

- Board and broader RG and Compliance training delivered
- Implementation of online environmental management platform, collecting emission related data
- Continued progress in establishing GHG baseline supporting setting a science-based emissions reduction target by the end of calendar year 2023

- 8.7 employee engagement score globally – 0.5 above technology industry benchmark
- Delivery of comprehensive support to Ukraine employees, including through AristocratCARES program
- Signatory to HESTA 40:40 Vision
- Launch of Ready to Rise Program helping women achieve their full potential



The Global Goals

While Aristocrat supports all of the UN’s Sustainable Development Goals (SDGs), we have mapped our priorities to 11 SDGs that align closely with our business, representing the issues assessed to be most important to our stakeholders and where we believe we can have the greatest impact.



Priorities

Relevant Sustainable Development Goals (SDGs)

Responsible Gameplay



Privacy & Data Security



Responsible Sourcing



Governance



Climate



Circular Economy



Health, Safety & Wellbeing



Talent



Diversity & Inclusion



Community



Global Operations & Scale

Aristocrat is a diverse and resilient global business.



Business Segment

Aristocrat Gaming

53.5%

Pixel United

46.5%

ANZ

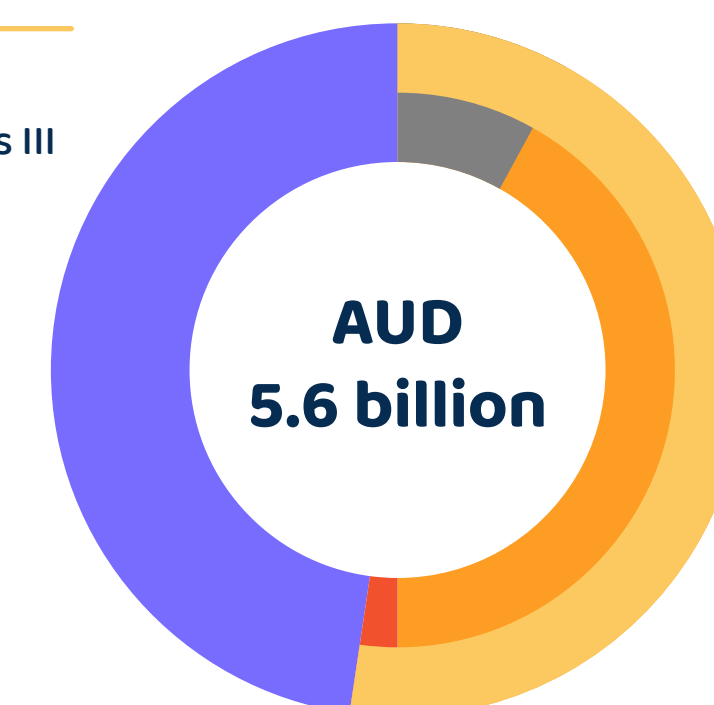
8.3%

Americas

43.3%

International Class III

1.9%



Around half of our total revenues come from regulated gaming (Aristocrat Gaming) and around half come from free-to-play mobile games (Pixel United).

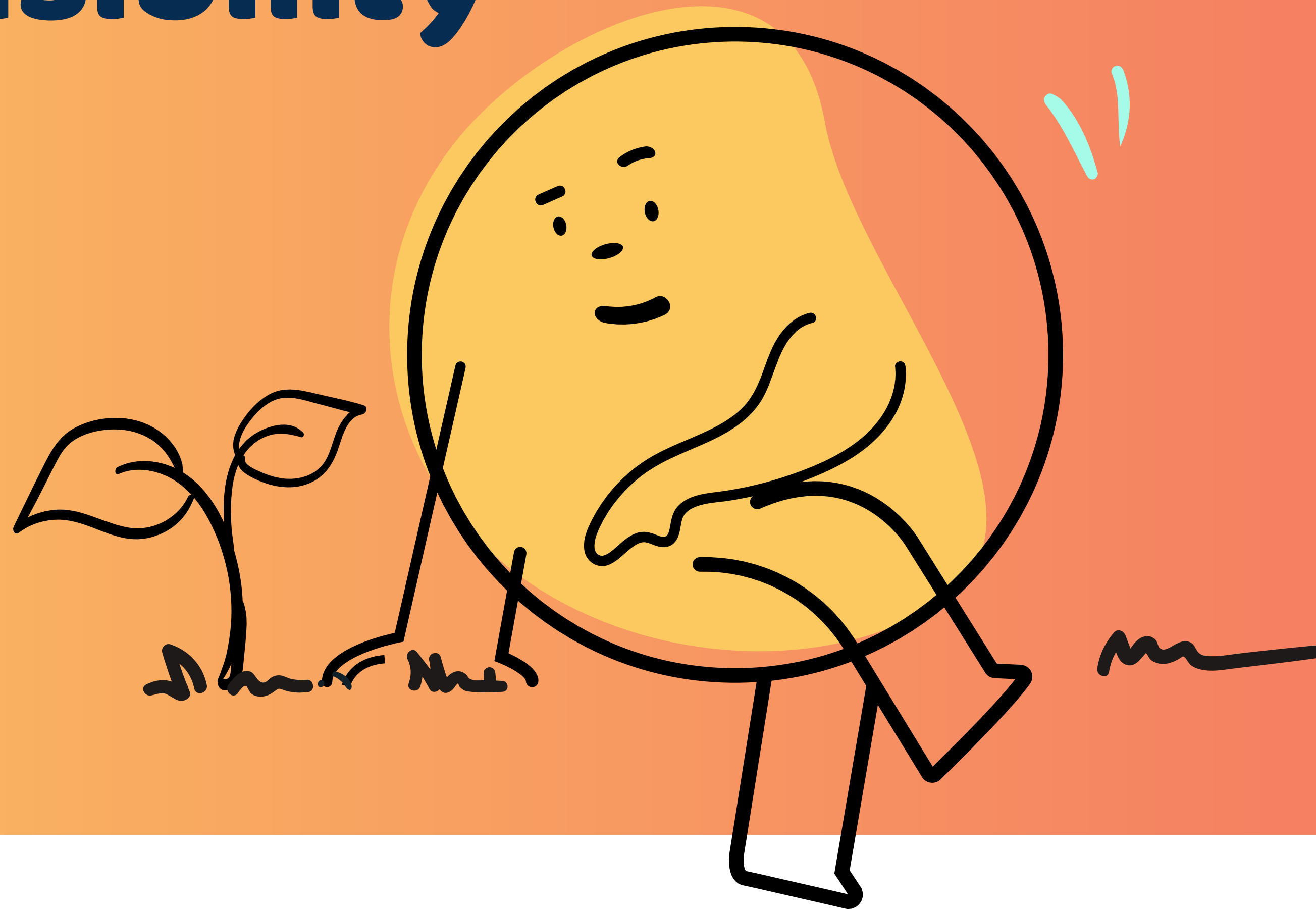
Product Responsibility

Responsible Gameplay

Privacy & Data Security

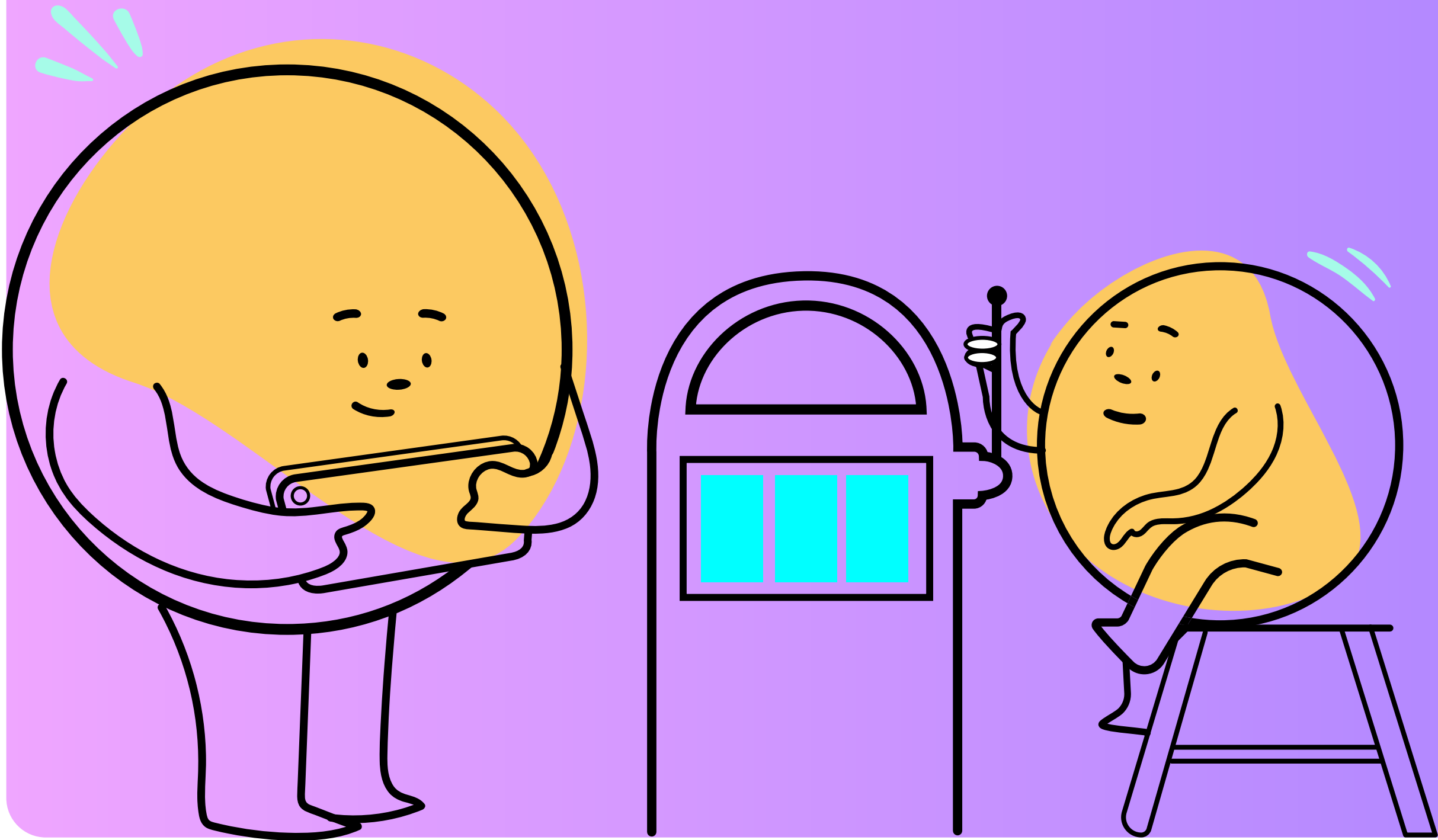
Responsible Sourcing

Relevant SDGs





Responsible Gameplay



Responsible Gameplay (RG) is part of our DNA at Aristocrat. It is critical to delivering our group strategy and the expression of our values of ‘Good Business, Good Citizen’ and ‘All About the Player’.

Our RG program is embedded in all parts of our businesses. This includes those offering regulated gambling games (Aristocrat Gaming) and our new Online Real Money Gaming business (Anaxi) and our free-to-play mobile game publishing business (Pixel United). We adopt a proactive and collaborative approach, working with industry, government, regulators, and other stakeholders.

We also seek to address legitimate community concerns through practical solutions and innovation. In our business, we have adopted a three-pillared approach to RG, based on compliance, empowerment, and continuous improvement.



Responsible Gameplay

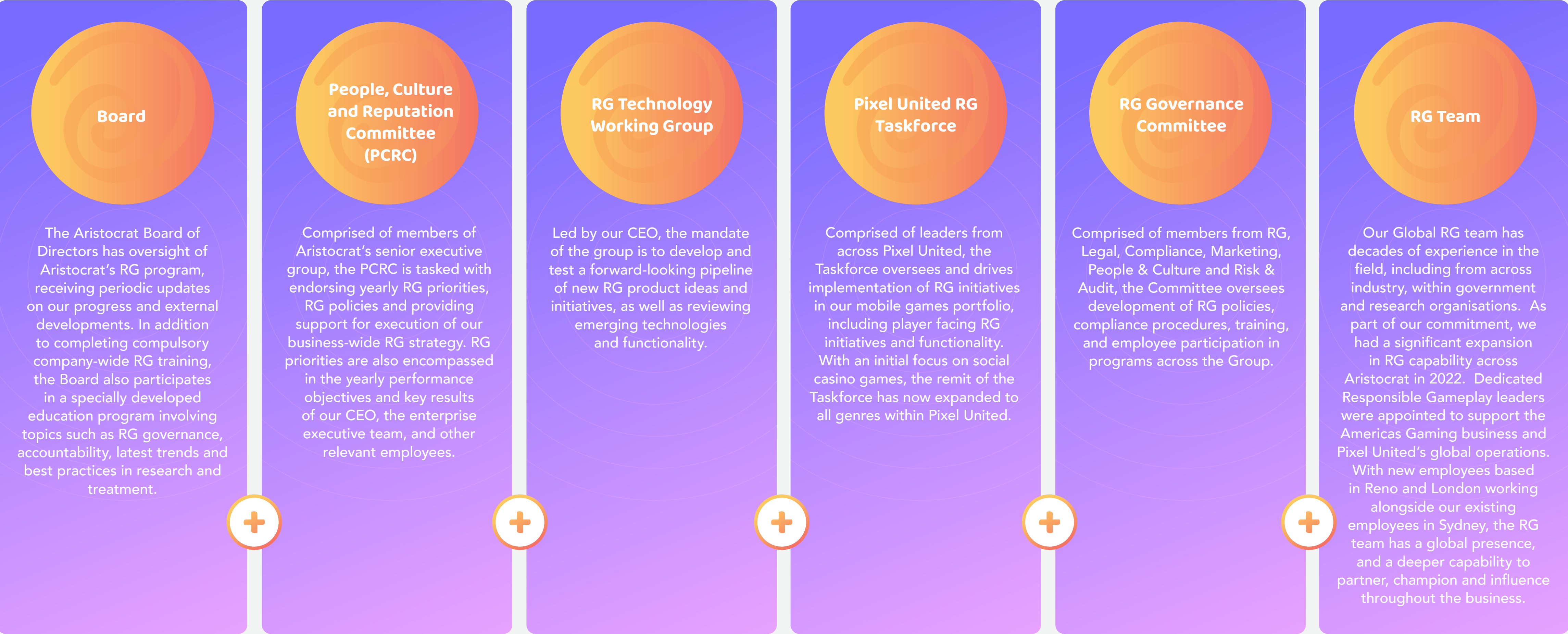
RG Governance





Responsible Gameplay

Given the importance of Responsible Gameplay to Aristocrat, we have developed a governance structure which ensures robust oversight.





Responsible Gameplay

Key RG Policies & Procedures at Aristocrat

To complement our governance framework, we have developed and implemented key policies and procedures related to Responsible Gameplay at Aristocrat.

In 2023, we plan to refresh key policies, guidelines and training programs.





Responsible Gameplay

Progress in 2022

Management and Board

In 2022, we rolled out an enhanced education program for the Board as part of its professional development calendar. Tailored sessions were delivered on topics such as governance, technology, and trends in research and treatment. Presenters with lived experience of problem gambling, expertise in research, treatment, corporate governance and gambling regulation were engaged to help deliver the program. The program, which is also attended by executive management, will continue in 2023.

Integration of RG within Aristocrat's Risk Enterprise Framework

In 2022, comprehensive risk assessments were undertaken across our operating businesses to align and embed within our enterprise risk framework. This framework is overseen by the Board and Audit Committee. A series of workshops were held across our Gaming, Pixel United and Anaxi businesses and appropriate controls and actions were captured within the enterprise risk framework. These will be embedded within the Group's priorities for 2023.

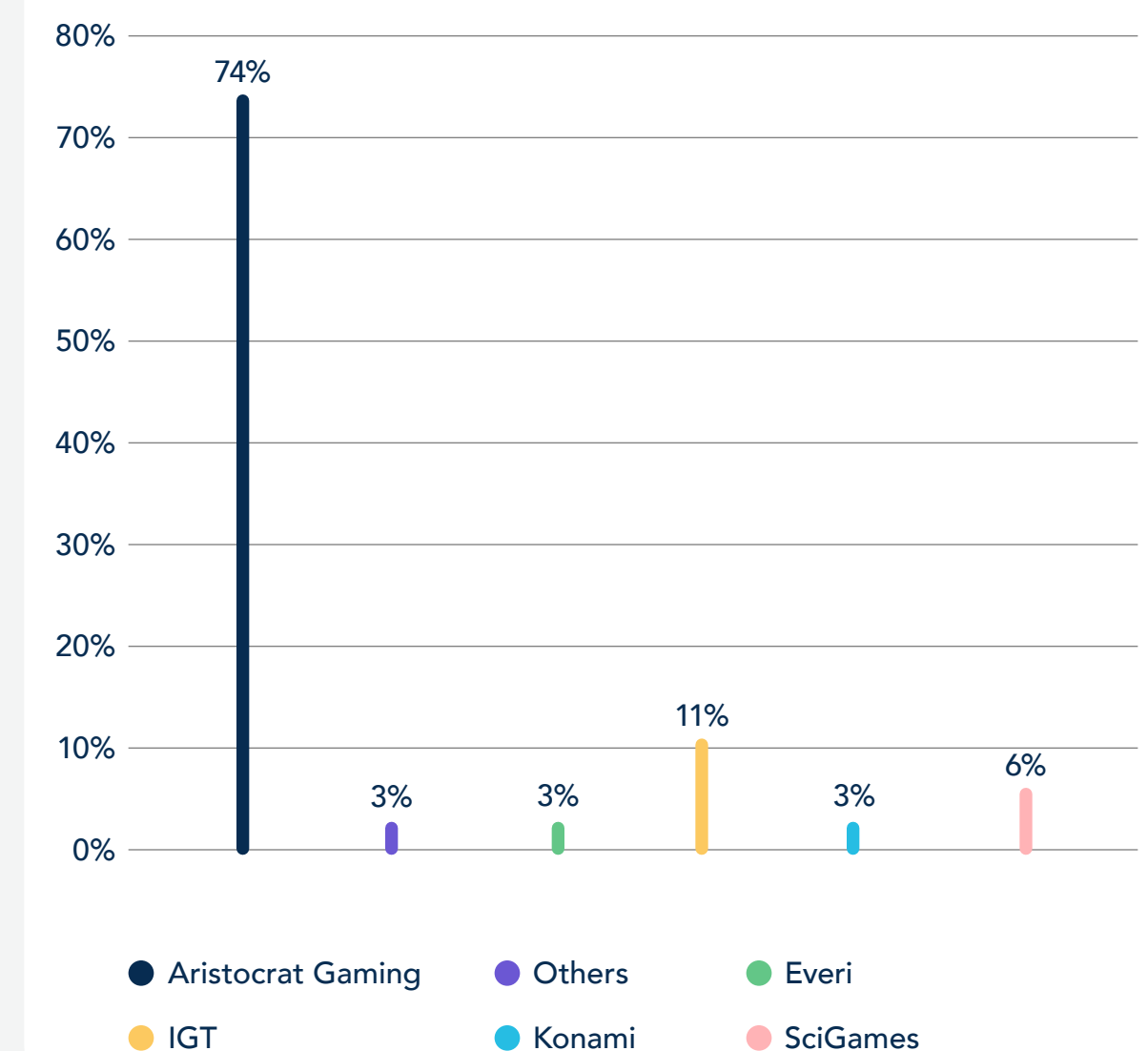
External Engagement

As the program has matured, we have increased our engagement on issues with external stakeholders. Over the past few months, we have held dedicated meetings with institutional funds and proxy advisors representing over 20% of our issued capital.

A concerted effort has been made to mainstream RG and ESG messaging into our market communications and engagement program, with updates included in the company Annual General Meeting, investor roundtables and financial results presentations.

Aristocrat Gaming's most recent NPS (Net Promoter Score) survey (undertaken in 2022) saw us rated the clear leader in Responsible Gameplay efforts versus competitors. An extract from the results is set out opposite.

'For Responsible Gameplay efforts, please select the gaming supplier you would rate the highest'





Highlight

Australia's first cashless technology trial in 2022

Australia's first trial of cashless electronic gaming machine (EGM) play, also called a Digital Wallet trial, launched in early October 2022 at The Wests Group's New Lambton venue in Newcastle (NSW, Australia). The NSW Government-endorsed trial is powered by Aristocrat's PRIME Mobile™ technology, with Aristocrat investing millions of dollars in product development, testing and trial support. Aristocrat worked closely with our customer and New South Wales Regulator, Liquor and Gaming New South Wales, to scope and proactively establish the trial. The regulator appointed an independent researcher.

The trial is expected to finish in 2023, whereupon the independent researcher will prepare a report for the Independent Liquor and Gaming Authority* for their consideration.

The trial commenced with a small cohort of participants, before building to a larger cohort through a recruitment program. Once a patron is signed up, they will be eligible to use the technology on any of the 36 EGMs in the gaming room at Wests New Lambton, which are designated for the trial. Patrons will have the opportunity to use either the new cashless solution or cash for their EGM play.

* The Independent Liquor & Gaming Authority is a statutory decision-maker responsible for a range of liquor, registered club and gaming machine regulatory functions in New South Wales.

”

We're proud to have proposed this trial. We believe enabling cashless electronic gaming machine play payment solutions through patrons' mobile phones is an innovation that can **help enhance the long-term sustainability and vibrancy** of the Gaming industry.

David Ronson
— Managing Director Aristocrat Gaming (Asia Pacific)

PRIME Mobile leverages Aristocrat's Systems and builds on our PlayerMax™ product in the US. Importantly, it also includes sophisticated RG functionality that allows:

- 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 employee intervention;
- reports on intervention events created and not actioned to be sent to venue management;
- transfers to venue and gaming wallets which are limited, and wallet top-up on the gaming floor and use of credit is not permitted;
- provision of a 'quarantine' wallet to restrict access to gaming wallet for 24 hours in certain circumstances; and
- robust data security and protection of patron privacy.



We believe enabling cashless electronic gaming machine solutions can **help enhance the long-term sustainability** of the Gaming industry.



Responsible Gameplay

RG Progress in Gaming & Systems (CX) in 2022

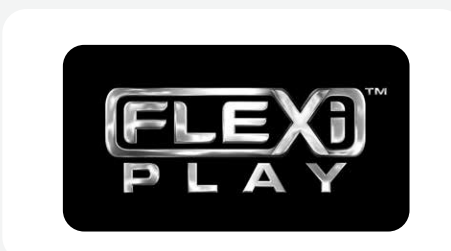


Flexiplay™

Our 2021 disclosures noted the launch of Flexiplay in Australia.

In 2022, Aristocrat worked with the New South Wales regulator to ensure that Flexiplay-enabled machines could be identified in the field. Currently, there are 134 Flexiplay-enabled Fu Dai Lian Lian™ machines and 47 Cash Fortune™ machines in New South Wales, and 71 Fu Dai Lian Lian™ machines in the field in Queensland.

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



Pre-commitment

Aristocrat Gaming offers voluntary pre-commitment functionality 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.



Strengthening links with Gaming Research and Treatment Partners

In 2022, Aristocrat CEO Trevor Croker, was appointed to the Advisory Council for the International Center for Responsible Gaming (ICRG). The newly formed Advisory Council will provide guidance and direction on issues facing the [ICRG](#), a global leader in research on gambling addiction and responsible gambling.

In March 2022, Aristocrat Gaming provided USD125,000 to establish the Oregon Gambling Research Center. This expands on our existing

partnerships with the Oklahoma Association on Problem Gambling, the Illinois Council on Problem Gambling, the National Problem Gambling Helpline, the Gambling Treatment and Research Clinic at University of Sydney, the Nevada Council on Problem Gambling, the California Council on Problem Gambling, the Council on Compulsive Gambling of Pennsylvania, and the National Council on Problem Gambling.



Responsible Gameplay

RG Progress in Gaming & CX in 2022

Player Empowerment

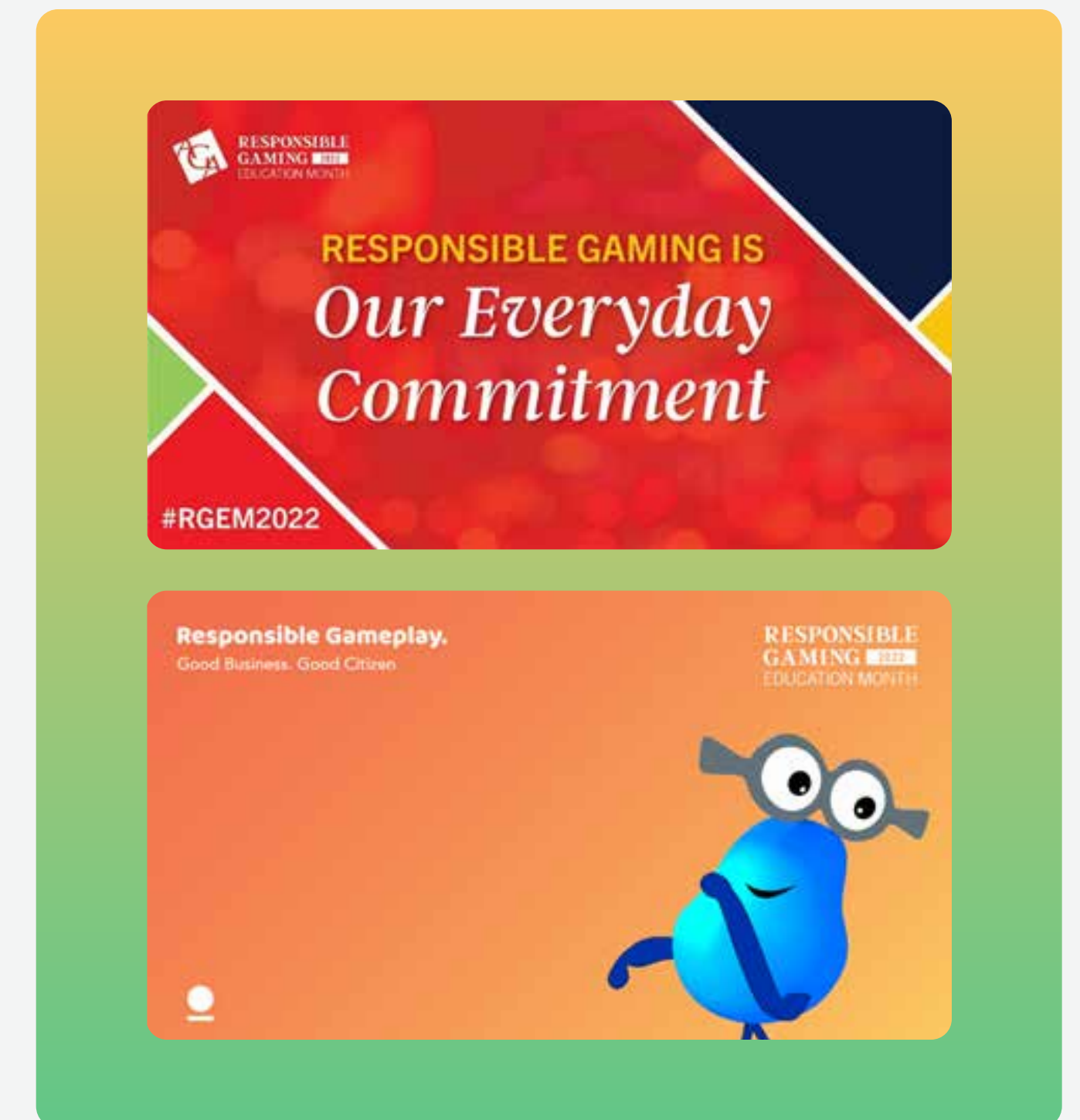
Empowerment and informed choice are the foundation of our approach to developing education, information, and tools for players of our games. Since 2020, we have developed information videos which are designed to help understand how gaming (slot) machines work, dispelling myths through clear and accurate information about game functionality. In 2022, our player information videos were translated into Spanish, Mandarin, Cantonese and Japanese and made available to RG partners and customers, and on our [company website](#).

Responsible Gaming Education Month

September is Responsible Gaming Education Month in the US. This industry effort is promoted by the American Gaming Association (AGA) of which Aristocrat is a member.

Throughout the month, Aristocrat presented information sessions and activities to highlight the work we have undertaken across the globe and to highlight our continuing and expanded commitment to RG. Aristocrat leaders connected with industry experts at the AGA and the International Gaming Institute focusing on our year-round commitment to RG, research, new technology, and the importance of recognising positive play.

We also took this opportunity to introduce our expanded global Responsible Gameplay team, including new dedicated resources in the US Gaming business and within Pixel United.

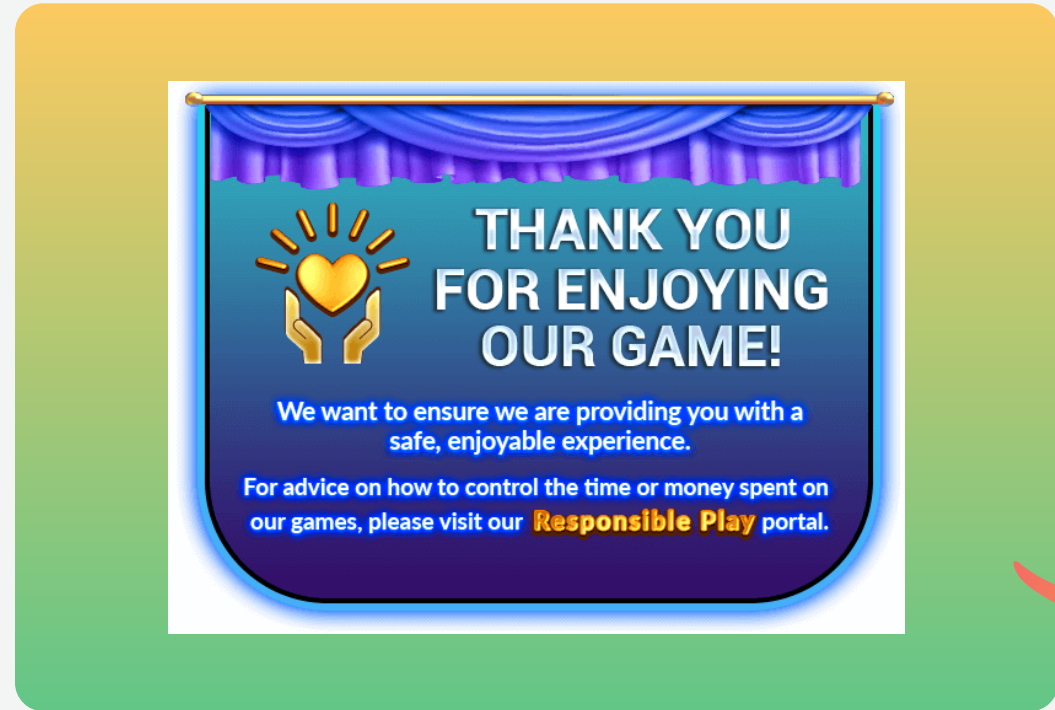




Highlight

RG Progress in Pixel United

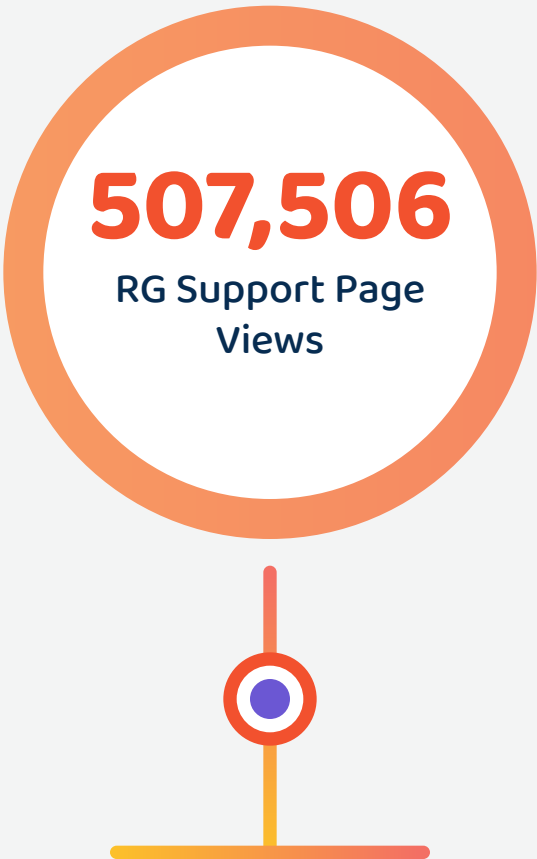
Following its introduction in 2021, two more proactive RG messaging campaigns were conducted for our social casino games highlighting tools and information for players in our Responsible Play Portal. The six-monthly campaigns are multi-faceted and include emails, in-game pop-ups and Facebook posts.



We sent approximately four million emails and 694,000 in-game pop-ups to players of all our social casino games.



Our Facebook posts received 4,897 positive reactions and only 34 negatives reactions.



Our RG Support pages were viewed more than half a million times.




The last campaign generated a 40% increase in account ban requests compared to the previous messaging campaign. We believe this increase is due to players being given the option, for the first time to select the account ban period of their choice with a minimum 'take a break' period of one year.





Responsible Gameplay


Other progress in Pixel United





 Suite of new awareness-raising articles rolled out to players, including the announcement of a new RG lead for Pixel United.


 Launch of new initiatives such as researching player awareness, expectations and perceptions of RG and community safety activities.


 Responsible Gameplay prominently featured in new branding and website materials for Pixel United and Product Madness, which were launched in October 2022.

 Establishing appropriate thresholds that will enable us to send customised messages to players with information on RG support resources, with a ‘test and learn’ project planned in 2023.

 Roll out of shorter ‘take a break’ options for players of our social casino games. In 2023, we will explore options for similar functionality for non-social casino players.

 Refreshed Pixel United Consumer Communications Guidelines implemented.

 Review of our internal loot box guidelines and age assurance compliance, in line with evolving requirements and community expectations.

 Scoping of a new Community Charter for mobile game players commenced, with a landscape assessment completed in 2022.

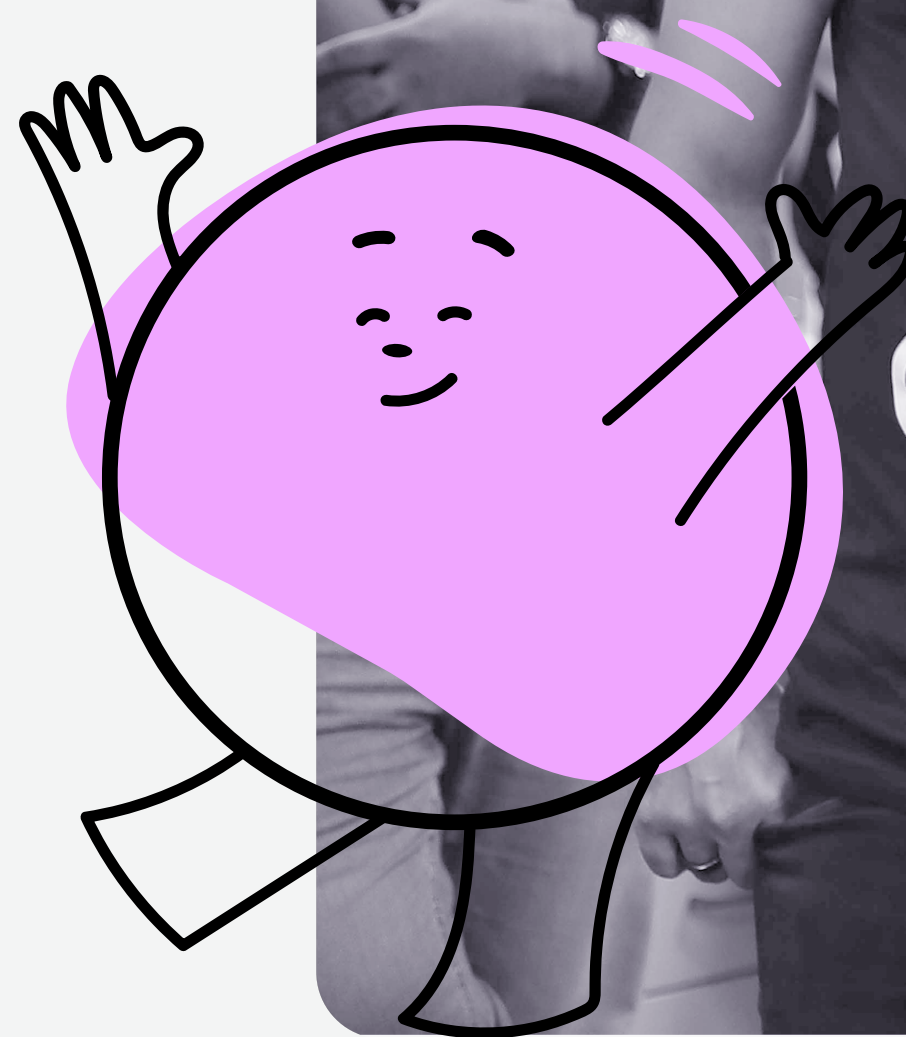


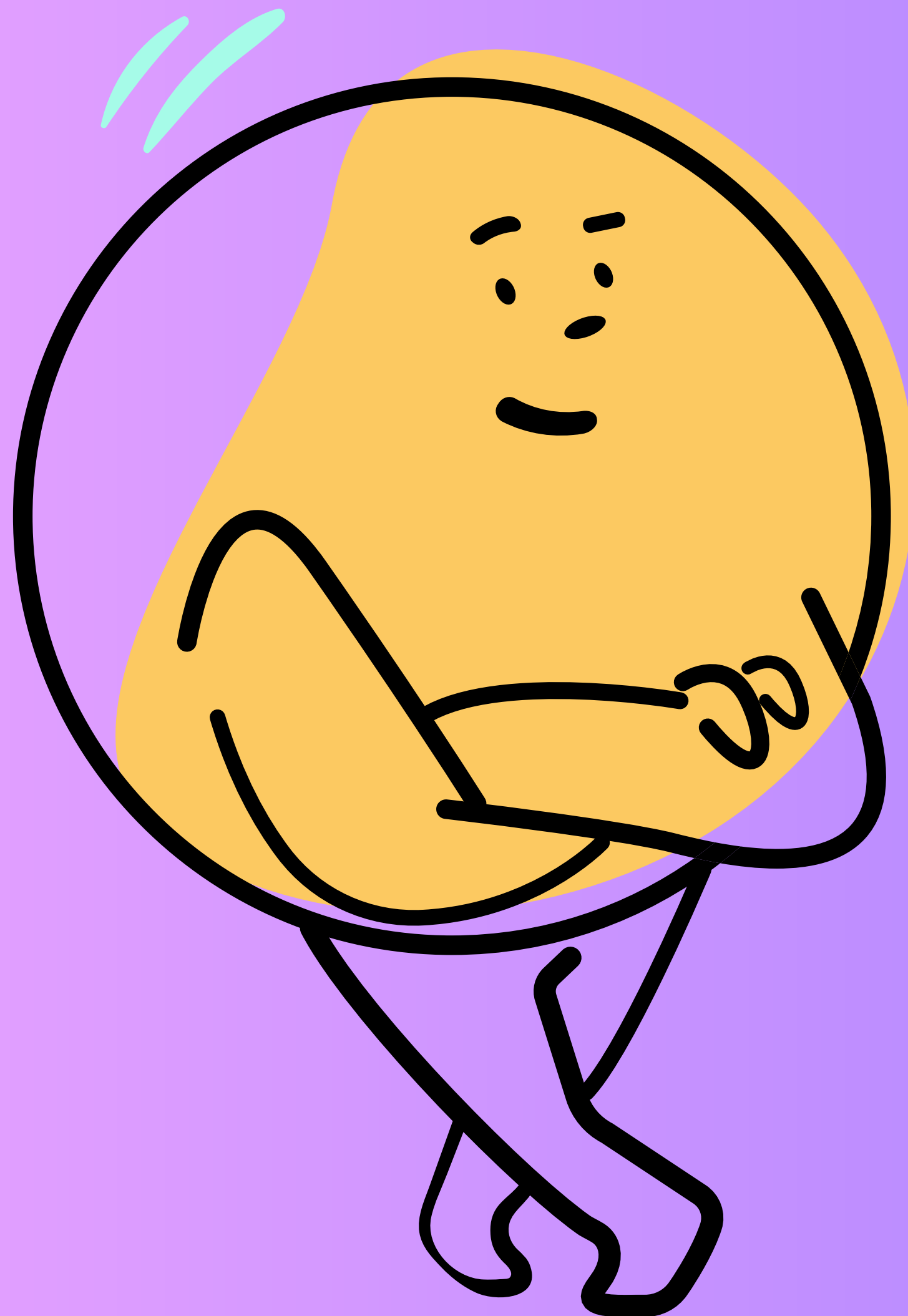


Responsible Gameplay

RG in Real-Money Gaming (RMG) – Anaxi

With the announcement that Aristocrat is entering the real-money online gambling (RMG) market with our new Anaxi business, third-party advice was commissioned on relevant RG best practices. This advice, and the results of a comprehensive risk assessment for Anaxi, have fed into a tailored RG plan for this emerging business unit. In particular, we will develop policy, process and practices guardrails for for Anaxi in 2023.





Privacy & Data Security

Aristocrat has implemented robust and comprehensive privacy and data security programs aimed at processing personal data in a transparent, lawful and responsible manner, and helping to protect personal data from interference, misuse and unauthorised access.

We regularly assess and update our programs to meet the requirements of emerging laws and regulations across the world, as well as to keep up with rapid advancements in technology and new business initiatives. Day-to-day management of our privacy policies is overseen by our Global Privacy Office.

Aristocrat's cybersecurity program is led by our Global Information Security (GIS) group. It is aimed at protecting and enabling our products, brand, customers, employees, and partners by minimising the impact and likelihood of cyber risk and maximising value to the business.



Privacy & Data Security

Privacy

Aristocrat adopts a global approach to privacy, encompassing all parts of our organisation. We base our program on Global Privacy Principles (GPPs) which are consistent with applicable laws and regulations and our core value of 'Good Business, Good Citizen'. We maintain appropriate measures designed to protect and secure personal data consistent with industry standards and we require commitments from third parties we work with to employ industry standard compliant privacy and data security measures.



**Good Business
Good Citizen**





Privacy & Data Security

Progress on Privacy

Our business made significant progress over the past year in the establishment of critical Privacy Program infrastructure.



Process and Governance

Created / refreshed and published twelve privacy policies and four privacy notices with executed Intercompany data governance agreement.



Training and Education

Development and roll-out of five training courses, including two policy acknowledgements and live presentations to operating committees, working groups, town halls and other internal stakeholder meetings.



Communication and Awareness

Engaged enterprise and targeted employees on privacy awareness delivered through a variety of communication channels including; newsletters and recognition and privacy intranet site.

Projects

Roll-out of projects such as data inventory including data inventory management and Privacy Shield / Schrems II project and vendor privacy due diligence questionnaire.



Business Support

Key business project support of Mobile Wallet trial and Big Fish Games subject access rights.



Privacy & Data Security

Progress on Privacy (continued)

Projects undertaken this year have responded to regulatory changes such as the Privacy Shield/Schrems II project, and delivered technology enhancements. These have included enhancements to implement an automated data inventory, management and mapping system that will also facilitate the creation of mandatory Records of Processing Activity, ('ROPAs'). Enhancement of our Privacy Intranet Site has raised awareness with employees, equipping them with easily accessible information on enterprise privacy requirements and applicable laws. Development of a Privacy Vendor Due Diligence Questionnaire has also contributed to advancing maturity and reducing risk of third-party personal data sharing.

Aristocrat has also worked to identify and implement changes in the product area related to age assurance, on-line safety and children's privacy. We continued to make improvements to our practices in this fast-changing area.

Our annual maturity assessment found that our privacy program met (and exceeded) our 2022 maturity target. The assessment was based on the NIST1 Privacy Framework, a global standard with widespread awareness focused on management of privacy risk. We have made substantial progress and continue to improve in line with our plans, recognising we have more work to do to in continuing to achieve our maturity target in this area.





Privacy & Data Security

Progress on Data Security

Data Security (Cybersecurity)

Consistent with any large, multinational company, Aristocrat is alert to the constant threat of attack from increasingly sophisticated cyber-criminals, activists and other actors. During 2022, we pre-empted and successfully defended numerous small-scale attacks, none of which resulted in a disclosable incident. Additionally, we ran multiple tabletop exercises – both tactical and executive facing – to build muscle memory and improve our resilience in the event of a crisis.

Aristocrat's cybersecurity program is aimed at protecting and enabling our products, brand, customers, players, employees, and partners by minimising the impact and likelihood of cyber risk and by maximising value to the business through differentiated cybersecurity in our products and across our enterprise, resulting in a strong security practice.

During 2022, we delivered training on General Data Protection Regulation (GDPR), Privacy, Risk and Trust, Legal & Compliance Data Processing Agreements, Privacy Principles, Global Privacy Policy & Employee Data Policy, Working from Home and Accessing Data Remotely.

Our [Privacy Policy](#) available on our corporate website provides a detailed explanation of our privacy practices.





Privacy & Data Security

Progress on Data Security (continued)

Three key elements underpin our cybersecurity program

October was Cybersecurity Awareness Month at Aristocrat. Throughout the month, we recognised the great work that our cross-functional, cross-geographical Cybersecurity & Privacy teams are doing to keep our business, customers and players safe. We also continued to invest in the awareness, appreciation, and ability for all our employees to help ensure we elevate security in the workplace and deliver secure products in the market.

People

- Delivery of employee training and awareness initiatives.
- Creation of a Security Champions program.
- Partnering with Women in Cybersecurity (WiCyS).

Process

- An aligned security model which elevates people, processes, and technology capabilities.
- Independent assurance of the technologies and processes that deliver security controls in a scaled, integrated, and optimised fashion.

Technology

- Application of a range of technologies and cybersecurity capabilities.
- Third party security penetration test and enhanced vulnerability management program.
- Threat Intelligence and Bug Bounty programs.
- Robust identity and access management program requiring single sign-on with multi-factor authentication for all, including privileged users.



In 2022, **almost 30% of our Global Information Security team were women** compared with a 24% average in the global cybersecurity workforce.



Responsible Sourcing

During 2022, Aristocrat significantly broadened our responsible sourcing efforts. Our approach takes into account social, ethical and environmental considerations when managing our relationships with suppliers and customers and ensuring due diligence is conducted across our supply chain in mitigation of modern slavery and human rights risks.



Responsible Sourcing

Supplier Diversity Program

Aristocrat's Supplier Diversity Program strives to create supplier-buyer relationships that help diverse organisations to grow, while offering quality products at competitive prices and connecting us better with our customers' interests. Our objectives include:

Actively seeking certified diverse suppliers that can provide competitive, high-quality goods and services whose business model is aligned with our business strategy;

Ensuring the inclusion of diverse suppliers as a part of our strategic sourcing and procurement processes;

Providing focus on diversity as a competitive asset in a performance-based business environment;

Developing certified diverse suppliers to achieve successful supplier relationships;

Monitoring program effectiveness and improving over time;

Focusing our efforts on critical business needs represented by customer requirements; and

Measuring our success based upon our ability to attain and exceed these objectives.

Our Responsible Sourcing Program focuses on three key areas





Responsible Sourcing

Supplier Sustainability Assessment

A Supplier Survey and Assessment is conducted annually with our top strategic suppliers, representing the majority of Aristocrat's spend on direct and indirect suppliers. The Survey and Assessment covers a range of sustainability issues and is aligned with the United Nations' Sustainability Development Goals (SDGs). These include compliance with regulations related to Anti-Corruption and Bribery, Modern Slavery and Human Rights, Environmental Protection, Carbon Footprint, Conflict Minerals, Health and Safety of Employees, and IT Security and Data Privacy.

In 2022, our top 108 strategic suppliers were required to complete the Assessment (up from 93 in 2021), with a 100% response rate. The graphs on the following page identify suppliers that currently meet the standard for Best Practice, Strong, Sufficient, Minimally Acceptable or Needs Further Development as well as those that are capturing/reporting emissions data.

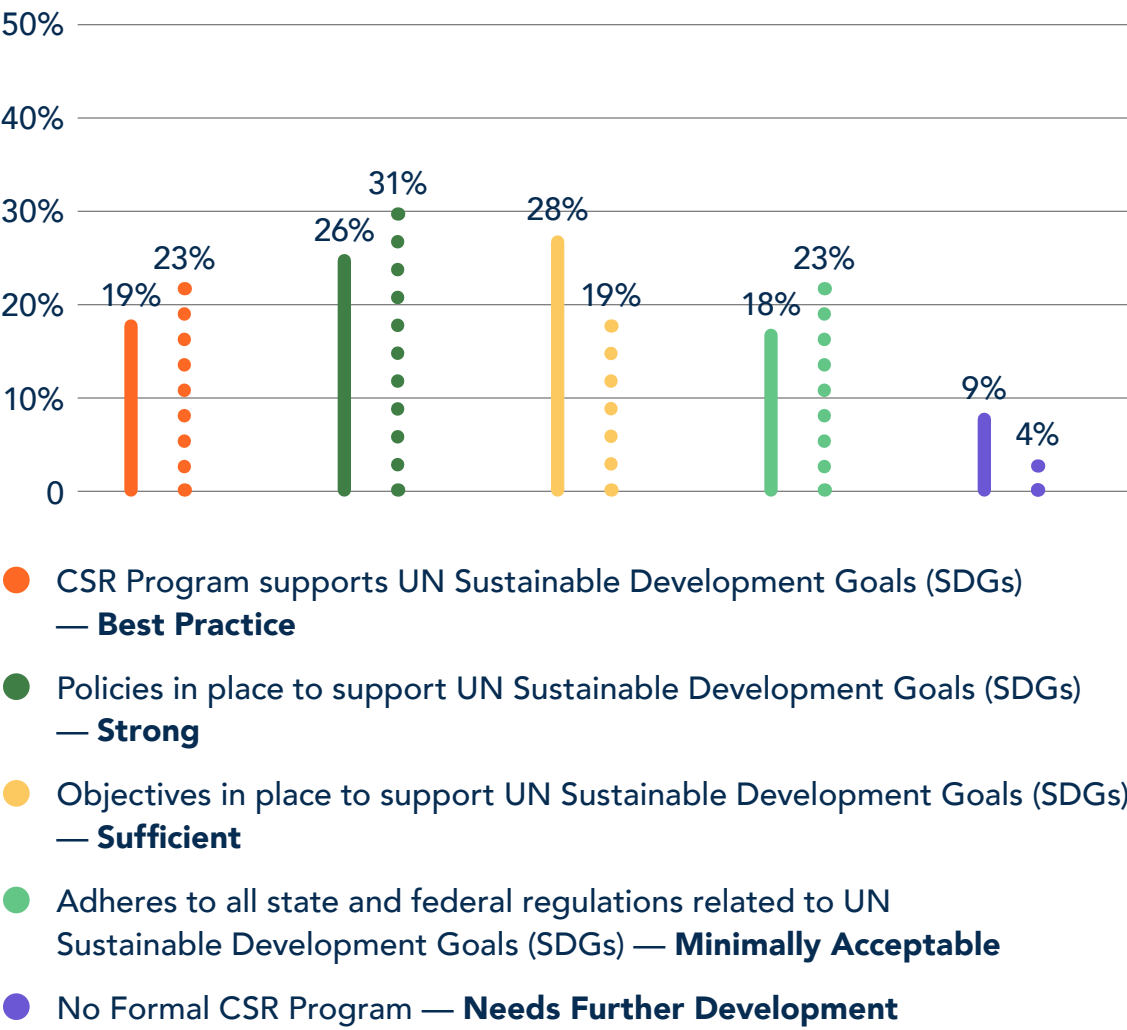




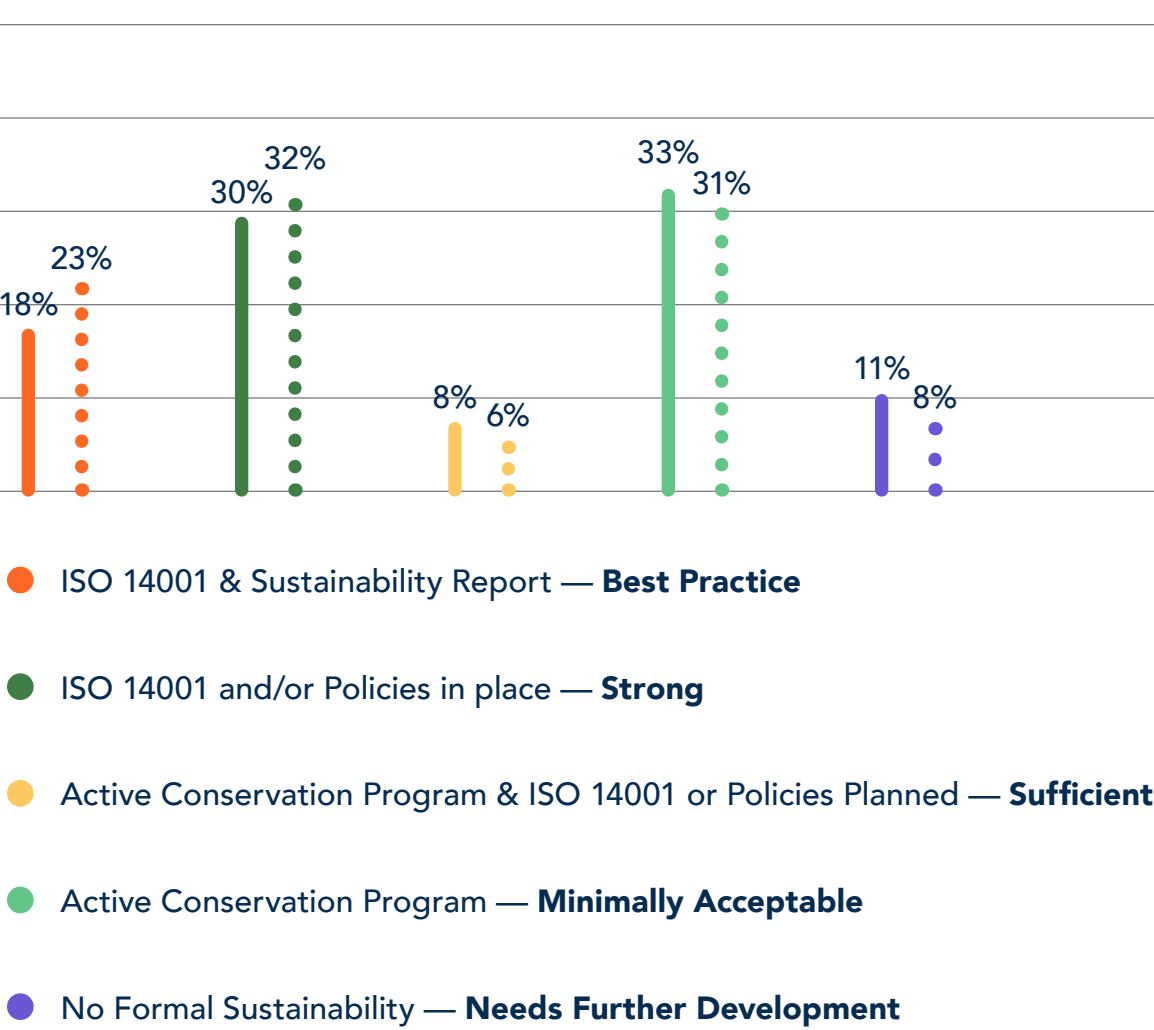
Responsible Sourcing

Supplier Sustainability Assessment

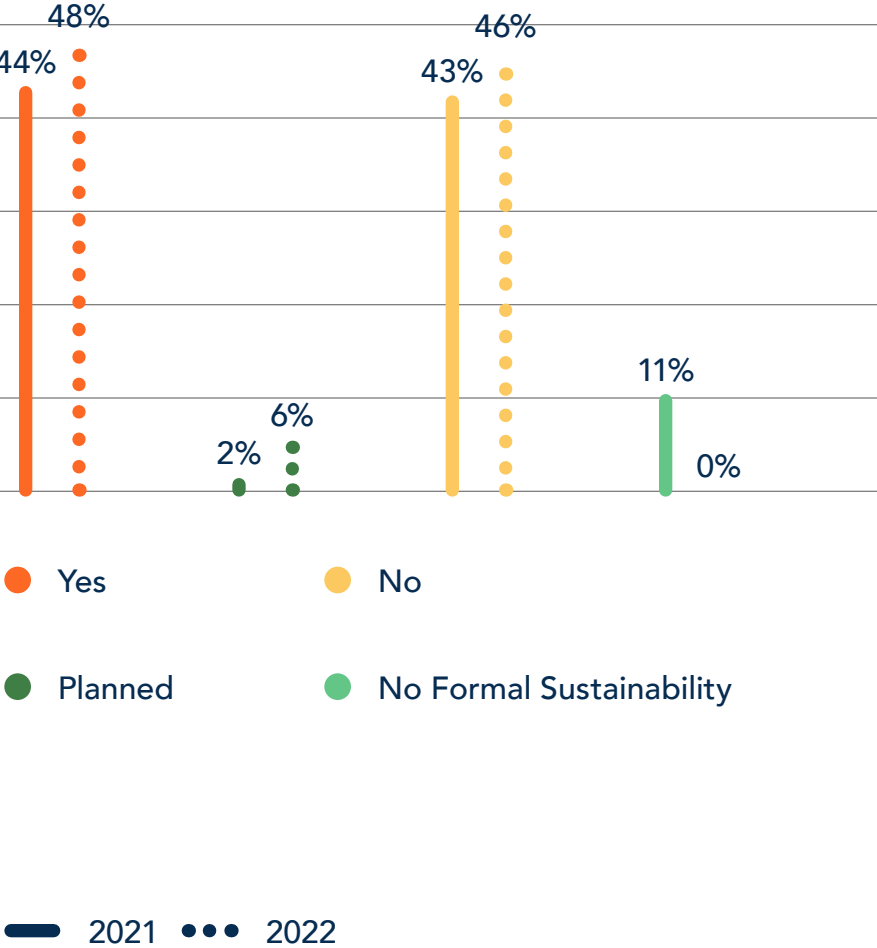
Supports UN Sustainable Development Goals



Energy & Environment
ISO Certified & Sustainability Program



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



Notes to charts:

- Suppliers with Community & Society programs that are best practice or strong practice **increased** from 2021 to 2022 – a trend in the positive direction.
- Suppliers with Community & Society programs that are sufficient or needs further development **decreased** which indicates suppliers are implementing more robust programs to support UN SDGs.
- The **increase** in the number of suppliers with minimally acceptable Community & Society programs is attributed to the addition of suppliers classified as small and diverse owned businesses.
- Suppliers with ISO 14001 Certification and sustainability reporting programs **increased** in 2022 compared to previous years.
- Suppliers that have policies in place that support an Energy & Environment program **increased** in 2022 compared to previous years.
- The number of suppliers with Energy & Environment programs that are sufficient or needs further development **decreased** in 2022 which indicates suppliers are increasing their focus on environmental sustainability goals.
- The **variation** in the number of suppliers with minimally acceptable Energy & Environment programs is attributed to the addition of suppliers classified as small and diverse owned businesses.



Responsible Sourcing

Supplier Diversity

Aristocrat takes an holistic approach to supplier diversity, recognising the intersection between our supplier diversity program and our Diversity & Inclusion and Community & Society strategies.

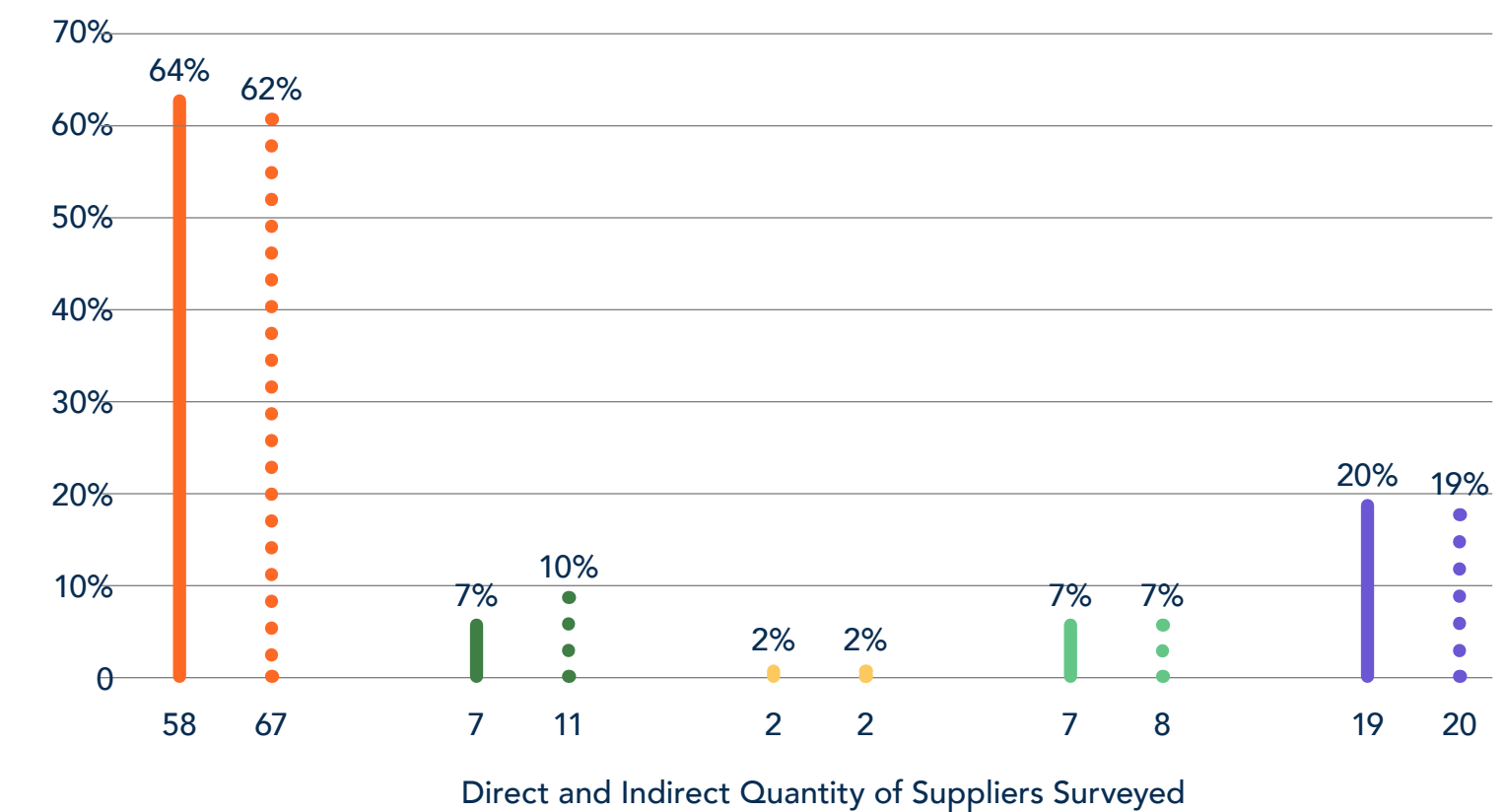
In 2022, we established a Supplier Diversity Steering Committee comprising representatives from across all parts of our global business. In the US, Aristocrat's Gaming business is partnering with the Western Regional Minority Supplier Development Council (WRMSDC) to support development of our program, provide access to certified Minority Business Enterprises (MBEs) and offer opportunities for Aristocrat to participate in and contribute to supplier diversity events.



Membership of the National Minority Supplier Development Council (NMSDC) in the US has enabled us to further develop and grow our Supplier Diversity Program through direct engagement with diverse suppliers owned by Minority-Owned Businesses (MBEs). Our focus remains on Small Business, Small Disadvantaged Business (Service-Disabled; Veteran-Owned), Minority or Women Owned Business and Historically Underutilised Business (HUB Zone) as we develop our program.

Recommended Training

Key highlights this year include an increase in the number of minority/women-owned suppliers we have engaged in the US, and an increase in the number of small business suppliers we do business with, both inside and outside the US.



- Large Business
- Minority / Woman Owned Business – Inside USA
- Minority / Woman Owned Business – Outside USA
- Small Business – Inside USA
- Small Business – Outside USA

— 2021 ••• 2022

During 2021, 97 suppliers were surveyed
During 2022, 108 suppliers were surveyed

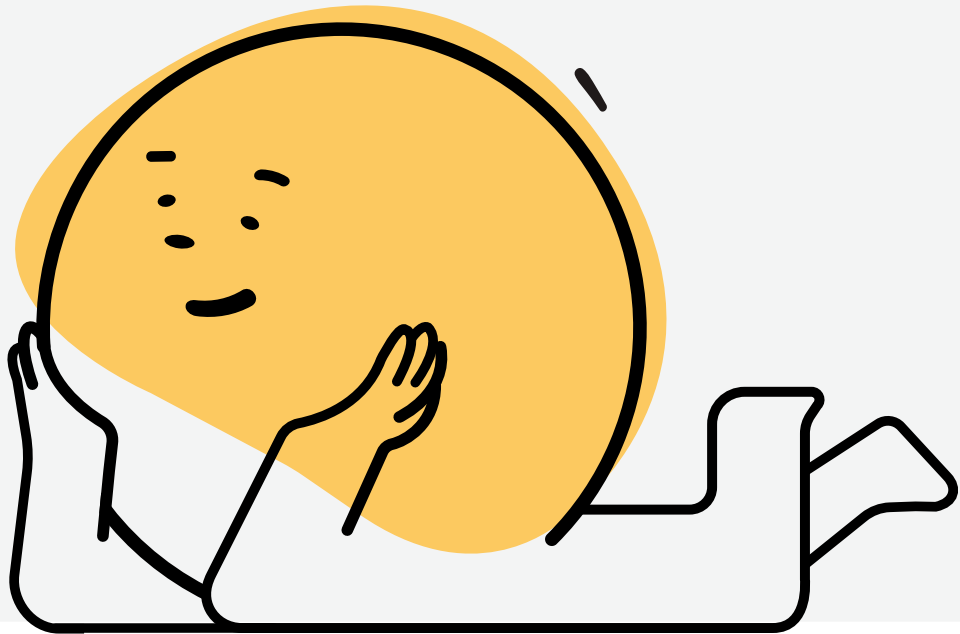


Highlight

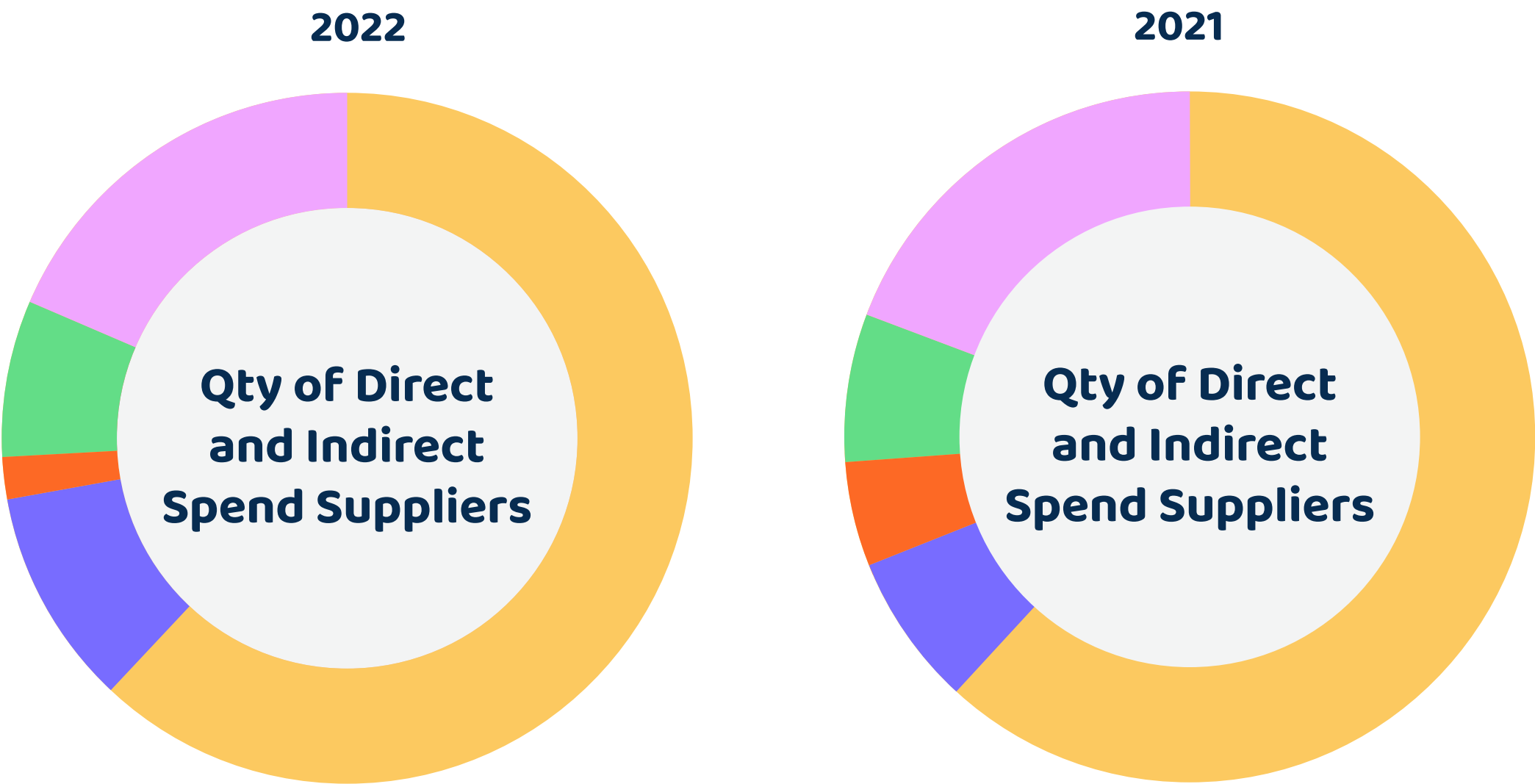
Supplier Diversity (continued)

US Training and Events

Aristocrat was proud to sponsor and participate in Western Regional Minority Supplier Development Council (WRMSDC) events, including a Supplier Diversity Expo in Oakland, California and the ‘Black in Business Showcase’ in Las Vegas. Aristocrat Gaming’s participation in these events provided the opportunity for Minority-Owned Businesses (MBEs) to gain insights on doing business with gaming companies, and to connect with key members of our Global Strategic Sourcing (GSS) team.

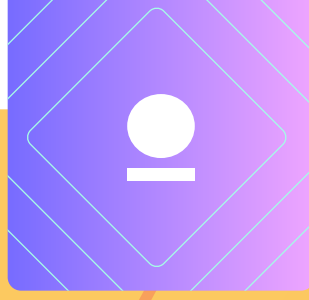


Supplier Diversity - Small Business or Diverse Supplier Owned Business



- Large Business
- Minority / Woman Owned Business – Inside USA
- Minority / Woman Owned Business – Outside USA
- Small Business – Inside USA
- Small Business – Outside USA

	2022	2021
Large Business	62%	64%
Minority / Woman Owned Business – Inside USA	10%	7%
Minority / Woman Owned Business – Outside USA	2%	2%
Small Business – Inside USA	7%	7%
Small Business – Outside USA	19%	20%



We were honoured to receive
**Western Regional Minority
Supplier Development
Council's 'Rising Star Award'**
in recognition of our Supplier
Diversity program.

The award celebrated the progress Aristocrat has made in establishing and developing the Supplier Diversity Program and the achievements over this past fiscal year. Supporting diverse suppliers as part of our supply chain celebrates our Good Business, Good Citizen approach to doing the right thing for our communities.



Responsible Sourcing

Modern Slavery Prevention

Aristocrat’s Anti-Modern Slavery program is designed to identify and address the many forms of modern slavery that exist, and ensure appropriate action is taken through a robust due diligence process and risk management framework.

Aristocrat strives to identify and mitigate modern slavery risks in our operations and supply chains, and reinforce a culture that encourages people to speak up when they feel something is not right.

Key foundation stones of our enterprise-wide framework include:

- A comprehensive Joint Modern Slavery Statement (UK and Australia)
- Supplier Code of Conduct
- Anti-Modern Slavery and Human Trafficking Policy
- Global Employee Handbook
- Supplier Code of Conduct, and
- Incident Response Guide

”

In Monash University’s most recent assessment report of the top 100 ASX-listed companies’ modern slavery statements, Aristocrat’s 2021 Modern Slavery Statement received an **“A” rating**. This is the highest rating that can be achieved and places Aristocrat in the top 25% of ASX100 companies*.

* The report is part of Monash University’s Modern Slavery Research program. The “A” rating is against the Modern Slavery Disclosure (MSD) scoring framework. The assessment includes 109 statements from ASX100 companies available on the ABF Modern Slavery Register – June 2022.





Responsible Sourcing

Supplier Location Risk

Across Aristocrat Gaming’s business supply chain, only a small number of key direct suppliers and sub-tier suppliers (which cover approximately 95% of our Gaming spend) operate in higher prevalence locations for modern slavery which we define as the top 56 locations in the Global Slavery Index (GSI). None are located in the top 20 countries identified in the GSI.

A number of Pixel United suppliers are located in relatively higher-risk countries, such as Ukraine and Romania. However, our Pixel United entities ensure that all our key direct suppliers are engaged via contractual arrangements which include necessary protections requiring suppliers to comply with all local laws (including laws relating to employment and working conditions). Further due diligence activities with respect to our Pixel United suppliers will continue in 2023.

Modern Slavery Prevention Training

Aristocrat has made modern slavery prevention training compulsory for all employees and members of Aristocrat’s Board of Directors. Supplementary training packages will be rolled out in the coming period, tailored for supplier-facing employees and key People & Culture employees who face greater potential exposure to modern slavery risks in day-to-day activities.

” Most of our direct suppliers and sub-tier suppliers operate in locations that have the lowest or medium prevalence of modern slavery.

2022 Required Training Assessment



- All Gaming employees
- All Pixel United employees — training was rolled out in April 2022

* Training was rolled out in April 2022 for Pixel United employees.



Responsible Sourcing

Progress made during 2022

- Enhancements to our Supplier Code of Conduct to further emphasise the importance of our suppliers managing modern slavery risks in their supply chains, including the expectation to pass-through obligations to their sub-tier suppliers.
- Development of a road map for further enhancements to the modern slavery compliance program, in consultation with all divisions of the Group, focusing on the following themes:
 - ongoing risk assessment and increasing risk maturity, to ensure that policies, procedures and risk mitigation measures remain risk-based and fit-for-purpose across our global operations and supply chain, and to address emerging areas of risk;
 - enhanced engagement and collaboration with suppliers to ensure that suppliers fully understand our standards and expectations; and
 - improving the knowledge fluency and skills of employees who are responsible for responding to actual or suspected modern slavery incidents to ensure we have a consistent approach that reflects the best practice principles set out in our new Incident Response Guide.





Responsible Sourcing

Progress made during 2022

For our Gaming business, 100% of Master Supply Agreement templates for key gaming machine component suppliers and all template Purchase Order terms and conditions (direct and indirect) have been updated to include anti-modern slavery and ethical sourcing clauses. Updates to broader Gaming and Pixel United agreements are ongoing.

All key employee agreement templates have been updated to require third-party recruitment agencies to (a) pay wages without deduction (except as required by law), and (b) give Aristocrat access to the agency's records to enable Aristocrat to verify that workers are being paid accordingly.



Inaugural Anti-Modern Slavery and ESG Summit

Aristocrat hosted an inaugural Anti-Modern Slavery and ESG Summit in 2022 with senior leaders. The Summit raised awareness of modern slavery, highlighted the action we need to take as a business to address modern slavery risks, and laid the foundation for ongoing engagement in this area.



Responsible Sourcing

Conflict Minerals

The Aristocrat Gaming business is the only part of our global operations that manufactures physical goods. We expect all key direct suppliers of Aristocrat Gaming to comply with 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. Our expectations are expressed in our key supplier agreements, Supplier Code of Conduct and Modern Slavery Survey. We surveyed key direct suppliers during 2022 and no material conflict minerals concerns were identified.



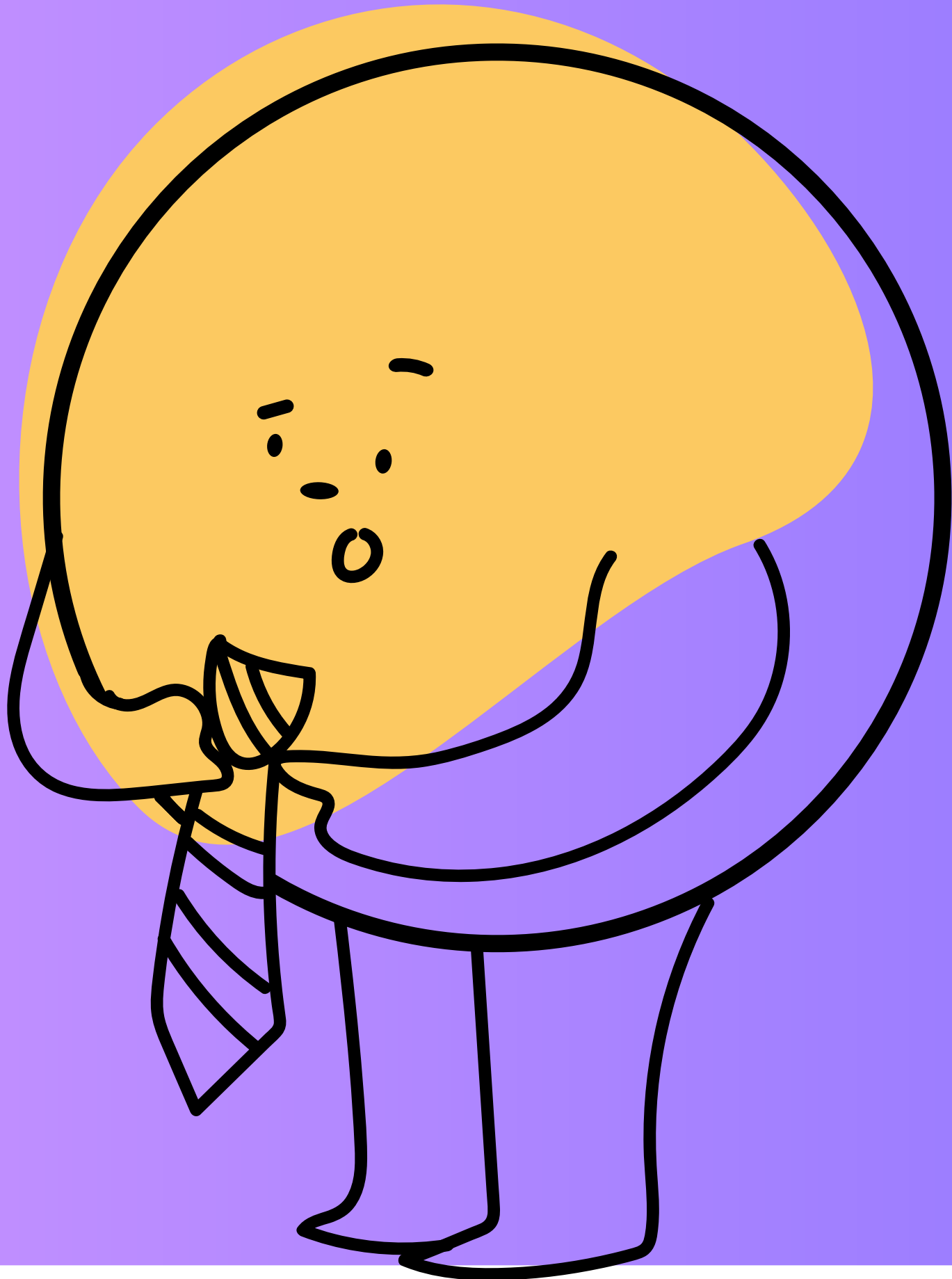


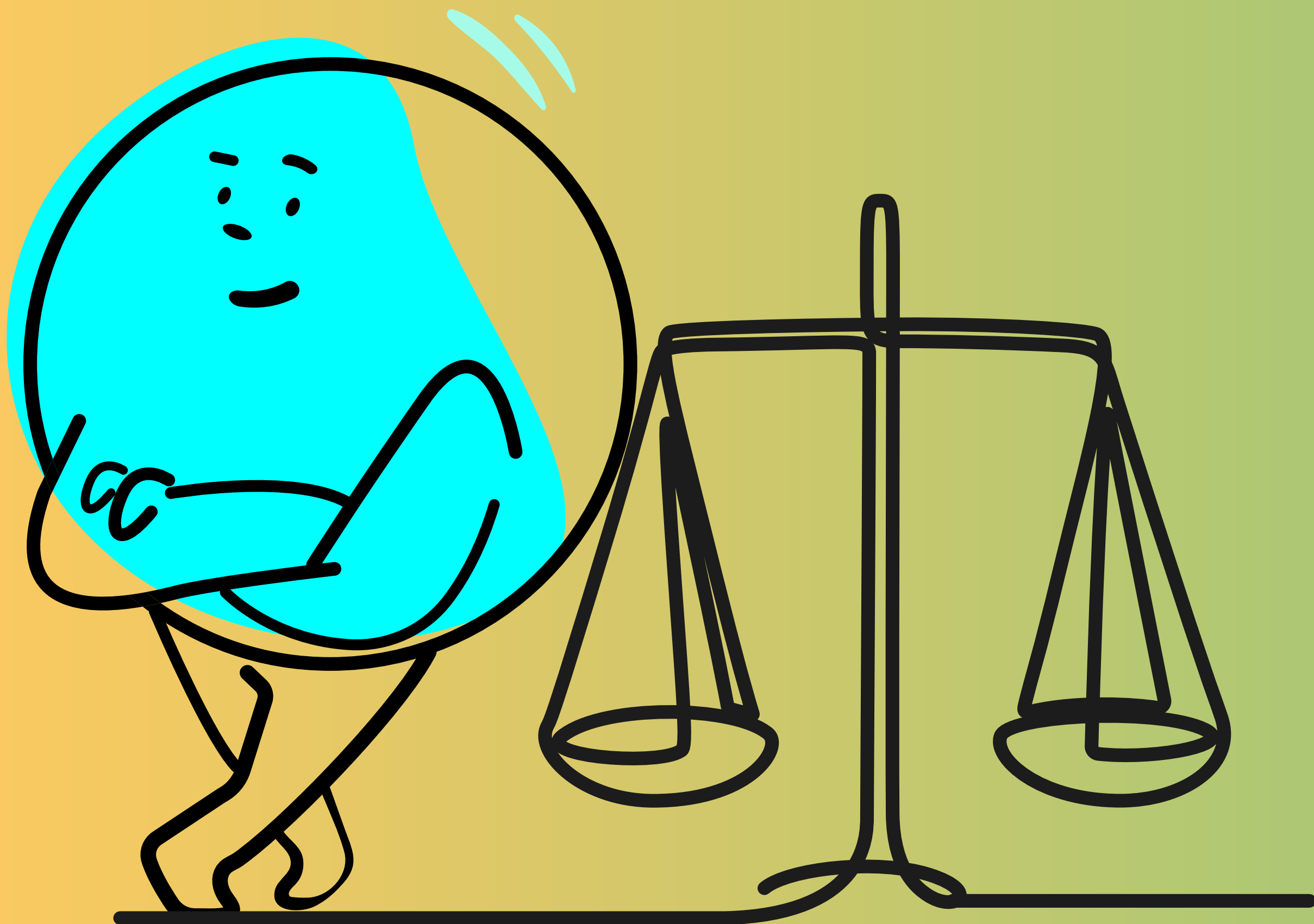
Business Operations

Relevant SDGs



- Governance
- Climate
- Circular Economy





Governance

Aristocrat’s Board of Directors upholds high standards of corporate governance and legal compliance. Focused on effective oversight of management in implementing Aristocrat’s objectives and instilling our values, the Board and its committees maintain a strong and transparent governance framework with corporate governance issues being a standing agenda item for all Board meetings.

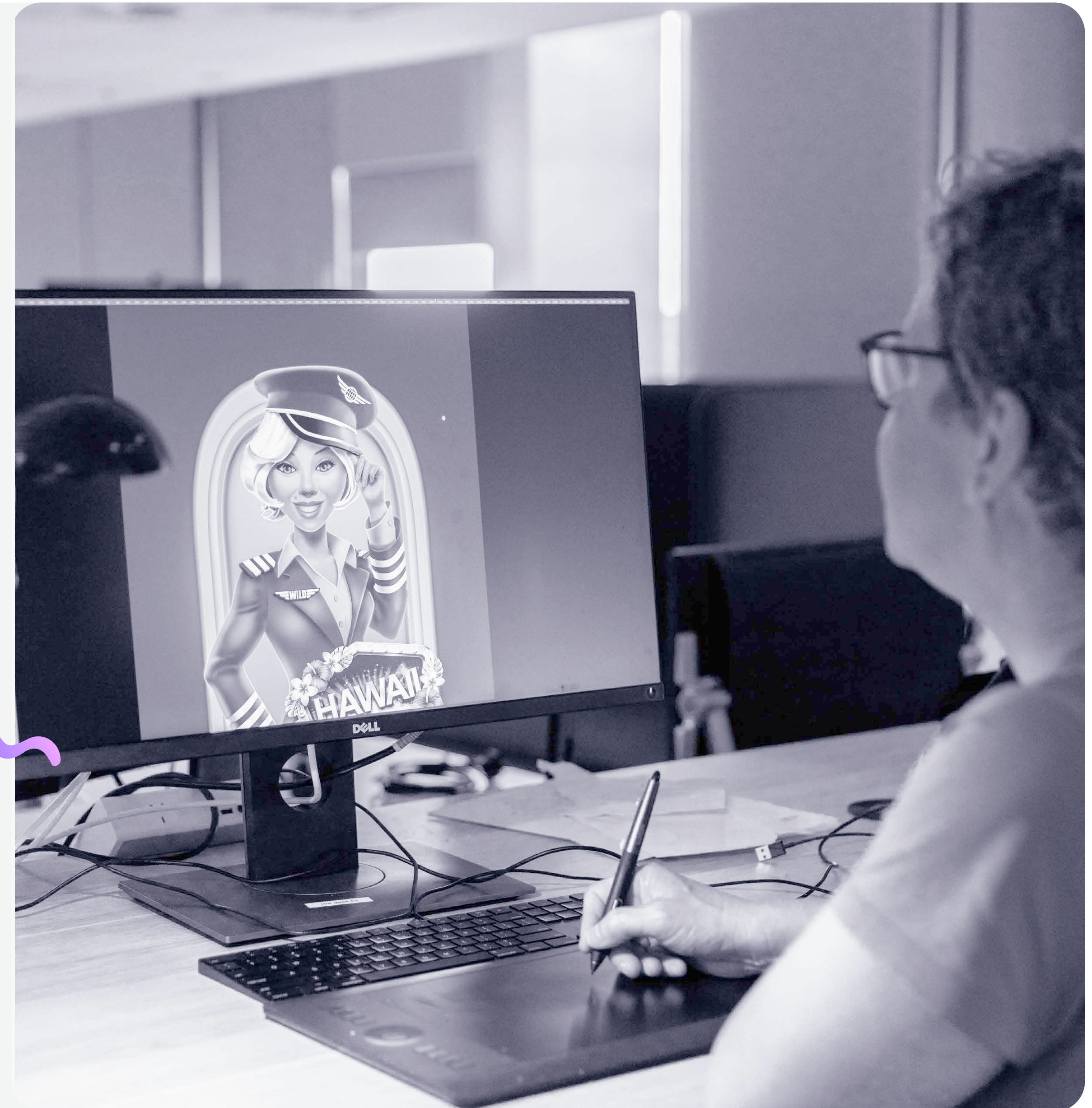
**Governance**

Sustainability Governance

The Board provides strategic guidance and effective oversight of Aristocrat's ESG (sustainability) strategy, including risks and opportunities, to ensure these will deliver appropriate progress against Aristocrat's priorities.

The Executive Steering Committee (ESC) has oversight of the strategy and receives periodic reports on activities and progress. ESG metrics and targets are integrated into all core performance review and management processes, including scorecards, annual performance plans and Aristocrat's risk management framework.

The strategy is developed by a dedicated Sustainability team, however implementation is led by a broad range of leaders and multiple teams across the business, reflecting a high degree of operational ownership of ESG and Sustainability at Aristocrat.



**Governance**

Board Independence and Corporate Governance

An annual assessment is conducted by the Board of Directors to determine independence in accordance with the Board Charter. The 2022 assessment determined that each Non-Executive Director is independent. Disclosures on Board independence can be found in [Aristocrat's Corporate Governance Statement](#).

The Board continually reviews Aristocrat's governance policies and practices to ensure they remain appropriate and reflect any changes in corporate governance requirements and expectations, including as embodied 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](#).





Governance

Key focus areas for the Board

Key focus areas for the Board can be found in Aristocrat’s Corporate Governance Statement [here](#). Responsible Gameplay, a compliance culture, employee health and wellbeing and workplace safety have been strong focus areas for the Board during 2022, with a comprehensive, tailored Responsible Gameplay education program having been undertaken by all Board members.

In 2022, the Board also focused on issues arising from the conflict in Ukraine, with particular emphasis on the safety and wellbeing of our people, cybersecurity, geopolitical risk, compliance with all legal requirements, navigating the macroeconomic environment and supply chain resilience.

For Aristocrat’s current Remuneration Report please [visit here](#)

For Aristocrat’s current Economic Performance please visit the Annual Report [here](#)





Governance

Business Resilience Program

During 2022, Aristocrat strengthened our business resilience through implementation of a new crisis management platform which is integrated with our people management system, WorkDay. The new platform allows us to understand, effectively manage, mitigate and respond quickly to critical events that could impact our people, operations and assets, no matter where they are in the world.

We also continued to provide in-depth training, including crisis response table-top exercises, at Board level and throughout the organisation, on managing human impacts, company reputation and corporate assets. This training has equipped our Business Resilience Teams (BRTs) to make decisions in crisis scenarios and provide direction and guidance to response teams and the wider organisation.

BRTs were formed to manage our response to the Ukraine/Russia situation and more information on the response can be found [here](#). BRTs were also formed to respond to growing China/Taiwan tensions, ensuring our people travelling to the region were safe, and that any risks and exposure were identified and managed.

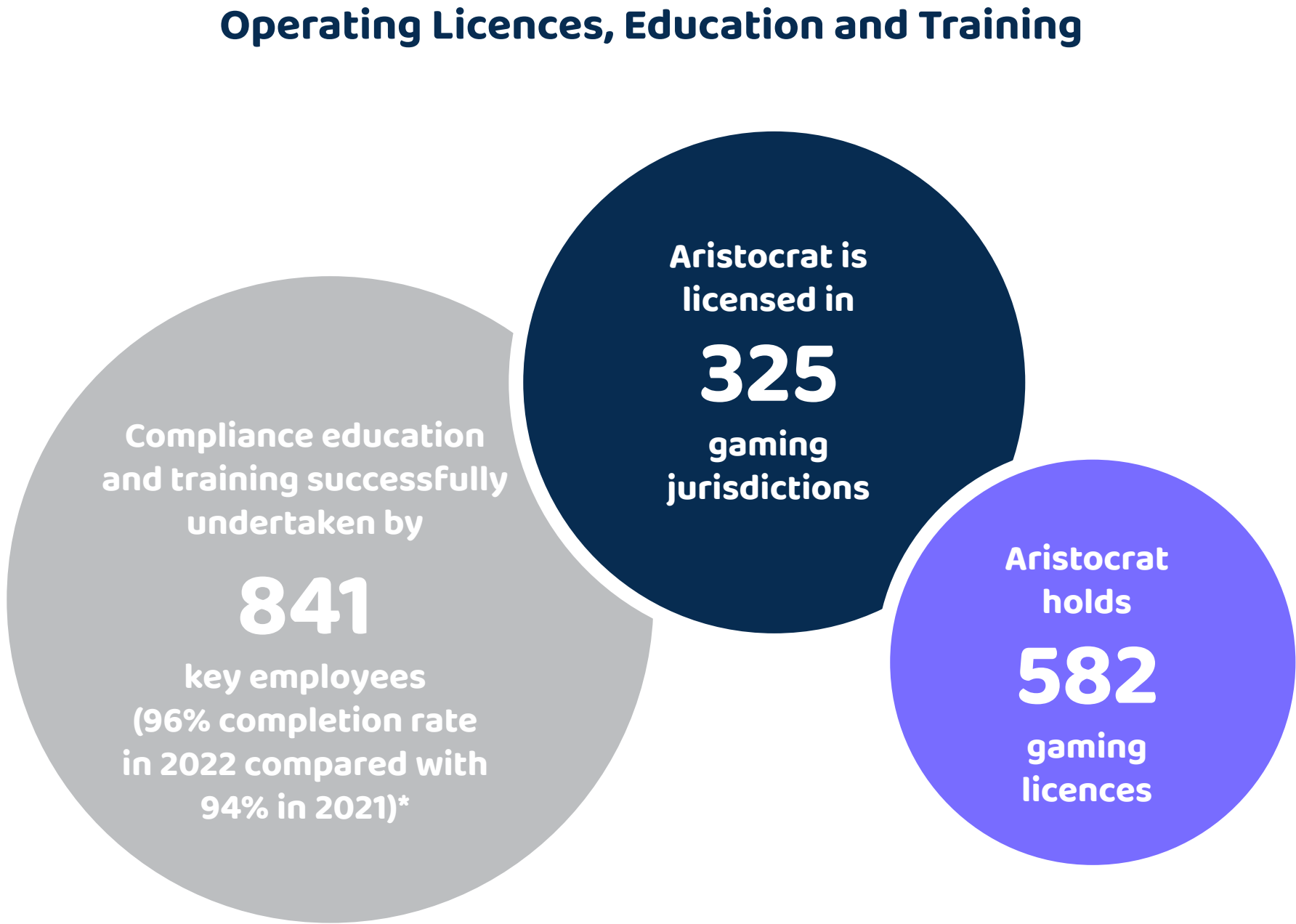




Governance

Licensing and Compliance

Aristocrat maintains our operating licences around the world through a rigorous, high integrity approach to licensing and compliance. The Board’s Regulatory and Compliance Committee oversees all issues relating to compliance with gaming laws and regulations, the effectiveness of Aristocrat’s systems designed to ensure compliance with all aspects of the Approved Nevada Gaming Control Board Compliance Plan, the suitability of key associates and compliance training and education programs for employees.



*As at 5 October 2022, 96% of employees have completed the required training, with the remaining 4% being attributable to headcount changes, onboarding timeframes and some course completion dates being December 2022 (outside the timeframe of this report)

**Governance**

Anti-Bribery and Corruption

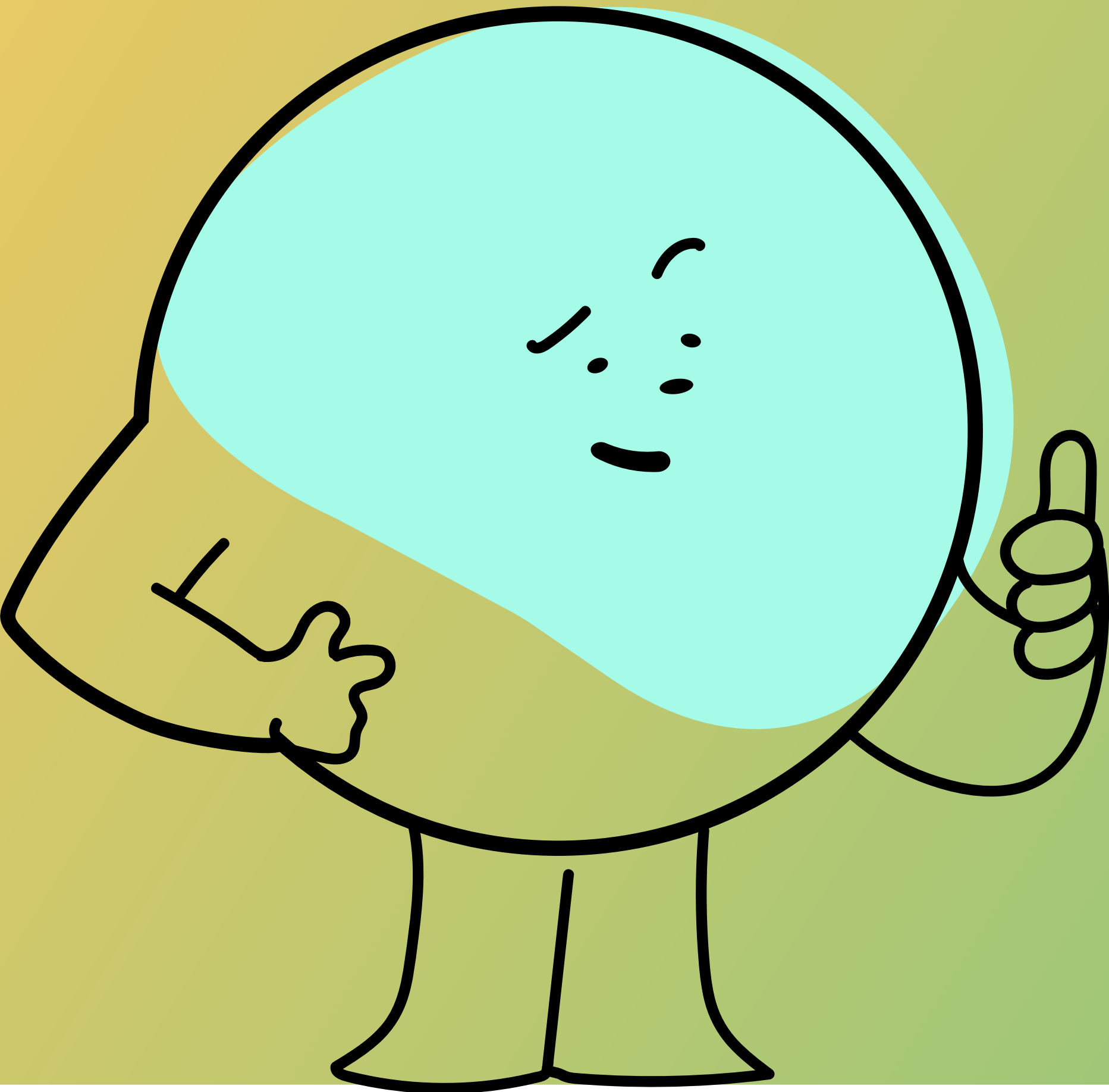
Aristocrat has zero-tolerance for acts of bribery or corruption. We require compliance with all anti-bribery and corruption laws in all markets and jurisdictions in which we operate. Our Anti-Bribery and Corruption (ABAC) Compliance Program comprises a global ABAC Policy that covers the giving, agreeing 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.

Mandatory comprehensive face-to-face compliance training is delivered to all members of the Aristocrat Board, Executive Leadership Team, Group Risk and Audit Team, sales employees, and relevant manufacturing and procurement teams. Major distributor partners must also undertake the same training.

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

More information, including on our Anti-Bribery and Corruption (ABAC) Compliance Program, can be found in [Aristocrat's Corporate Governance Statement](#).





Climate

Aristocrat is taking responsibility to help address climate change through initiatives that support the transition to a low carbon and climate resilient economy.



Climate

Emissions

Our Journey to setting a Science-Based Emissions Reduction Target

Aristocrat continues to embed environmental considerations within our core business operations and global supply chain. In November 2021, we formally committed to setting a Science Based Target (SBT) consistent with the requirements of the Paris Agreement to reduce emissions across our business. We will submit our emissions reduction target to the Science Based Targets Initiative (SBTi) by November 2023.

From the date of endorsement by the SBTi, Aristocrat will have 10 years to deliver our emissions reduction target and will report annually on progress. While comprehensive data will be available and disclosed from 2023,

these Disclosures capture progress made to date in collecting data and establishing our Greenhouse Gas (GHG) inventory for FY22. In the coming months, we will continue to focus on establishing data collection processes and ensuring we have sufficiently robust data to support an accurate and achievable emissions reduction plan. As part of this, an online environmental management platform was commissioned in 2022 to collect and record emissions-based data from across the group. Anticipated data gaps will require us to use estimations in some cases, consistent with the GHG Protocol Corporate Accounting and Reporting Standard.

This data reflects a partial view of our emissions footprint for FY22 and a more complete picture will emerge in 2023 we develop our GHG inventory for our baseline year of 2022. We are also working to identify Aristocrat’s Scope 3 emissions boundaries. Under the SBTi rules, if a company’s Scope 3 emissions are 40% or more of its total emissions, a specific Scope 3 reduction target is required to be set. We are working with external experts to determine our position and ensure we adopt a robust, pragmatic approach, that is consistent with peers and accepted market practice.

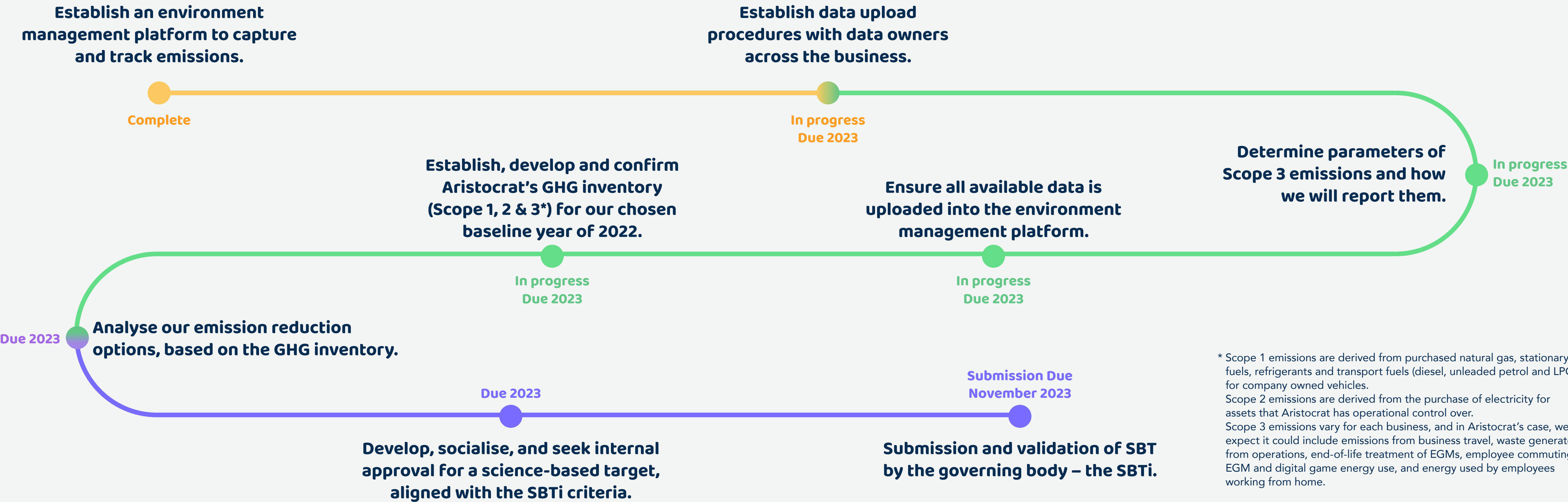




Climate

Plan to Achieve an Aristocrat Group SBT

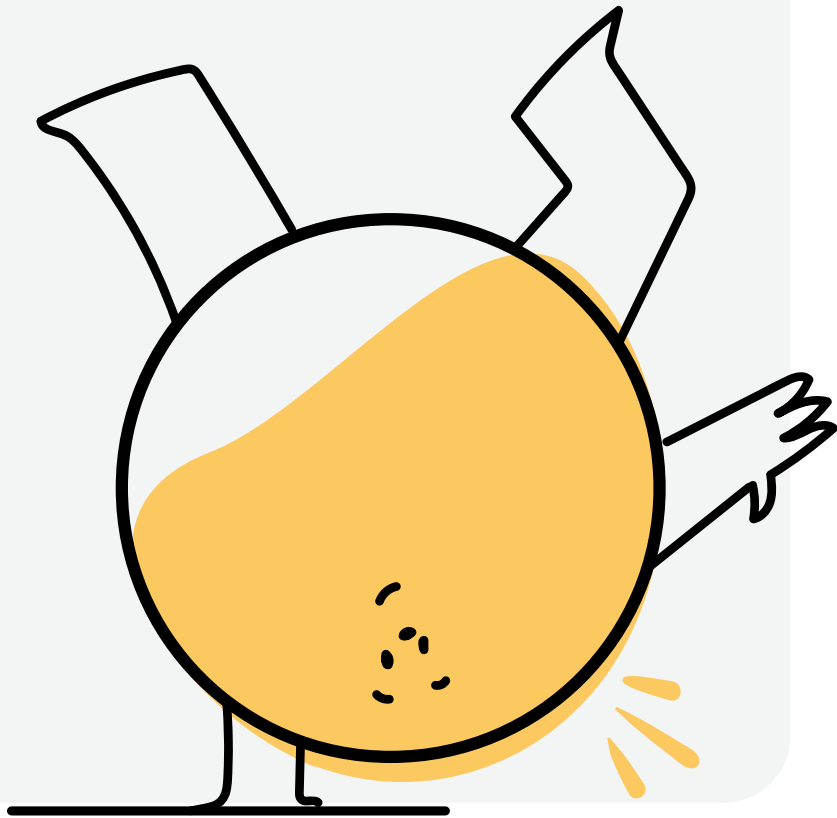
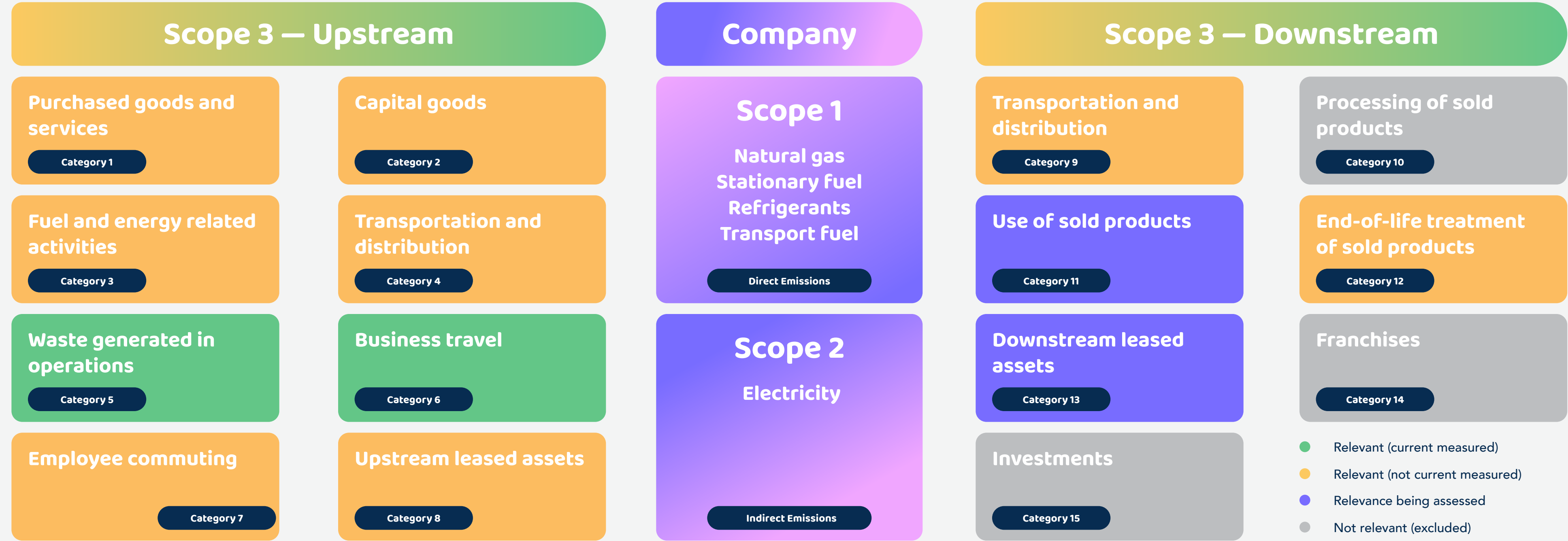
As we continue to expand data collection efforts across our global business, we expect to identify further opportunities for capturing operating efficiencies through regular review, evaluation and improvement of our environmental performance.





Climate

GHG Inventory Boundary

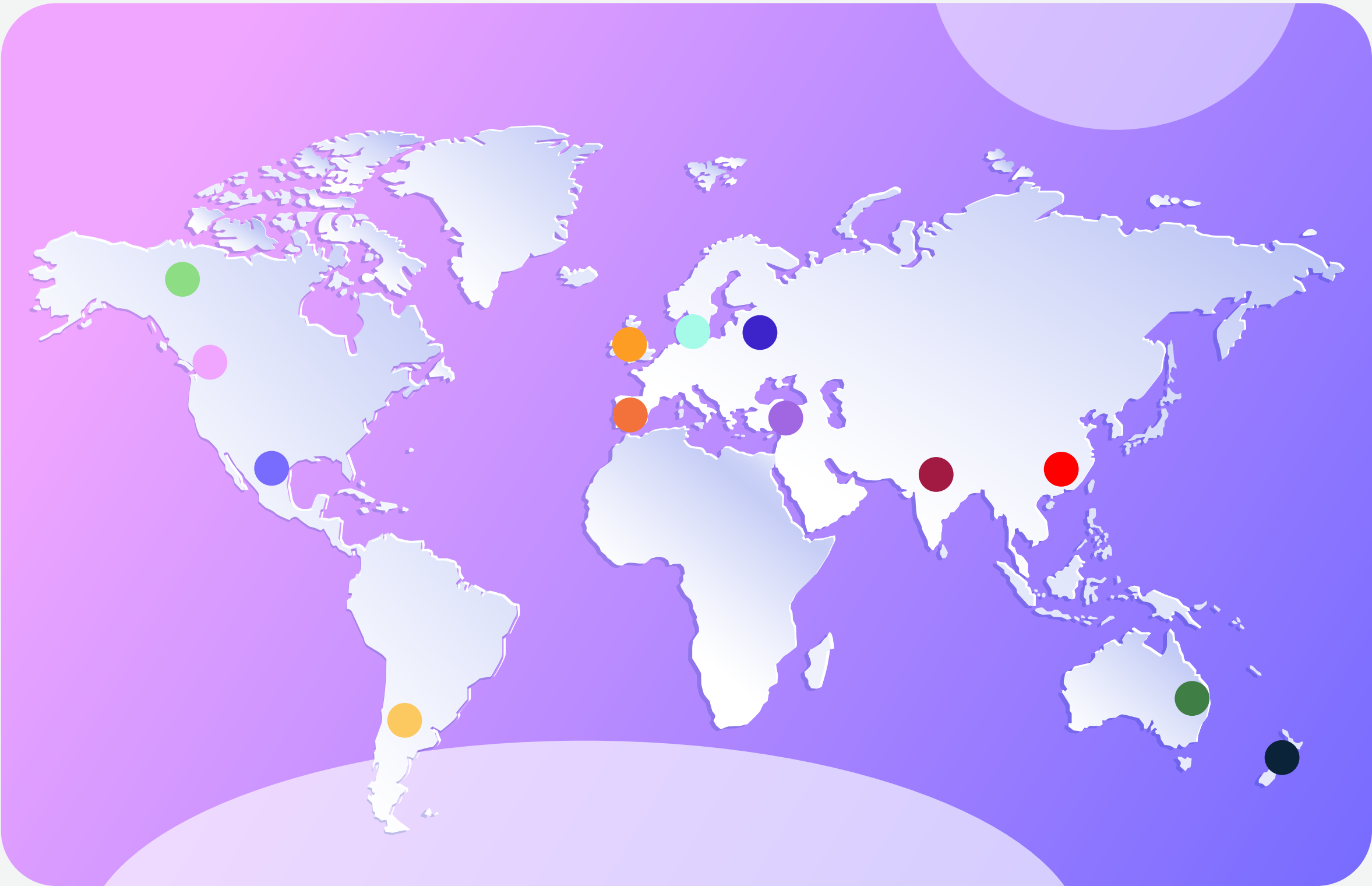




Climate

The Group’s recorded GHG emissions for FY22 are 29,881.12 mtCO₂e

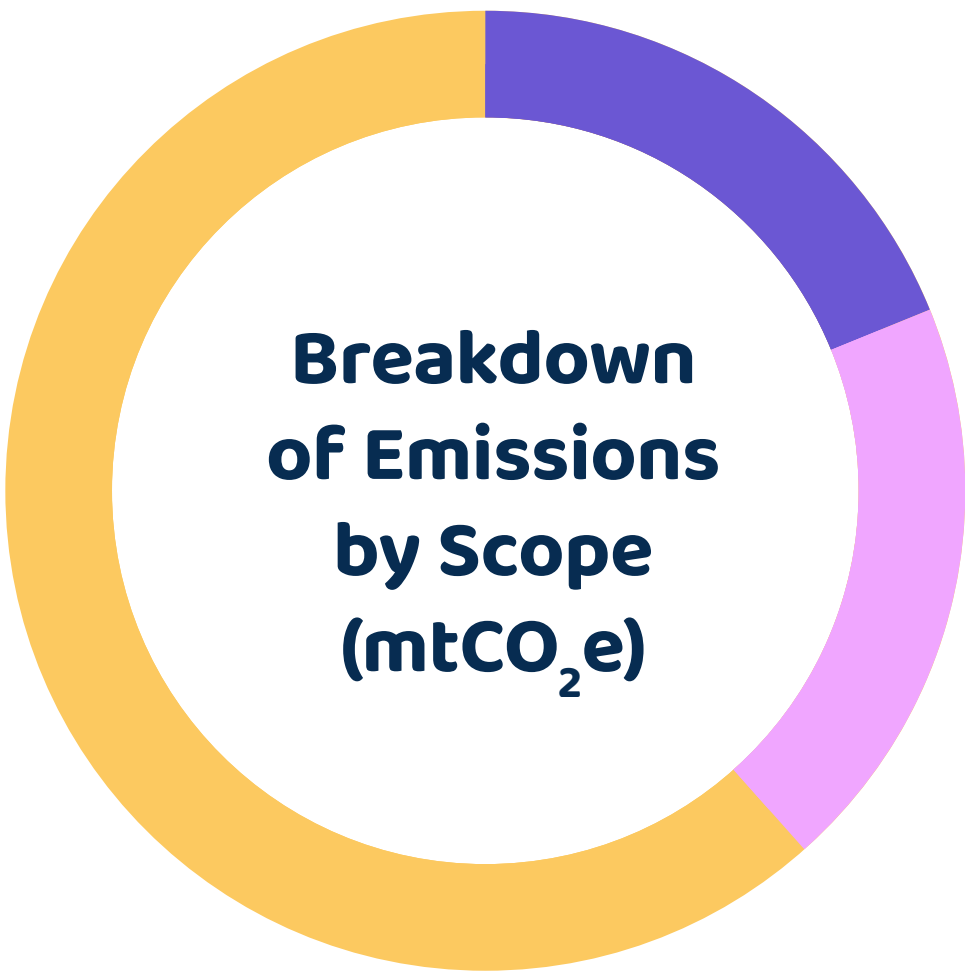
Total emissions generated by location



Country	Emissions (mtCO ₂ e)
Argentina	15.19
Australia	10,537.33
Canada	405.70
India	198.25
Israel	1.86
Macao SAR	256.42
Mexico	158.37
Rest of Europe	81.18
New Zealand	114.04
Spain	11.73
Ukraine	639.74
United Kingdom	103.03
United States	17,358.28

The methodology used for GHG emissions is calculated according to the GHG Protocol methodology, and using selected current emission factors (EFs) issued by the U.K. Department for Environment, Food & Rural Affairs (DEFRA) and the U.S. Environmental Protection Agency.

Emission Breakdown



Scope 1 — 5,638.31
Natural Gas — 103.12
Transport Fuel — 5,535.19
Scope 2 — 5,873.89
Electricity — 5,873.89
Scope 3 — 18,368.92
Waste generated in operations — 15.02
Business travel — 18,353.90



Climate

Fleet Vehicles

In recent years Aristocrat has taken steps to decarbonise fleet vehicles across our Gaming business, through the procurement of lower-emission vehicles. The transition of our Australian sales and servicing fleet to hybrid vehicles has been impacted by global supply disruptions, but we have nevertheless made progress with hybrid vehicles now representing 45% of our fleet. In addition, we are exploring the introduction of electric vehicles for our Gaming business distribution, sales and services fleets in the US and Australia.





Circular Economy

Aristocrat aims to minimise waste and pollution throughout our operations, including through the design of more durable, reusable, repairable and recyclable products and materials.





Circular Economy

Sustainable Product Design

The product design strategy of our global Aristocrat Gaming business considers environmental impacts throughout the product lifecycle. A recent innovation is our modular gaming machine design. It features a common base cabinet platform that easily transforms with three different top options.

There are several advantages to this design in terms of resource and energy benefits, allowing us and our customers to save on packaging and shipping as well as reducing cost and product end-of-life disposal. All of the product interconnections are common and allow flexibility, reducing the need to ship entirely new cabinets around the world.





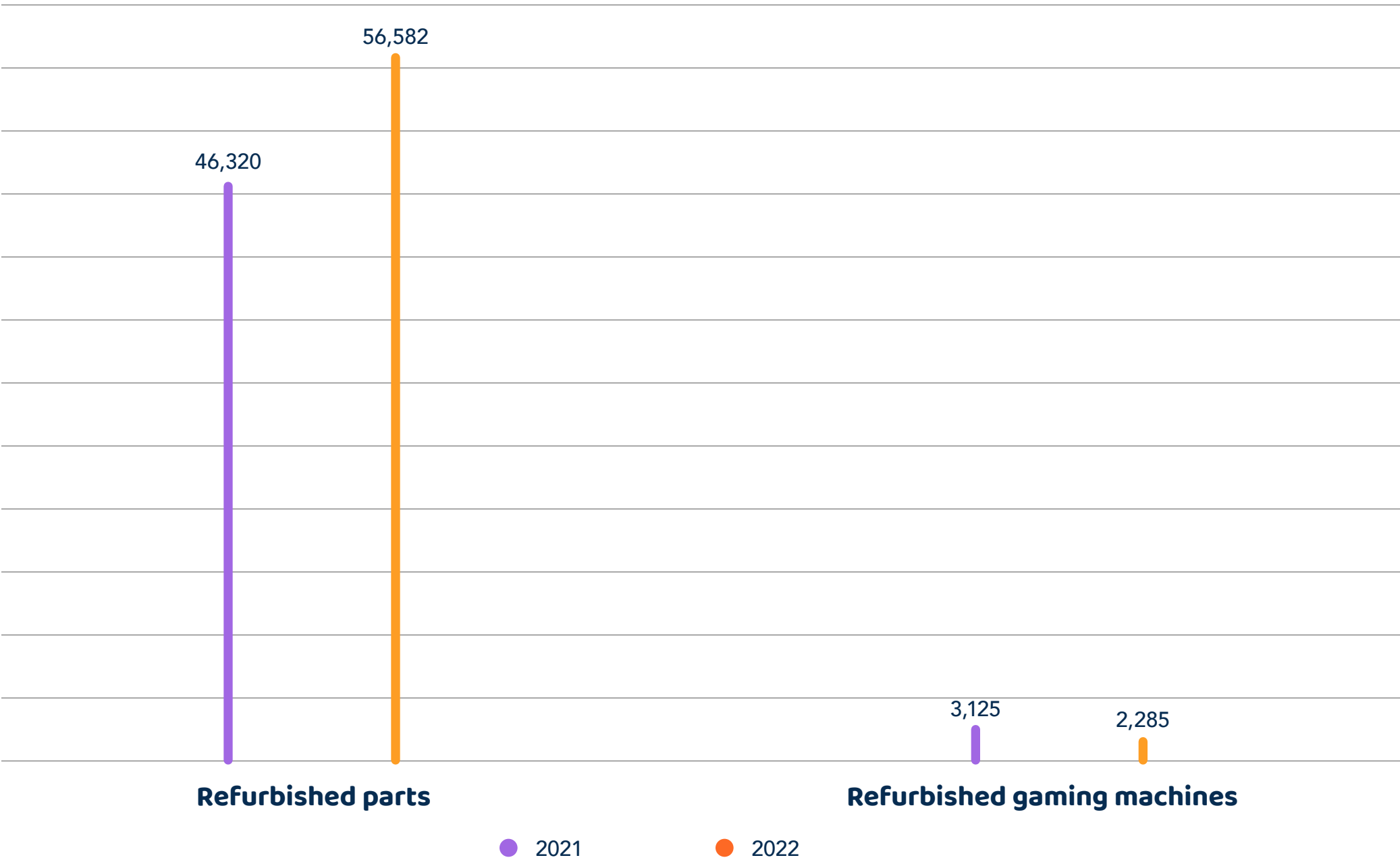
Circular Economy



Re-use, Refurbish and Recycle

With respect to gaming machines, our integration centres are working to reduce and eliminate landfill waste, with a focus on re-using, refurbishing and recycling components, contributing to the reduction of e-waste and materials and energy consumption associated with the manufacture of electronic products.

2022 Refurbish Assessment



Data relates to the US Gaming business. Refurbishment of gaming machine numbers in 2022 are lower due to physical and system relocation during fiscal year. Savings on consumption of used parts was ~ USD11.5m in 2022

**Circular Economy**

Risks and Opportunities posed by Climate Change



Aristocrat has adopted the recommendations of the Task Force on Climate-related Disclosures (TCFD). With climate scenario analysis rapidly evolving, we expect our approach, tools and data to mature over time and contribute to a deeper understanding of climate related risks and opportunities.

During 2022, we further integrated climate scenario analysis into our strategic planning and enterprise risk management (ERM) frameworks, to help us strengthen our resilience and adaptation to climate change. A more detailed assessment of climate related risks was also completed, and while no material risks were highlighted, the assessment will continue to be factored into the update of Aristocrat's growth strategy, and future strategy reviews.

Using the TCFD framework, our Disclosures provide a progress update across each of the TCFD pillars: Governance, Strategy, Risk Management, Metrics and Targets. Progress on our TCFD disclosures can be found [here](#).



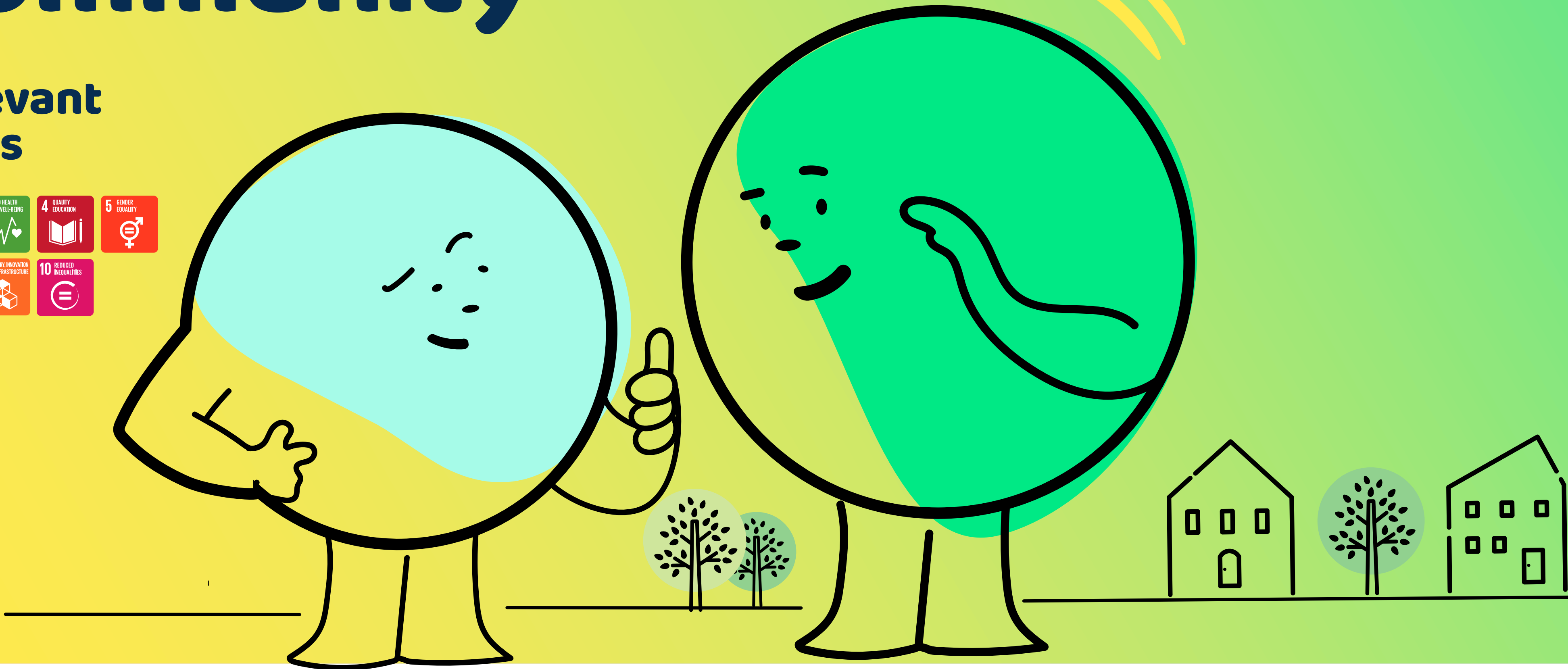


People & Community

Relevant SDGs



- Health, Safety & Wellbeing
- Talent
- Diversity & Inclusion
- Community





Highlight

Supporting our people in Ukraine

The wellbeing and safety of our employees is always our first and highest priority. Nowhere has this focus been more acute than in Ukraine, since Russia’s invasion and the outbreak of conflict in February 2022. The situation remains fast-moving and dynamic, requiring us to tailor and evolve initiatives to protect our people and business in what have been extremely difficult and complex situations. Prior to February 2022, Pixel United had just over 1,000 employees in Ukraine across the three business units of Product Madness, Plarium and Big Fish Games. Over 700 of our people were based in Kharkiv in Eastern Ukraine; around 200 employees were in Lviv; 100 were in Kyiv and the remainder were working remotely, in locations such as Odessa. In the period leading up to the invasion, we developed and stress-tested a detailed Business Continuity Plan (BCP) and a program of care designed to support employees in all locations both across Ukraine, and post-relocation. The initiatives we put in place fell broadly into three phases which are summarised on the following page.



His Excellency Vasyl Myroshnychenko the Ambassador of Ukraine to Australia, visiting Aristocrat’s Pinnacle office to meet with leaders of Aristocrat.

”

I’ve been moved at the incredible team effort that has been mounted during this time. Our people have been extraordinary – whether volunteering to operate a relief hotline, meeting buses and helping employees settle into new accommodation, or otherwise pitching in. At times like these, **the combined capabilities of our global team and the power of our “People First” culture** really come to the fore.

Trevor Croker
— Chief Executive Officer



Highlight

Supporting our people in Ukraine (continued)



1. Provision of Direct Aid and Assistance to employees remaining in Ukraine

This has involved providing funds, shelter, emergency supplies and other direct aid, leveraging a network of on-the-ground organisations to deliver aid and assistance quickly to employees. A 24/7 emergency support hotline was also established, manned by volunteer employees, demonstrating the commitment and courage of our teams.

2. Relocation Support

While men aged 18-60 were prohibited by law from leaving Ukraine, we were able to assist close to three-quarters of our Ukraine-based employees to physically relocate, either internationally (including to Poland) or to safer locations within Ukraine. To facilitate this effort, we ran a bus service to take employees and their families, relatives, and pets to either Warsaw or Krakow. A special task force was set up in Poland to support employees and families upon arrival with essential tasks, such as finding accommodation, financial support (including advanced salary and other relocation payments), obtaining visas and legal aid, insurance coverage and healthcare.

3. Employee wellbeing and continuity

Whether employees have remained in Ukraine or relocated to another country, we have taken action to provide as much certainty as possible, as well as comprehensive wellbeing services. Our program of care in this respect remains ongoing, with an example being the launch of a series of mental health counselling services, including specialist mental health care provisions for children.

The establishment of fixed accommodation and new office locations in Poland has ensured our teams have stability. During this period, we increased our workspace capacity significantly, securing two high-quality permanent office spaces, one in Wroclaw and the other in Warsaw, Poland, in addition to our existing office in Gdansk and new office space in Barcelona. Our office in Lviv, Ukraine, remains

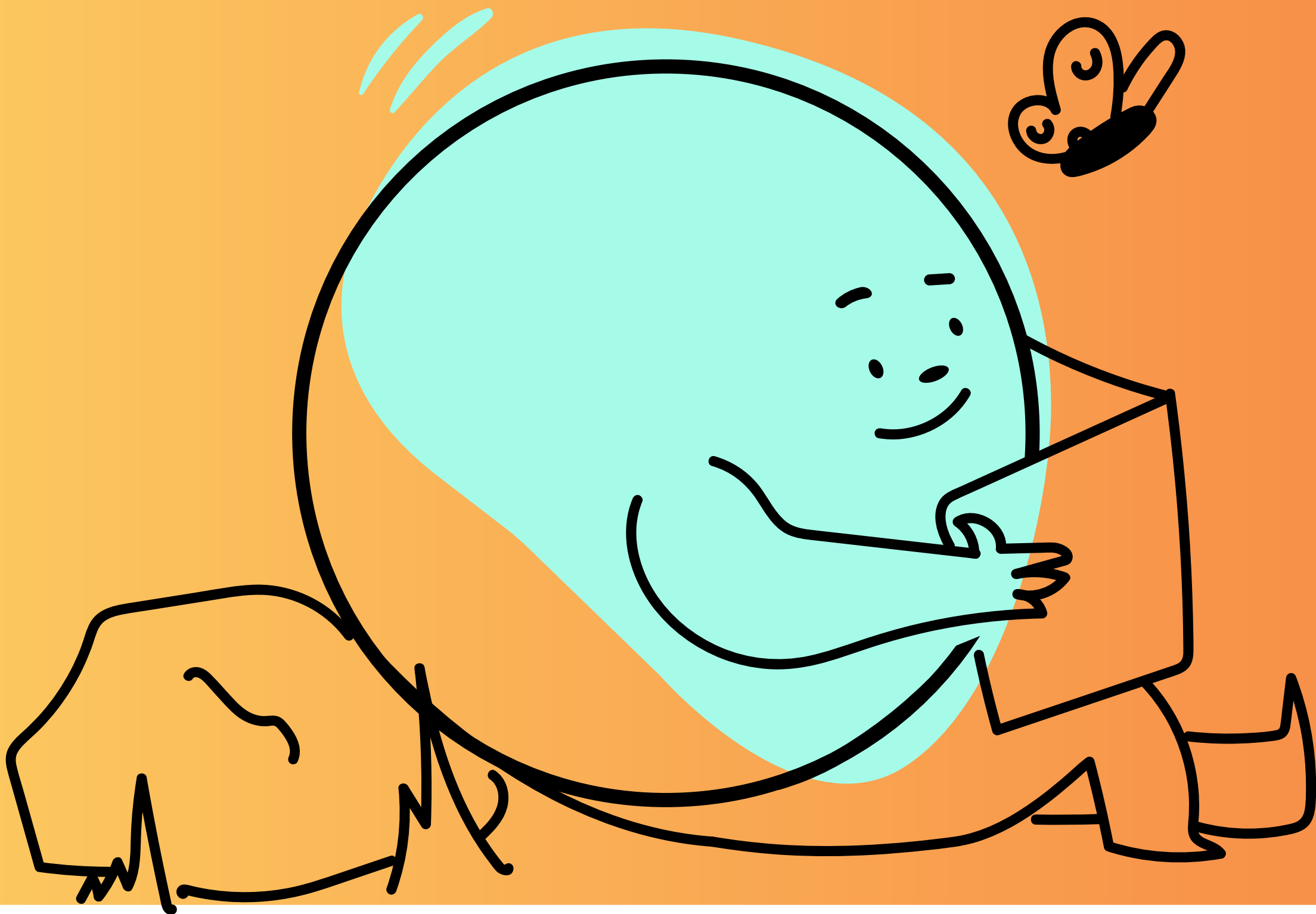
open. Despite the circumstances, our incredible teams in Ukraine remain committed and continue to deliver great results, supporting the delivery of new content releases and campaigns for our games and demonstrating the quality of our people and culture and the effectiveness of our business continuity arrangements.

The ‘People First’ culture at Aristocrat runs deep, and this sentiment extends to every colleague around the world affected by the events in Ukraine. As part of our AristocratCARES program, employees donated to support our colleagues in Ukraine. Aristocrat matched every dollar raised through the program, helping us to raise USD100,000 in extra support for our colleagues, adding to our USD500,000 donation to the Ukrainian Red Cross Society.



Health, Safety & 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.





Health, Safety & Wellbeing

Employee Health, Safety (HSE) And Wellbeing

Underpinning our health, safety and wellbeing culture is a robust framework that integrates and aligns our policy, practices and safe systems of work to the many facets of employee health, safety and wellbeing.

During 2022, we conducted an HSE Deep Dive which reviewed the HSE policies, strategic initiatives, risk register and improvement projects. In response to this, we have taken additional steps to strengthen our health, safety and wellbeing capabilities throughout the organisation.

Our global wellbeing program was enhanced this year and provides a comprehensive range of wellbeing benefits and initiatives to equip employees with tools and resources to promote wellbeing. With a strong focus on encouraging our people to balance all aspects of their lives, our wellbeing program provides resources focusing on career, physical and mental, social, community and financial wellbeing. These resources include recommended self-paced learning, contacts for internal and external support and other offerings which are updated frequently.





Health, Safety & Wellbeing

Employee Health, Safety (HSE) And Wellbeing (continued)

Safety

Aristocrat is committed to protect the health and safety of our people wherever they work, as we continue to embrace flexible working across our global business.

Our people at Aristocrat are encouraged and empowered to take control and to speak up where safety issues arise. In 2022, our global TRIR decreased 13% to 0.39 from 0.45 in 2021. Near miss reporting increased to 218 in 2022 from 70 in 2021. Increased education, awareness and training on HSE topics have contributed to the overall injury reduction improvement.

We strive to make our operations as safe as possible. From increased education, awareness and training on workplace safety, to expanded driver safety training and ongoing evaluations of driver assistance technologies for fleet vehicles, we continually work to achieve safer outcomes and solutions for our people. In spite of these efforts, during the reporting period, one Aristocrat employee in North America was involved in a vehicle accident while driving to a customer site, and tragically passed away.





Talent

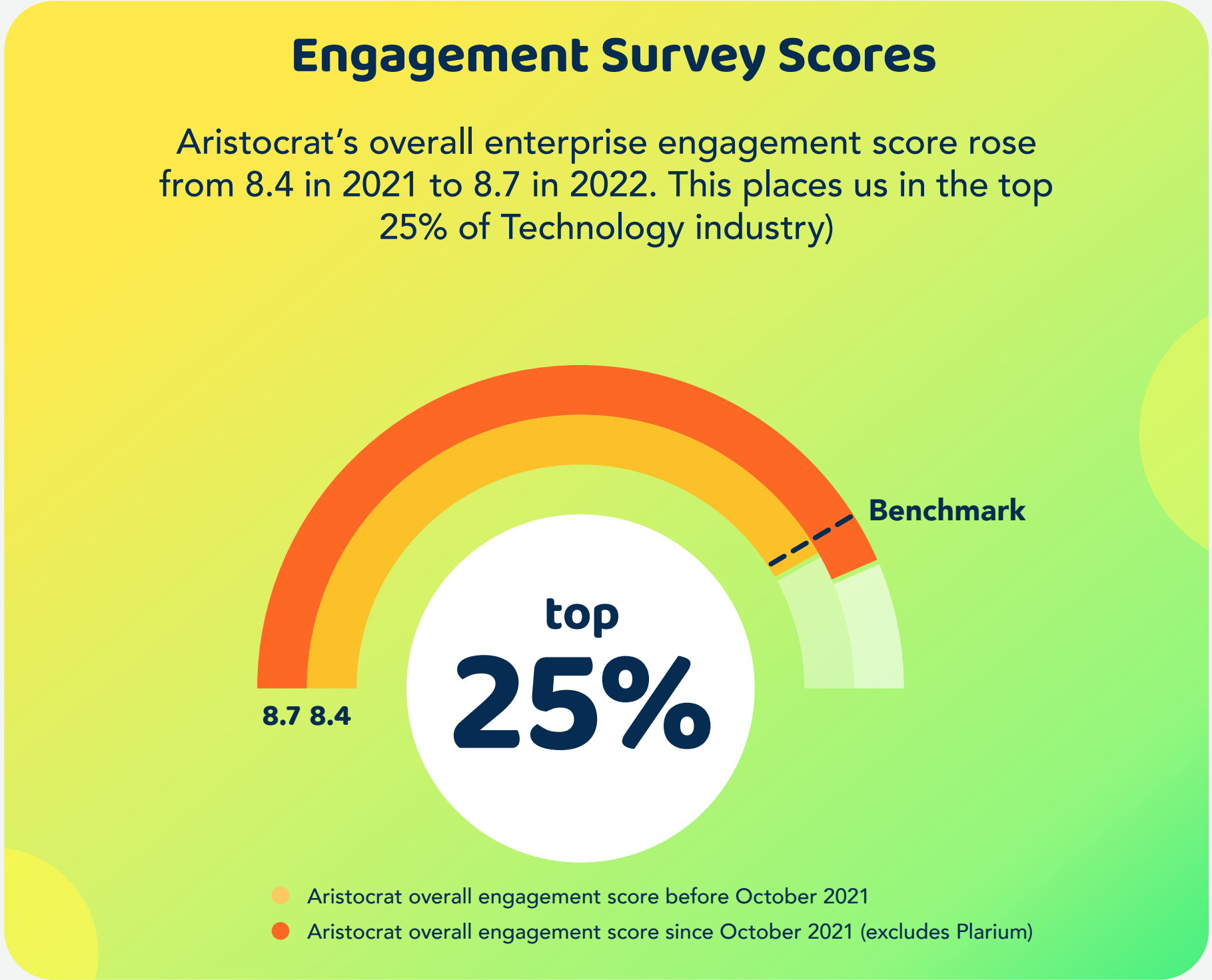
Investing in developing and retaining our people is a continuous focus at Aristocrat. Our employee value proposition is designed to support this effort, and ensure that the best, brightest and most creative talents across the globe make their careers with us. Our shared values underpin our approach: ‘All About the Player’, ‘Collective Brilliance’, ‘Talent Unleashed’ and ‘Good Business, Good Citizen’.



Talent

Engagement and Culture

In 2022, 91% of employees participated in our engagement survey (eight percentage points above benchmark of 83%). Employees told us that what they value most is a strong team culture, flexible work arrangements, competitive compensation and an opportunity to learn. Action plans in response to this feedback are established and tailored by individual business units in each region, covering issues such as workload, freedom of opinion and organisational fit/equality.





Talent

Employee Benefits

We strive to deliver benefits that are competitive and ensure we can attract and retain employees across diverse environments and cultures. Our Global Total Rewards Survey helps us to understand the benefits that mean the most to employees, and take steps to enhance our offering.



Summary of 2022 Global Total Awards Survey Results

Reported Retention Score (0-100)	84%
Top 10 Retention Drivers	
Compensation	1
Flexible work arrangements	2
Aristocrat’s culture	3
My team	4
Balancing work and personal life	5
The ability to work independently	6
Opportunities to develop in my career and learn new skills	7
Challenging / interesting work	8
Aristocrat’s financial stability	9
My supervisor	10
Health and well-being benefits	11
The talented people I work with	12
Paid time off	13

Some actions taken in response include:

-  Introduction of a new educational tool to assist our people with the selection of health plans that accurately reflect their needs (for US employees).
-  Flexible work options further enhanced for all our people, globally.
-  An enhanced EAP plan that has increased our mental health offerings (for US employees).
-  Introduction of a Professional Development Allowance as part of a flexi-benefit plan within employees’ salary structure, optimising income tax (for India employees).
-  Automation of employee retirement program (for Canadian employees).
-  Enhancement of childcare benefits under existing creche program (for India employees).



Talent

Employee Benefits (continued)

Aristocrat is a Great Place to Work

Aristocrat India has received two more Great Place to Work certifications this year, with recognition for:

- ‘Best Workplaces in Health and Wellness’ citing for the company’s Covid support for employees and their families; and
- ‘Best Workplaces in Diversity, Equity & Inclusion’.

As Aristocrat’s global business evolves, we will continue to review the most relevant benchmarking surveys to measure and understand our culture and create a high-trust work experience for all our employees. We were honoured to be featured in Built In Austin’s ‘United We Tech Series’ which talked about prioritising our ‘People First’ culture. Watch the video [here](#).

Other Awards and Recognition

At the HR Excellence Awards (UK), Product Madness was also shortlisted for Best Employee Engagement Strategy and won the award for Best Health and Wellbeing Strategy.

- Aristocrat’s Austin office has been recognised by top tech talent network ‘Built In’, citing our standout culture and ‘People First’ approach, supported by a diverse management team, unconscious bias training, performance bonuses, paid volunteer time and sabbatical opportunities.
- Trevor Croker, CEO and Managing Director, received the inaugural industry award from the American Gaming Association (AGA) for ‘Excellence in Sustainable Gaming’ in recognition of his role in defining core ESG priorities for the gaming industry.
- James Starr, President of our VGT business, was recognised by Oklahoma State University for Business and Leadership Achievements, citing his contribution and positive influence on the University, its students and across the nation.
- Mike Lang, CEO of Pixel United, was named in Variety’s Entertainment Gaming Leaders Class of 2022, spotlighting impactful executives working at this dynamic intersection.
- Lauren O’Brien Kruczynski was the Global Gaming Women 2022 Patricia Becker Pay It Forward Award Honoree.



Our Product Madness business received two awards at the prestigious Stevie Awards for Great Employers which recognise the world’s best employers, teams and initiatives that help create and drive great places to work.




The Gold Stevie Award for Engagement / Happiness Team of the Year




The Silver Stevie Award for Recruiting or Talent Acquisition Team of the Year



Talent

Training and Development

Our training and development programs are designed and curated for our employees. In addition to programs tailored to specific business units (Aristocrat Group, Aristocrat Gaming, Pixel United and Anaxi), employees also have access to career and professional development training through Tully, our online career and learning management system.

All employees have access to comprehensive career and professional development training, including the choice of 16,400+ courses through LinkedIn Learning.

In 2022, employees completed almost 14,000 training modules, including LinkedIn Learning courses, Aristocrat created learning courses, programs, live training sessions and checkpoints.





Talent

Leadership Training and Development

Our leadership training and development programs are focused on helping to develop our future leaders by fuelling their growth and broadening their leadership network. Stronger leaders can contribute most effectively to delivering Aristocrat’s business strategy and fostering a ‘People First’ culture.

Leadership training and development programs are tailored for each business unit to address a broad spectrum of required leadership skills, capabilities and competencies.

Graduate and Internship Programs

Aristocrat’s Future Leaders Graduate Rotational Program takes place over a two-year period, with three rotations in the business. In 2022, we had 22 graduates in the program: five in the US, four in Australia and 13 in India. Of these, 60%

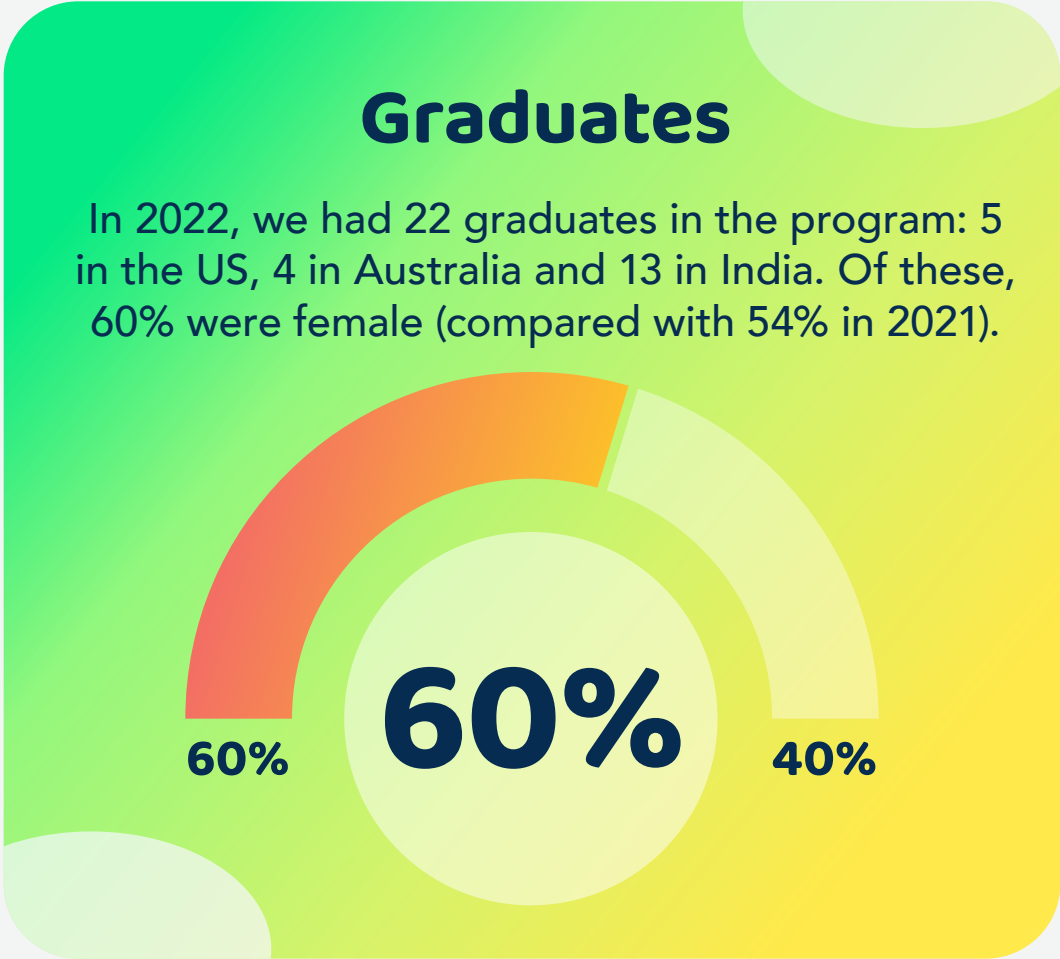
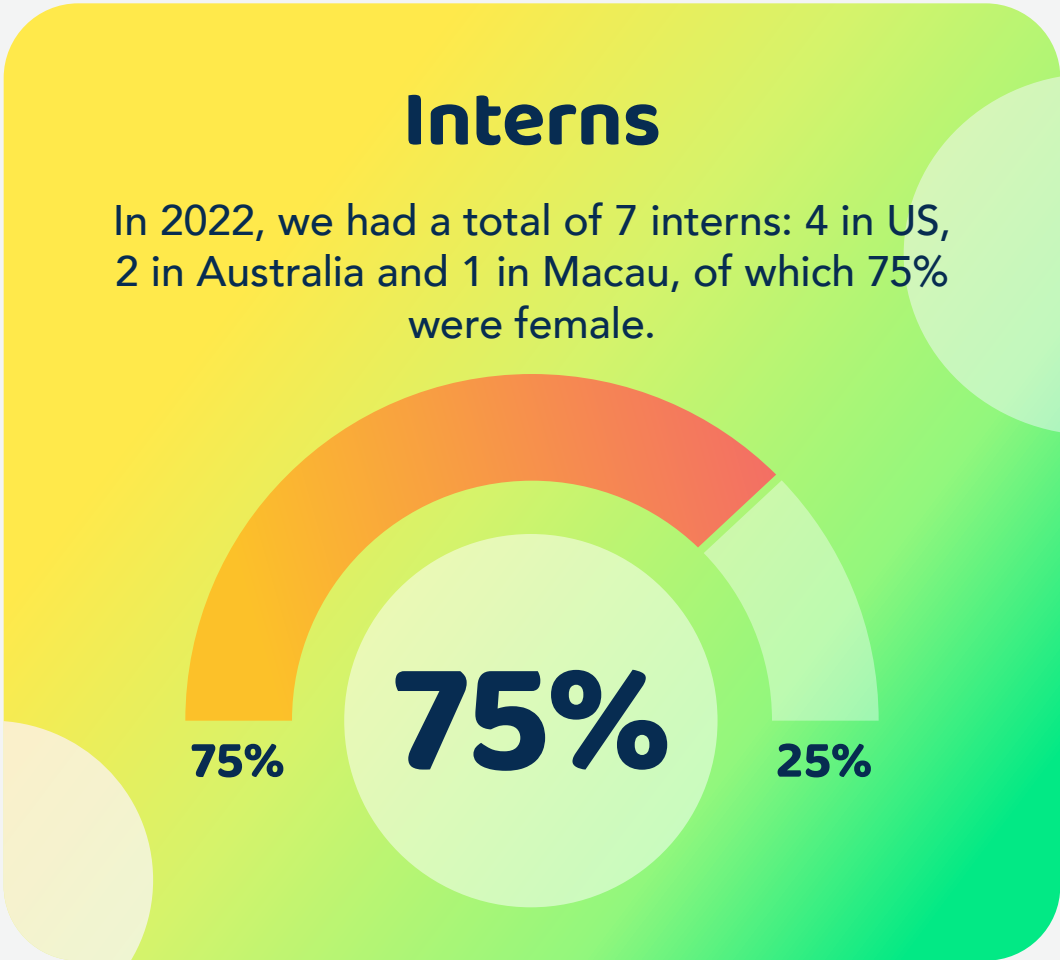
were female (compared with 54% in 2021). Our Intern Program operates across ten weeks.

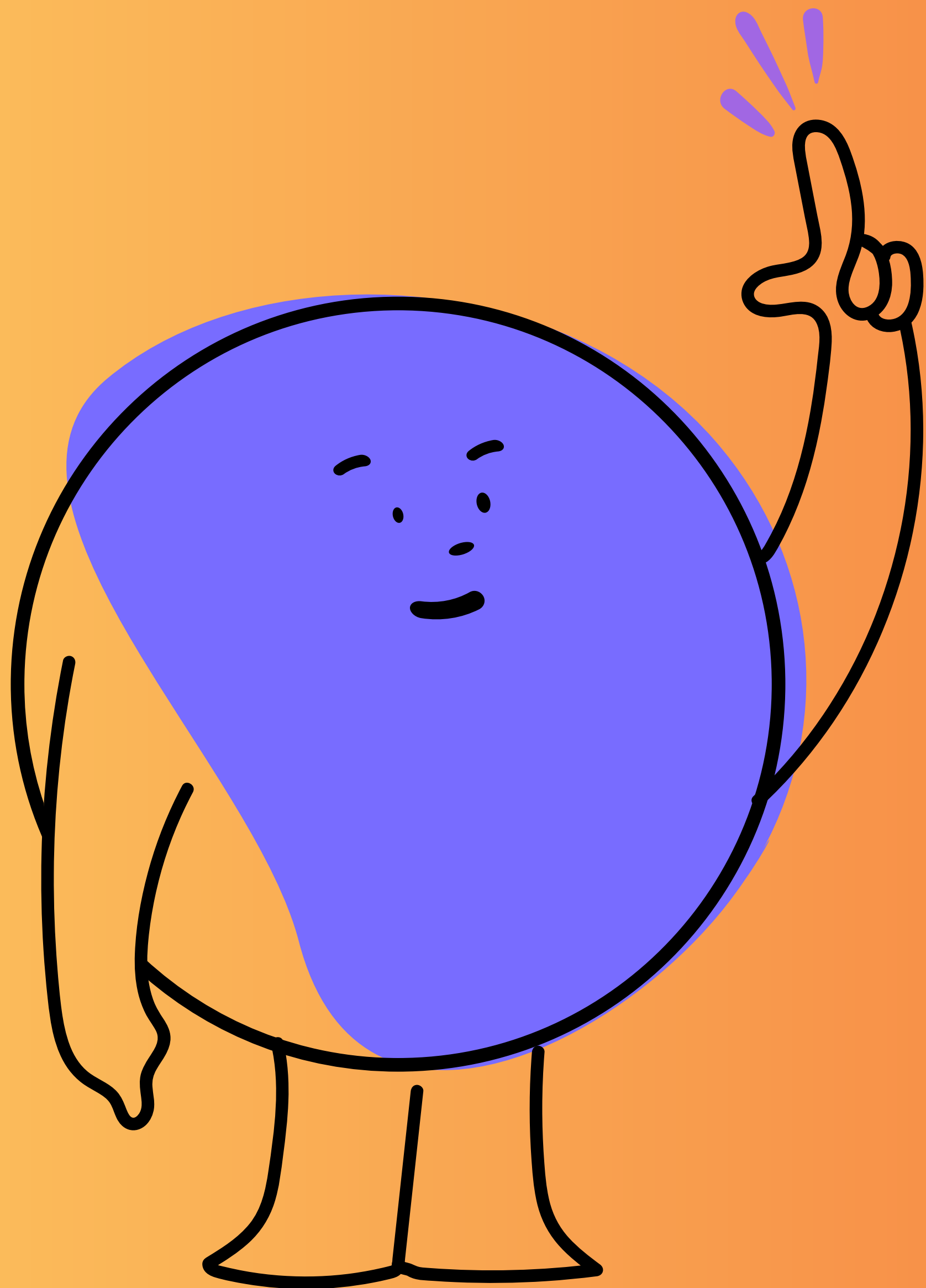
In 2022, we had a total of nine interns: six in the US, two in Australia and one in Macau, of which 75% were female.

Our Gaming business is also proud of our ongoing partnership with AISES (American Indian Science and Engineering Society). Through this partnership, Aristocrat:

- provides a USD50,000 scholarship to enable participation of a Native American student, as part of the Scholarship program;
- hosts two Native American interns each year as part of the Software Engineer Internship program;

- supports the AISES National Conference with a USD39,000 investment. This conference is the premier event for Native American STEM students and professionals.





Diversity & Inclusion

Aristocrat has taken significant strides in building a workplace that is accessible and welcoming to all. Our people have access to a broad range of flexible work practices, and we strive to create a healthy workplace where everyone is respected and feels a sense of belonging and wellbeing. Our programs and policies are aimed at nurturing this culture of diversity and inclusion and removing barriers to workforce participation.



Diversity & Inclusion

Diversity & Inclusion Strategy

Aristocrat’s five-year Diversity & Inclusion strategy is reviewed by the Board on an annual basis and is built on three focus areas:

- Increasing the representation of women:**
This remains a key area of focus for Aristocrat, with targets intended to further drive progress;
- Driving an inclusive culture:**
Aristocrat is committed to fostering a culture of inclusion where employees feel empowered and safe to share their diverse perspectives and contribute to their full potential, enhancing our ability to attract and retain top talent; and
- Extending our diversity focus:**
In recognition that diversity exists beyond gender, this focus area highlights the intention to address diversity more broadly.

To drive change across our three focus areas, the strategy also outlines the following priorities, to which our initiatives and efforts are aligned:

- Knowledge and Tools: programs and resources are available to support leaders and employees in fostering diversity and inclusion;
- Policies, Practices and Systems: design, enhance and embed People policies, practices and systems for inclusivity and alignment to best practice; and
- Measure and Benchmark: metrics, reporting, insights and participation in external benchmarking to measure progress.

In addition to targets, we measure our success through the following:

- Inclusion Score, as measured by our quarterly employee pulse survey;
- Leader’s achievement of their team or department’s diversity and inclusion goals and objectives; and
- Employee Impact Group membership and participation.

Each ESC leader has a diversity and inclusion key performance objective which is cascaded to their teams, along with a responsibility to drive the delivery of strategic outcomes.





Diversity & Inclusion

Aristocrat Together Summit

Building on the success of the inaugural internal Diversity & Inclusion Summit ('Aristocrat Together') in 2021, this year's Aristocrat Together spanned 17 hours and multiple time zones. The key objective of this annual event is to provide learning opportunities to employees about various diversity and inclusion issues and to share the role everyone plays to drive an inclusive culture. The summit encompassed various keynote speakers, workshops, breakout sessions and interactive panel discussions, and featured a wide range of speakers both within and outside of Aristocrat. More than 3,000 employees participated in the summit.



Aristocrat is proud to be a member of **Diversity Council Australia**, **ACON's Pride Inclusion Program — Pride in Diversity**, **Parents at Work**, and a Corporate Partner of **Disability:IN**, the leading nonprofit resource for business disability inclusion worldwide.

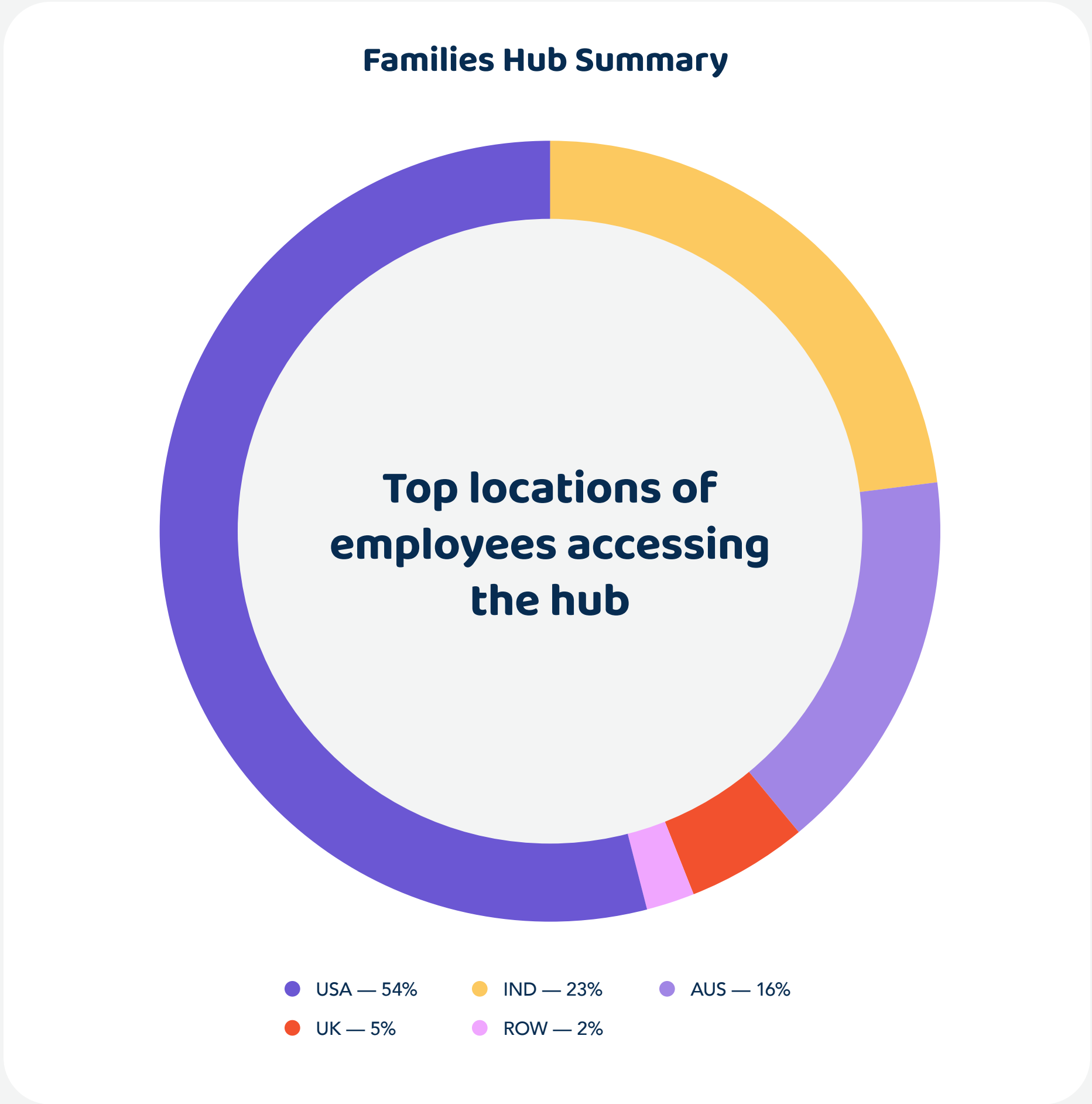
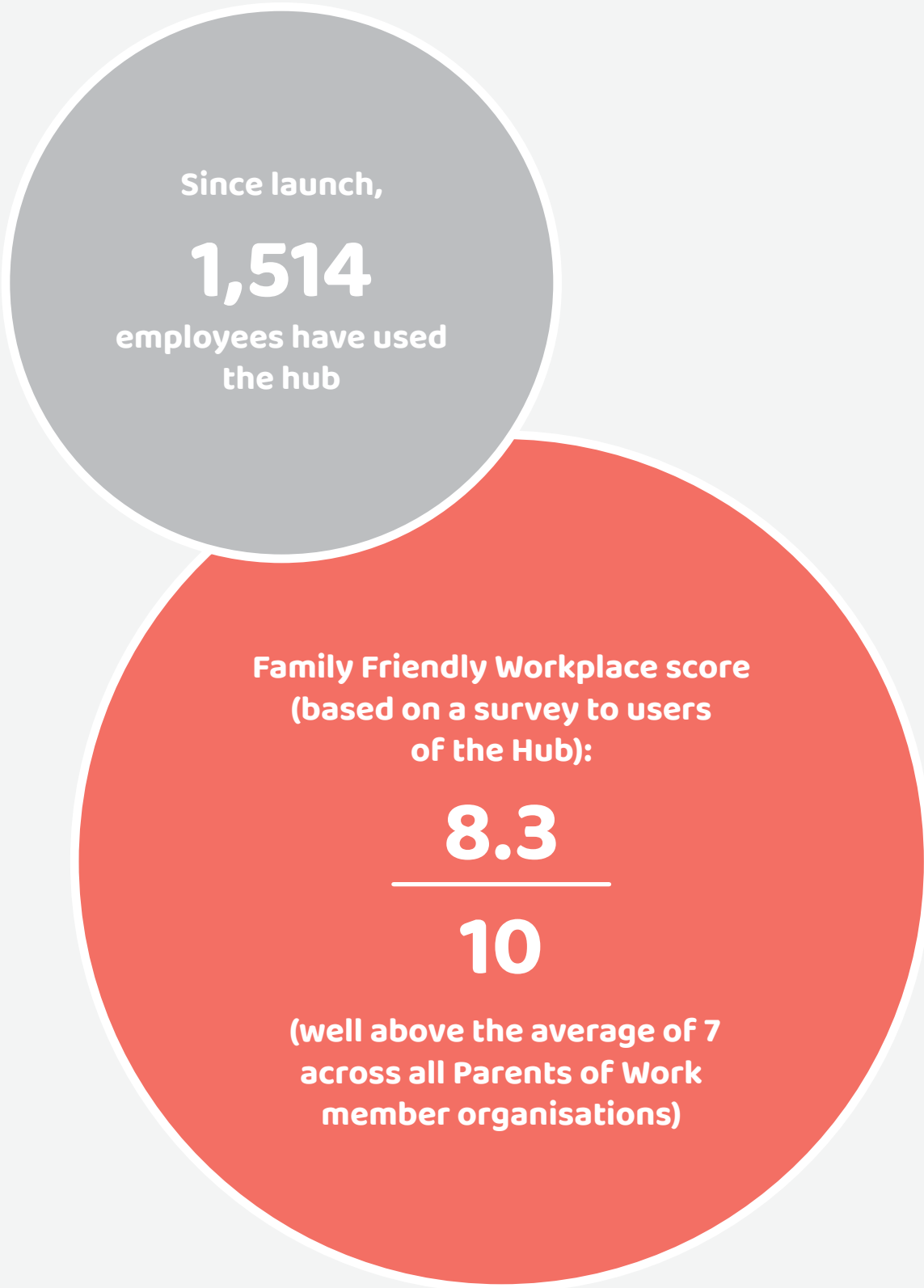




Diversity & Inclusion

Aristocrat Families Hub

We have partnered with Parents at Work to offer a centralised online hub, the Aristocrat Families Hub, which is designed to assist all employees with their family and care-giving responsibilities. Whether a first-time parent, about to embark on parenthood, caring for adolescent children, supporting elderly parents, or a loved one with a disability or illness, this program can be of great support to all our people. The Hub includes resources, videos, podcasts, and webinars on a range of topics, and access to wellbeing coaches for extra support.





Diversity & Inclusion



HESTA 40:40 Commitment

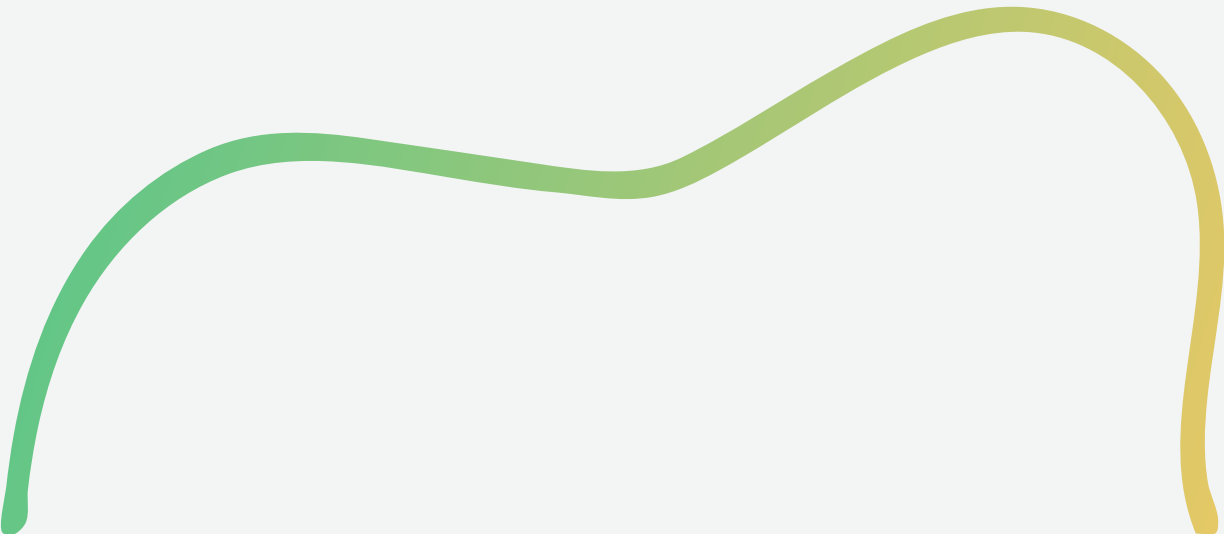
Aristocrat has joined with other ASX300 companies and investors in pledging our support for industry super fund HESTA’s 40:40 Vision to increase the proportion of women in senior leadership across Australia’s largest listed companies to at least 40% by 2030. By signing up to 40:40 Vision, we are pledging our commitment to gender diversity by 2030 and putting in place plans to drive and embed this change across our company. This will include:

- Pledging to achieve gender balance (40:40:20) in executive leadership by 2030;

- Declaring medium and long-term gender targets;
- Making our plans public to employees, shareholders, investors and the wider business community; and
- Reporting annually on how we are tracking against targets.

Aristocrat has long recognised the business and social importance of achieving gender diversity. Participating in the 40:40 Vision is a way of furthering this commitment and ensuring we hold ourselves accountable to these targets and are transparent about our progress.

We look forward to working collaboratively with the 40:40 Vision Steering Committee and using this as a platform for sharing challenges, innovation and excellence in practice. In this way we can play our part in highlighting the work of Australian companies leading the way in gender diversity at the executive level and encouraging more companies to follow this lead.





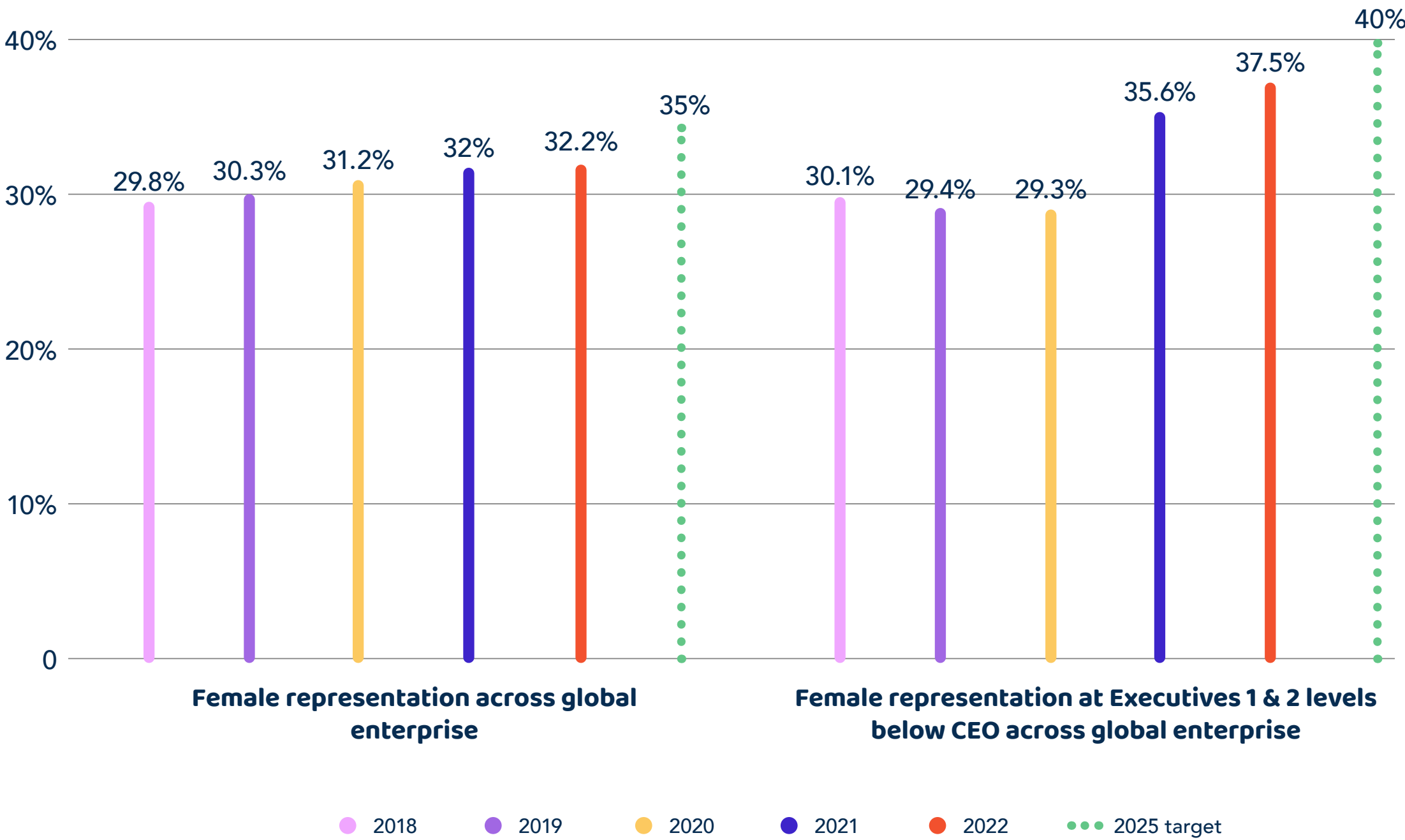
Diversity & Inclusion

Making progress in Gender Diversity

Further progress delivered in 2022 towards our gender targets



Gender Diversity Assessment

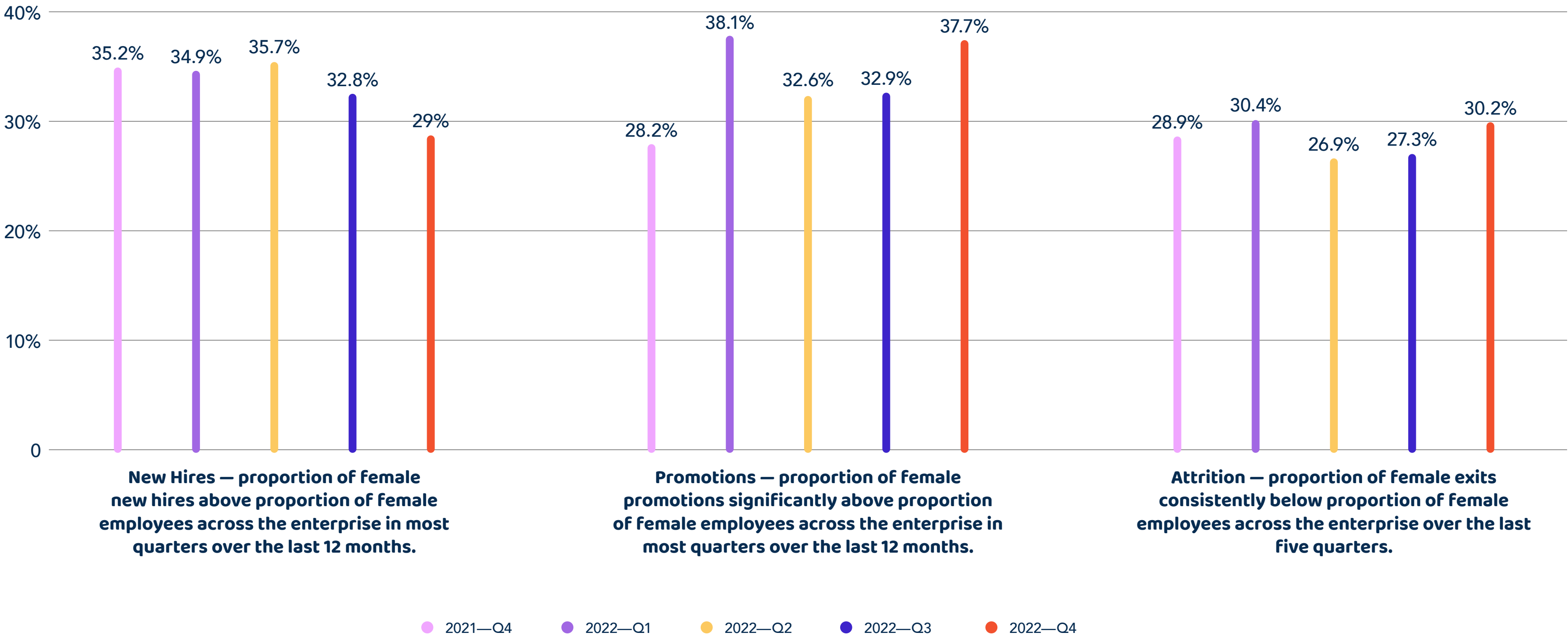




Diversity & Inclusion

Aristocrat has adopted hiring practices that are focused on attracting, retaining and developing women, including the Ready to Rise program and rolling out mandatory Diverse Hiring Practices training for all hiring managers across the Group.

Gender Diversity Assessment





Diversity & Inclusion

Gender Diversity at Aristocrat (continued)

Targets

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.



Our targets are:

The composition of the board is no less than	The composition of ESC is no less than	The composition of ESC-1 and ESC-2 is no less than	The composition of the enterprise is no less than
40%	40%	40%	35%
of each gender*	of each gender*	of each gender* by the end of 2023	women by the end of 2025

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





Diversity & Inclusion



Workplace Gender Equality Agency (WGEA) 2021-2022 Report Highlights



The Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency created by the *Workplace Gender Equality Act 2012*. The Agency is charged with promoting and improving gender equality in Australian workplaces. We are pleased to report:

- an increase in overall female representation (24.3% females this reporting period compared to 24% last period*) and more females in manager roles. Aristocrat shows a gender pay gap in favour of women (compared to the National pay gap in favour of men); and

- actions taken in response to the report which include a refresh of our Diversity & Inclusion strategy and action plan, implementation of Aristocrat Families Hub to provide support and resources for families, parents and carers, and delivery of harassment prevention training which has achieved almost 100% completion across the business.

*24.3% is Australia specific and overall female employees is 32.2% globally.



Diversity & Inclusion

Workforce Disclosure Initiative (WDI)



Workforce Transparency Awards

The WDI ‘Workforce Transparency Awards’ celebrates companies for the information they submit and their efforts in promoting transparency in workforce reporting. This reporting year, we were honoured to receive ‘Most Transparent Award – special mention’ recognition at the WDI Awards 2021, acknowledging Aristocrat’s public Disclosures.



**Diversity & Inclusion**

Ready to Rise program

More than 500 employees are participating in our Ready to Rise program. This is a 12-month career development program for Aristocrat women and their allies which aims to promote development equity, provide female employees with access to career-enhancing learning and development opportunities, and foster cross-functional connections. Male employees who want to champion women's development and gender equality are welcome to participate. The curated learning experiences include self-paced online learning, group learning, coaching and self-awareness building through strengths identification and workshops. The program provides individuals with the structure and autonomy to advance their own unique career goals and helps build a diverse leadership pipeline.





Diversity & Inclusion

Employee Impact Groups (EIGs)

As our diversity and inclusion ambitions have grown, our people have wanted to play a more active and influential role in fostering a diverse and inclusive workplace at Aristocrat. Our Employee Impact Groups (EIGs) (also known as ‘D&I Committees’ in Pixel United) are voluntary, employee-led groups that play an important role in advancing greater awareness of what is needed to support a culture of inclusion at Aristocrat. The EIGs are focused on implementation of activities designed to educate, celebrate and empower employees, aligned with our organisational values and goals. EIGs form part of the broader diversity and inclusion governance framework that includes Regional D&I Councils.

We currently have 19 EIG chapters across our global business, spanning four pillars: Gender Equality, Race/Ethnicity, LGBTQ+ and Allyship. The EIG chapters have been driving grassroots engagement in diversity and inclusion through various local initiatives. Celebrations and initiatives convened across the globe include Cinco de Mayo, Black History Month, Hispanic Heritage Month, International Women’s Day, Wear it Purple Day, Harmony Day and Pride Month.





Diversity & Inclusion

Regional D&I Councils

Regional D&I Councils operate in the Americas, Asia Pacific, Europe, and India. Each region establishes a roadmap for addressing areas of opportunity within that region and operates with a cross-section of individuals to achieve goals set by the council. Each regional council has the autonomy to operate in a manner that best addresses our peoples’ needs whilst aligning to the enterprise D&I strategy.





Diversity & Inclusion

Partnerships, Memberships and Affiliations

Partnering with other organisations can accelerate our progress by combining resources and broadening our reach. This year, we have partnered with several new organisations to help us gain momentum and achieve our goals.

Parents at Work

Through our partnership with Parents at Work, we are providing employees with access to the Aristocrat Families Hub. Our Employer Membership provides our People & Culture and Diversity & Inclusion teams with access to best practice resources and policy advisory services to support an inclusive workplace culture for employees with family and caregiving responsibilities.

Pride in Diversity

Pride in Diversity is Australia’s national not-for-profit employer support program for all aspects of LGBTQ+ inclusion and the publishers of the Australian Workplace Equality Index (AWEI). They provide advice, guidance and expertise to organisations of all sizes and within all sectors. Their mission is to support member organisations in their pursuit of best practice, LGBTQ+ cultural inclusivity and the attraction and retention of talent through the adoption of progressive inclusive policy, practice and behaviours. Pride in Diversity membership offers programs, resources, and best practice guidance for LGBTQ+ inclusion in the workplace, and Aristocrat employees have access to a wide range of LGBTQ+ inclusion resources and training.

Diversity Council Australia

Diversity Council Australia (DCA) is the independent not-for-profit peak body leading diversity and inclusion in the workplace. They provide unique research, inspiring events and programs, curated resources and expert advice across all diversity dimensions to a community of member organisations.

Disability:IN (Gaming-specific)

Disability:IN is the leading non-profit resource for business disability inclusion worldwide. Aristocrat Gaming was a 2022 National Sponsor of the Disability:IN Conference.

Girls Who Code (Gaming-specific)

Aristocrat is a 2022 National Sponsor of Girls Who Code, a non-profit organisation dedicated to closing the gender gap in technology and computer science. Their mission is to inspire more girls to become computer scientists and engineers.

Ongoing affiliations and partnerships:

- Hiring Our Heroes
- MGM Resorts Foundation's Women's Leadership Conference
- Global Gaming Women (GGW)
- Women in Gaming & Hospitality Australasia (WGHA)



Highlight

Partnerships, Memberships and Affiliations (continued)

Featuring our Latino leaders during National Hispanic Heritage Month 2022

Aristocrat Gaming is proud to have two of our leaders, Hector Fernandez and Oriana Branon (Camacho), featured in Latino Leaders Magazine where they talked about their Latino heritage, professional journey, Aristocrat’s attention to diversity, equity and inclusion and building an outstanding culture which prioritises employees and community impact in decision-making. [Read the article here.](#)

Female Technician Traineeship Program

This year Aristocrat Gaming launched a pilot traineeship program focused on increasing the number of female technicians in New South Wales. Six traineeships were offered in 2022 and 10 will be offered annually from 2023. This program has been designed to promote greater diversity and inclusion in our technician workforce, as well as supporting business resilience through the transfer of knowledge from technicians who are nearing retirement to trainees embarking on their careers.

The feedback and support from customers to this program has been positive, and the success of the pilot in New South Wales has led to the program being extended to our North American business.





Highlight

Partnerships, Memberships and Affiliations (continued)

Women Leaders Institute Scholarship

We were thrilled for Miriam Fuimaono from our New Zealand Gaming Business who was awarded the Diverse Leaders Scholarship from the Women Leaders Institute this year. This scholarship is well-earned recognition of Miriam’s commitment to diversity and inclusion.

Women in Tech Leadership

Two of Aristocrat Gaming’s women in tech leadership, Una Fox and Angela Segovia, shared insights with Built In Magazine into life at Aristocrat, the inclusive and progressive culture at the company, and how their career has been enhanced through the development opportunities provided. Read the article [here](#).

Project Vidhi, India

Aristocrat India was proud to partner with NABET India through a program developed to upskill more than 50 people with disabilities (PWDs) and members of the transgender community with the objective of increasing career opportunities within the IT industry.

The program was facilitated by professional trainers, providing practical learning and the opportunity to meet and network with industry professionals. Aristocrat India contributed to the program and has since employed 2 student participants who are now working as members of Aristocrat’s gaming studios.

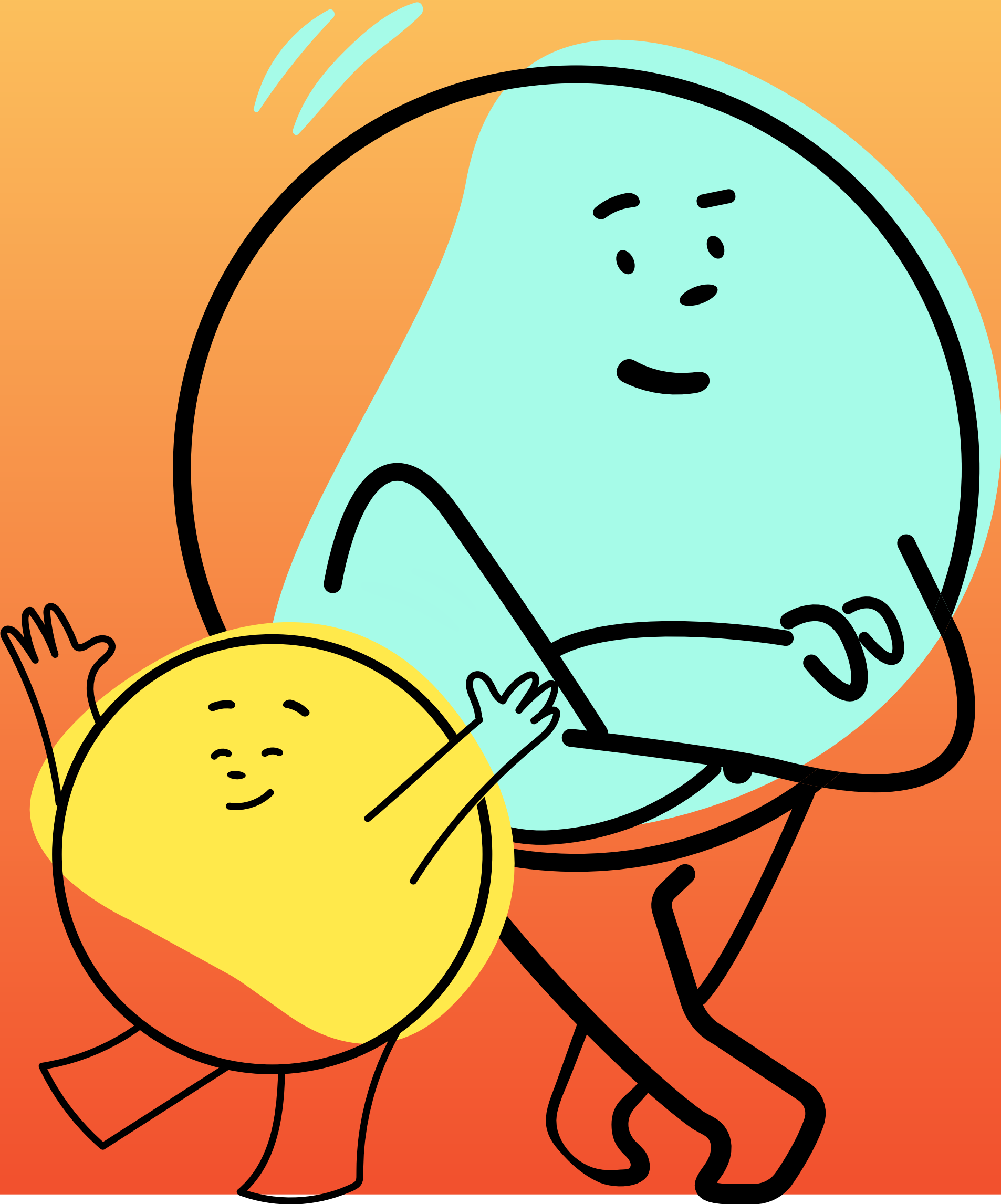
Of the 25 program participants from the transgender community, 85% have received placements within the industry.

NAIDOC WEEK, Australia

NAIDOC Week is a time to recognise and celebrate the history, culture and achievements of Australian Aboriginal and Torres Strait Islander peoples. It is also an opportunity for all Australians to learn about First Nations cultures and histories. Our Sydney employees celebrated with The Good Market, an employee-led market which promoted and sold a range of products designed and made by Indigenous Australian artists with all proceedings being donated to the Literacy for Life Foundation, an Aboriginal-run charity training Aboriginal people to bring literacy to their communities.

Hiring our Heroes program

Hiring Our Heroes connects the military community with American businesses to create economic opportunity and a strong and diversified workforce. Aristocrat is proud to partner with Hiring Our Heroes through a corporate fellowship program. This is a 12-week program, held three times a year, that helps active-duty service members to transition to the civilian workforce during their last six months of military service. Aristocrat has sponsored five people through this program, and from the most recent cohort, we hired one person into a permanent role.



Community

Building stronger and sustainable communities is something we’re passionate about at Aristocrat and it goes to the heart of our ‘Good Business, Good Citizen’ value.

AristocratCARES is our employee-led corporate community investment (CCI) program, empowering and supporting our people to contribute service, financial support and leadership to community organisations. The AristocratCARES program operates across our global business and the organisations we support are chosen by employees, in the communities where we work and live.



Community

AristocratCARES Pillars of Focus – 2022

The AristocratCARES program spans the broad pillars set out on this page and reflects those areas that our employees have chosen to support through donations and volunteering.



- Human Services**
Homeless services, social services, food banks, shelters
- Education**
Early Childhood programs, youth education, scholarships
- Community**
Community foundations, housing and neighbourhood development
- Human & Civil Rights**
Advocacy, women’s rights / human trafficking
- Animals**
Zoos, aquariums, wildlife conservation
- Health**
Treatment and prevention services, research
- Earth & Environment**
Green initiatives for climate change and its impact



Community

AristocratCARES Employee Support Fund

Our AristocratCARES Employee Support Fund offers financial assistance to employees who have experienced hardship. Employees are able to apply to receive financial grants, and are also able to contribute to support their colleagues via donations of cash or leave. In 2022, we received 213 applications for support with 94% approved. 50% of grants were made to employees impacted by the conflict in Ukraine. Aristocrat and employees of the company also donated USD140,000 to the support fund this year, including over 100 employees in India who donated annual leave hours to support our colleagues in Ukraine.





Community

Employee Volunteering and Financial Support



Throughout 2022, Aristocrat and our employees across the world have spent over 494 days in volunteering activities and donated more than AUD780,000 to over 48 community organisations (this does not include the USD500,000 donation to the Ukrainian Red Cross Society).*

Americas	Goodie Two Shoes Foundation, Three Square, Project 150, The Just One Project, Unshakeable, St. Jude Ranch for Children, Communities in Schools of Southern Nevada, Feed the Funnel event
APAC	Children of Vietnam, Fu Hong Society, PAGCOR – Food for the Masses, ECF Orphanage, Macao Polytech
Australia	Children’s Hospital Foundation, Cerebral Palsy Alliance, Literacy for Life Foundation, Joana De Cusa Foundation, Foodbank, Kids of Macarthur Foundation
EMEA	Red Nose Day, Cancer Research UK
India	Earthday.org, Say Earth, Literacy India, Smile Foundation, Sarthak Educational Trust, National Association for the Blind Employment and Training
New Zealand	Camp Quality, Breast Cancer Foundation NZ, Orange Sky NZ, Ronald McDonald House Charities
Pixel United	Dor Ve Dor Organization, Shavot Association, Pitchon Lev, Kupyansk Specialized School, Emmaus Organization, Ukrainian Leadership Academy, Mission Christmas, Project Kind Box, American Humane Association, Feeding America, United Way of King County, E4E Relief, Girls Who Code, Seattle Pride Parade, Seattle Children’s Hospital



* AristocratCARES donations do not include contributions to gaming research and treatment partners as referenced in the RG section of these Disclosures



Highlight

Cerebral Palsy Alliance (CPA), Australia

Aristocrat was honoured to be named New South Wales Corporate Volunteer of the Year on 3 December 2021. The award recognises our long-term support of the Cerebral Palsy Alliance (CPA), which strives to make a difference to the lives of children and adults living with cerebral palsy. Over 15 years of supporting CPA, Aristocrat has donated more than AUD3 million to the important work CPA accomplishes. During 2022, Aristocrat has donated around AUD300,000 to CPA and our contributions this year have helped fund CPA’s Accessible Gym and Sports and Exercise Programs, supporting those living with disability to achieve their

personal best in sport. Aristocrat also supports CPA’s Aquatic and Hydrotherapy Programs, 10-week autism swim safety programs, learn to swim programs, sports camp pool-based activities and triathlon training, as well as sponsoring fundraising events and the Annual Children’s Christmas Party. The award coincided with International Day of People with Disability – a day on which we challenge misconceptions about disability and strive for a more inclusive society. Special thanks to our passionate Aristocrat volunteers, the wonderful people at CPA and the Centre for Volunteering for this exciting recognition.



During 2022, Aristocrat’s support of CPA has been focused on:

-  **Aquatic and Hydrotherapy Programs accessed by over 200 people**
-  **Accessible Sport Program with over 142 people participating**
-  **Accessible Gyms used by 563 people on a regular basis**
-  **Research support through Grace Gala Platinum Sponsorship**
-  **142 employees taking 19 million steps and raising AUD 10,245 for STEptember**





Highlight

Feed the Funnel (US)

Our Las Vegas employees partnered with Wynn Las Vegas this year to pack over 100,000 pre-made meals which were donated to local organisations working to prevent food insecurity in their communities.



Camp Quality (New Zealand)

Camp Quality is dedicated to supporting children who have been diagnosed with cancer, and our New Zealand employees have been long-time supporters of this foundation. During the year, COVID-19 again impacted fundraising opportunities for organisations such as Camp Quality. The team provided support by packing 80 activity, toy and game boxes for the children. Troy McGregor, our Sales & Operations Director (NZ), also raised NZD6,500 through sponsorship of his sky-diving challenge.

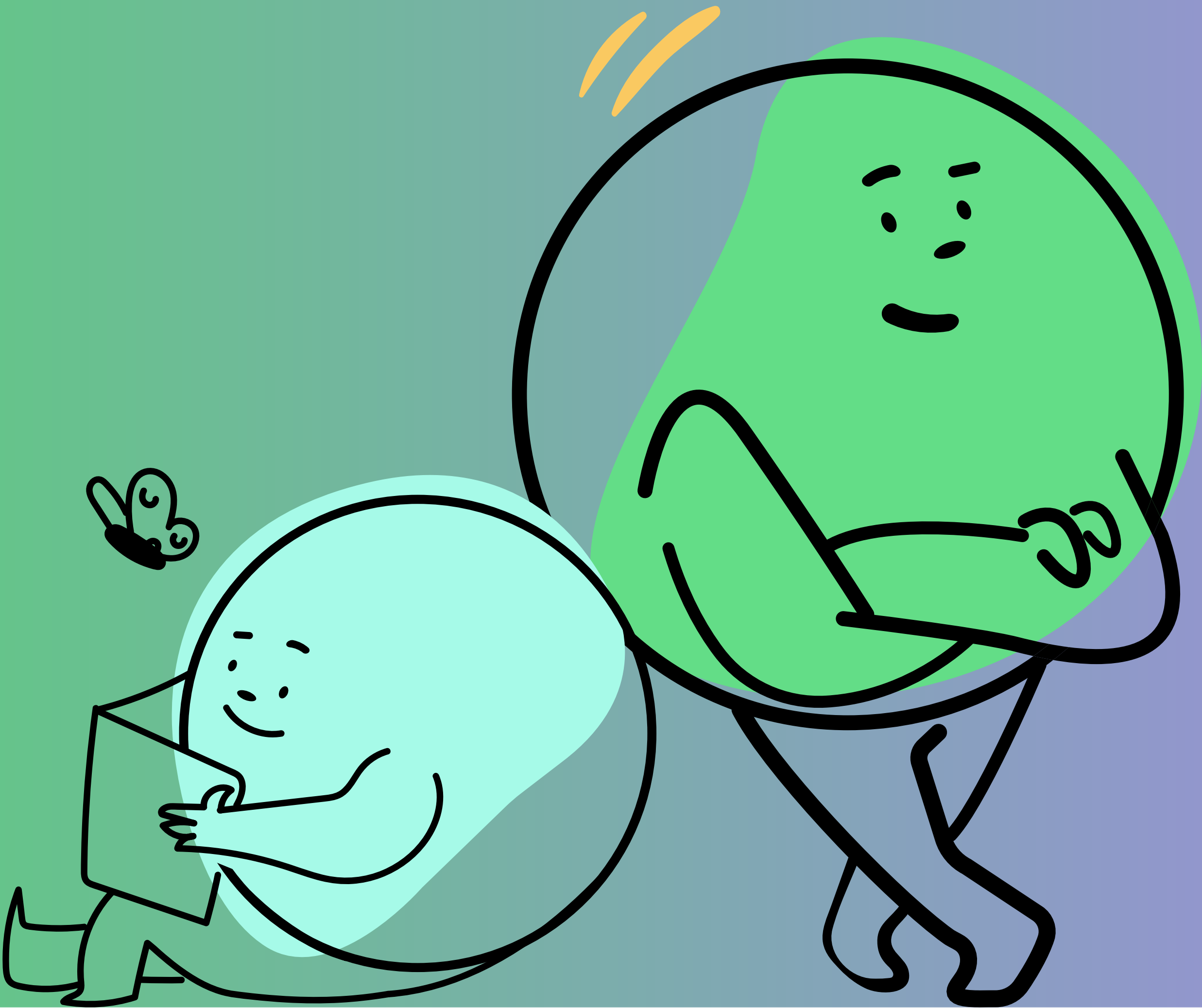


Children of Vietnam (APAC)

Aristocrat is proud to be a corporate partner of Children of Vietnam, an organisation committed to lifting children out of poverty through a range of services which include access to education, good nutrition, healthcare, shelter, clean water and sanitation. Throughout 2022, Aristocrat has donated USD10,000 to Children of Vietnam, with these funds supporting 25 families of children with disabilities and 25 single mothers who have been significantly impacted by the pandemic.

Flood Impact and Support (Australia)

This year we have again experienced extreme weather conditions which have impacted our communities. Flooding in many parts of Queensland and New South Wales devastated local communities, and to help with recovery efforts, Aristocrat donated AUD25,000 to Disaster Relief Australia to help with the significant clean up efforts and provision of assistance to those who have lost property, been displaced or had businesses impacted.



Appendix



Appendix

TCFD Disclosures

Recommended Disclosures	Aristocrat’s Approach	Progress
Governance: Disclose governance around climate related risks and opportunities		
A) Describe the Board’s oversight of climate-related risks and opportunities	Our governance of climate change continues to evolve in recognition of its growing significance and our increasing understanding of its impact on our business.	
B) Describe management’s role in assessing and managing risks and opportunities	The Board is responsible for approving Aristocrat’s risk management framework which includes the environmental, social and governance (ESG) risks and opportunities, and overall responsibility for sustainability lies with Aristocrat’s Chief Corporate Affairs Officer who updates our CEO at quarterly Executive Committee meetings.	
	Updates are provided to the Board regularly (minimum of twice per year) on risks and opportunities, including climate related risks.	
	Climate related risks and opportunities are considered through core management processes including the Enterprise Risk Management (ERM) framework, Group business strategy and transformation, M&A processes and people related policies. Material climate related risks and opportunities are highlighted through core processes, including risk and strategy processes, to facilitate effective Board oversight.	
	Climate-related risks involve assessment of changes to policy, laws and regulations; technology developments and disruptions; physical, transitional and reputational risks; and the evaluation of adaptation and mitigation measures. Material risks, including climate change risks, may be escalated to the ESC or Board.	
	Risk owners (members of senior management) are appointed to complete a risk assessment for each climate related risk area, including Sales, Marketing, Supply Chain, Product Design, Government Relations, Industrial Relations, Tax and other corporate functions including Strategy and Transformation, to develop mitigation and response plans, and enhance monitoring and reporting capabilities. The mitigation and risk plans are regularly reviewed by senior management and periodically discussed with the Board and Audit Committee.	
	In addition to our ERM process, we conduct a periodic (~ biannual) materiality assessment of ESG issues which includes climate related risks and opportunities to ensure the assessment is current and the risks identified are incorporated into our ERM process.	
	Environmental regulation, Annual Report which can be found on the Group’s website: www.aristocrat.com .	
	Risk Management Framework, Annual Report which can be found on the Group’s website: www.aristocrat.com	

Key

Not Started

Initiated

In Progress

Addressing



Appendix

TCFD Disclosures

Recommended Disclosures	Aristocrat’s Approach	Progress
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Strategy: Disclose the actual and potential impacts of climate related risks and opportunities on businesses, strategy and financial planning where such information is material

A) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	As part of our strategic planning, climate related scenarios have been reviewed and reflected in strategy and operational planning.	
B) Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning	The climate-related risks and opportunities identified over the short, medium and long term are:	
C) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Risk and Opportunity	Changing customer preferences due to increased frequency and intensity of extreme weather and forecasting of uncertain market conditions
	Risk	Operational disruptions due to increased frequency and intensity of extreme weather, including forecasting uncertain market conditions
	Risk and Opportunity	Demand for lower emission products and services, and ability to influence customer and supplier (external stakeholder) actions to keep face with respect to climate agenda
	Risk and Opportunity	Circular economy and Sustainable Product Design
	Risk and Opportunity	Increased regulatory pressures on energy and broader climate change issues including mandated efficiencies by government, including introduction of a carbon tax
	Risk and Opportunity	Lenders and the investment community only support organisations that proactively manage climate change risk
	Risk and Opportunity	Attraction and Retention of Talent
	Risk	Increased exposure to litigation
	Risk	Unsuccessful investment in new products/technologies
	Our assessment of the impact of climate-related risks and opportunities, and resilience of the organisation’s strategy in reference to different climate-related scenarios is in progress and will form part of future disclosures.	

Key

Not Started

Initiated

In Progress

Addressing



Appendix

TCFD Disclosures

Recommended Disclosures	Aristocrat’s Approach	Progress
Risk Management: Disclose how the organisation identifies, assesses and manages climate related risks		
A) Describe the organisation’s processes for identifying and assessing climate-related risks	Identified climate related risks are managed and mitigated through Aristocrat’s ERM processes, 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. This enables us to perform systemic identification, evaluation and treatment of risk scenarios, allowing us to set our company strategy, manage our performance, and capitalise on opportunities.	
B) Describe the organisation’s processes for managing climate-related risks	Aristocrat’s Sustainability Risk Appetite Statement for environmental risks has also been endorsed by the Board. Aristocrat’s Enterprise Risk Management Framework (the Framework) is core to our risk management program and approach. The Framework provides the tools and directions for the timely identification, evaluation, reporting and treatment of material risks and opportunities, so that they remain within acceptable thresholds as set by Aristocrat’s Board of Directors. The Framework is also designed to highlight emerging risks.	
C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management	The Framework is underpinned by Aristocrat’s Global Risk Management Policy (the Policy). The Policy establishes the Group’s desired risk culture, commitment to risk management and makes clear that everyone in the Group has a role to play in effective risk management. The Framework also includes Board approved Risk Appetite Statements, which set the types and levels of risk and risk behaviours the Group is willing to accept as we execute our strategy. The Framework aligns with the International Risk Management Standard ISO 31000. The Framework facilitates the management of risk at both an enterprise and business unit/functional level. This ensures a ‘top down’ and ‘bottom up’ approach. It addresses both financial and non-financial risk (legal and regulatory, reputation, environmental, people, health, safety and wellbeing, business resilience, customer/player, cyber security, data privacy and product and technology), with consideration of both internal and external factors. The Framework is overseen by Aristocrat’s Board of Directors. It is actively managed by our Chief Executive Officer and Executive Steering Committee, with the support of a network of Risk Champions, and maintained by the Group Risk and Audit function. The Framework is reviewed and refreshed at least annually, in line with the ASX Corporate Governance Principles and Recommendations. Risk Management Framework, Annual Report which can be found on the Group’s website: www.aristocrat.com .	

Key

Not Started

Initiated

In Progress

Addressing



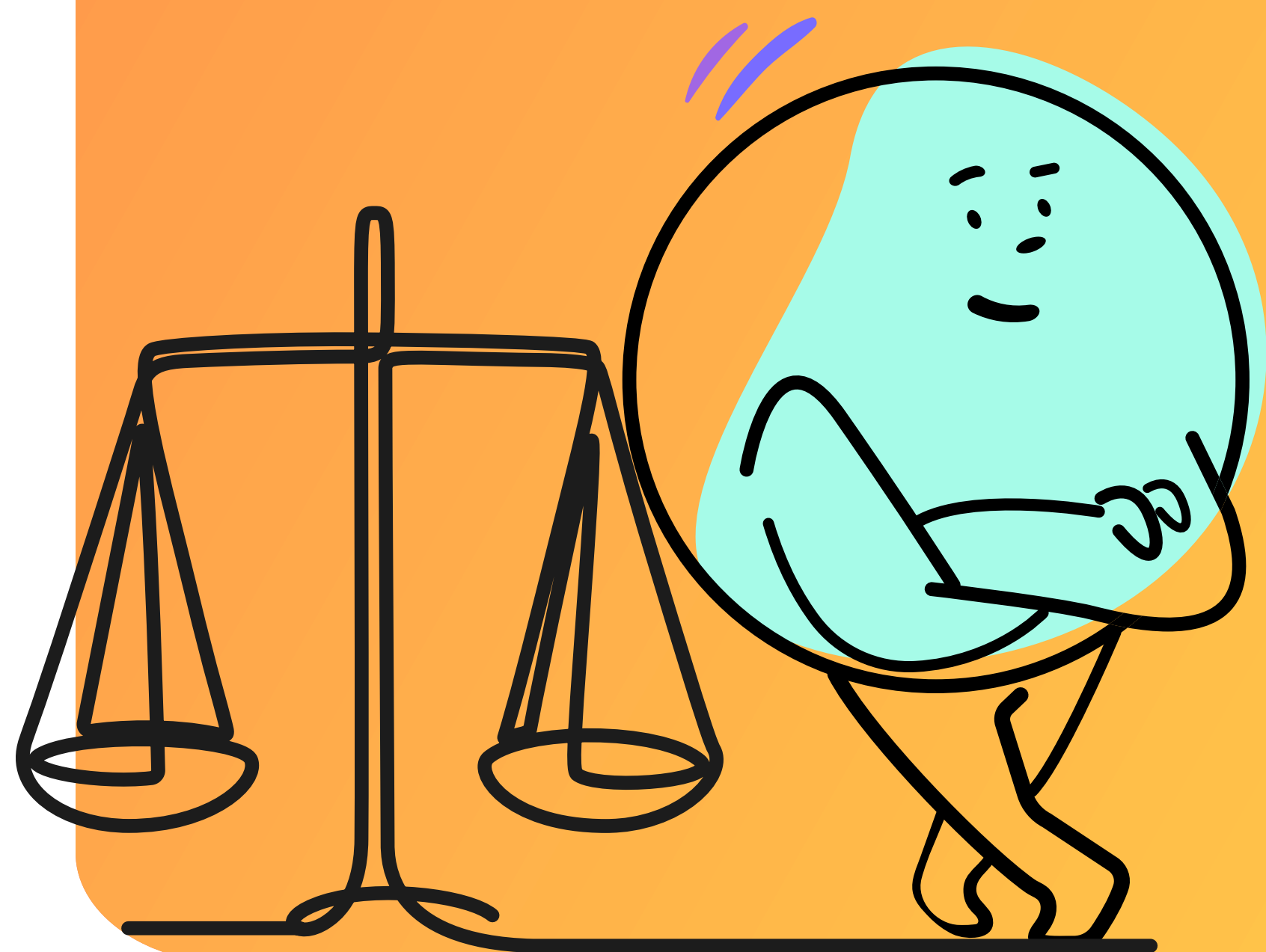
Appendix

TCFD Disclosures

Recommended Disclosures	Aristocrat’s Approach	Progress
Metrics & Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material		
A) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Aristocrat has formally committed to setting a Science Based Target (SBT) to reduce emissions across our business. Our commitment is to develop an emissions target by November 2023 through the Science Based Targets Initiative (SBTi). This work is an important step in establishing relevant metrics and targets to assess climate-related risks and opportunities.	
B) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Once the SBT has been set, we will be in a position to disclose metrics and targets in response to the TCFD Recommendations.	
C) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		

Key





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