



ARISTOCRAT

# FY24 Sustainability Report



Bringing joy to life through the power of play

# About this Report

Aristocrat Leisure Limited (ASX: ALL) is a global gaming and content creation organisation with its corporate headquarters in Sydney, Australia, and with three operating business units: Aristocrat Gaming, Pixel United and Aristocrat Interactive.

This FY24 Sustainability Report covers Aristocrat and its business units for the financial year from 1 October 2023 to 30 September 2024 (FY24), unless otherwise stated.

This report provides information on our strategy, key initiatives and progress across our material sustainability matters. The report is aligned to the four pillars of Aristocrat's Sustainability strategy, namely: Good Governance and Responsible Business, Empowering Safer Play (previously referred to as Responsible Gameplay), Operational Sustainability and Climate, and People & Community. Currently this report is not externally assured, however we are taking steps to phase in assurance of certain areas of our reporting, starting with our climate-related financial disclosures, in the years ahead.

This information complements the company's Annual Report, which is available along with past reports on the [Aristocrat website](#).

**Reporting scope:** All entities controlled by Aristocrat during financial year 2024 unless otherwise stated. In April 2024, the acquisition of NeoGames (now part of our Aristocrat Interactive business unit) was completed.

**Date of publication:** 3 December 2024

**Contact:** We would welcome your feedback, to continue to improve our reporting and performance. Your feedback can be directed to [sustainability@aristocrat.com](mailto:sustainability@aristocrat.com).



## Acknowledgement of Country

Aristocrat acknowledges the Traditional Owners and Custodians of the lands across Australia, and we pay our respects to Elders past and present.



Artwork by Nichelle Nolan<sup>1</sup>

1. Nichelle Nolan, a games illustrator at Aristocrat since 2016, who hails from a lineage of esteemed Indigenous artists rooted in Wiradjuri and Kamilaroi cultures.

## Disclaimer

Aristocrat's Sustainability Disclosures provide a general overview of Aristocrat's performance with respect to environmental, social and governance matters between the period of 1 October 2023 to 30 September 2024 (referred to as 'FY24' in this Report). Information presented in this document is, unless stated otherwise, current as at 30 September 2024.

Although prepared in good faith, no express or implied representation or warranty is given as to the accuracy or completeness of the information in this document or in any other written or oral communication accompanying it. Nothing in this document shall be relied upon as, a promise or representation. All statutory representations and warranties are excluded, and any liability in negligence is excluded, in both cases to the fullest extent permitted by law. No responsibility is assumed for any reliance on this document or any other written or oral communication accompanying it.

Without limiting the above, this document and any other written or oral communication accompanying it may contain forecasts, forward looking statements, metrics or statements as to future affairs, including without limitation, climate change, net-zero, emissions intensity and other sustainability related statements, targets, metrics, or scenarios which are based on estimates, assumptions and expectations of Aristocrat Leisure Limited or its subsidiaries (collectively, the "Company") as at the date of this document (some or all of which may not be satisfied or may not occur) that, while used in good faith, necessarily involve (i) subjective judgments; (ii) inherent uncertainties; and (iii) significant contingencies, many of which are beyond the Company's control or reflect future business decisions which are subject to change. In particular, the metrics, methodologies and data relating to sustainability are rapidly evolving and maturing, including with regard to standards and approaches to estimating and calculating emissions and in light of the incoming mandatory climate and sustainability reporting policy and legislation.

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The Company does not assume any obligation to revise or update this document nor any accompanying written or oral presentation or any of the estimates, assumptions or expectations underlying such forecasts, forward looking statements and statements as to future affairs. No representations or warranties are made as to the accuracy, completeness reasonableness of such estimates, assumptions or expectations or the forecasts, forward looking statements or statements as to future affairs based thereon.

In addition, certain data, models, projections and scenarios included herein may have been obtained from alternative external sources and as such may be inconsistent given differing underlying assumptions and sources. We have not independently verified information from these external sources. No representation or warranty is made as to the accuracy, completeness or reliability of such information and such information may also be subject to change and uncertainty.

Disclosures in this document and any other written or oral communication accompanying it are not investment advice and are not intended to be relied upon as advice to investors or potential investors and do not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with independent professional advice when deciding if an investment is appropriate.

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# Introduction

CEO & Managing Director's Message

Sustainability General Manager's Message

FY24 Highlights





# CEO & Managing Director's Message

## I'm delighted to introduce Aristocrat's Sustainability Report for our 2024 financial year.

I hope you find it a useful summary of our sustainability strategy, which continues to mature, along with key initiatives and results delivered across the reporting year.

Aristocrat recently adopted a fresh three-year sustainability strategy that reflects a significant step-up in sophistication including our climate commitments and planned sustainability reporting. This responds both to heightened stakeholder expectations and new and emerging mandatory reporting regimes across our global operations. This year our commitment to decarbonising our business was formalised with the Science Based Targets Initiative (SBTi) validating our near-term and net zero targets. In response, we accelerated foundational work to underpin our abatement activities and expect to see this reflected through reduced emissions in the years ahead.

Responsible Gameplay (RG) remains our most critical sustainability matter. It ties directly to our ability to deliver sustainable results over the long term, and benefit our people, customers and shareholders. It is also an expression of our values as a business and, given our scale, an active RG program is an opportunity to help shape broader industry practices in a positive direction. Aristocrat recognises that some people who play our games develop, or are susceptible to developing, gaming and gambling related disorders, and our RG program acknowledges this. During the year, we elevated RG considerations in our sustainability strategy by creating a standalone RG pillar under the new name of "Empowering Safer Play".

Ensuring the safety and wellbeing of our people is a key priority. Throughout FY24, we have focused on ensuring that our people in Israel and Ukraine are supported amid armed conflicts. Across the broader business, we improved our safety performance following the introduction of a new Health, Safety and Environment (HSE) management system, with new technologies, better tracking, and more awareness raising.

We also prepared for the acquisition of NeoGames, which was completed in April 2024 and forms part of Aristocrat Interactive. We are now focused on integration, including with respect to priority areas of our sustainability program.

Good governance remained a top priority during the year. We continued to refine our robust oversight, compliance and risk management processes, and strive to uphold high standards in this area.

I'm proud of the progress we have made to refresh and mature our sustainability program over FY24. Thank you for your interest and feedback, which helps us improve our sustainability performance and ultimately, makes Aristocrat a stronger and better business for all stakeholders.

**“ Responsible Gameplay (RG) remains our most critical sustainability matter. It ties directly to our ability to deliver sustainable results over the long term, and benefit our people, customers and shareholders. It is also an expression of our values as a business and, given our scale, an active RG program is an opportunity to help shape broader industry practices in a positive direction. ”**



**Trevor Croker**  
CEO & Managing Director



# Sustainability General Manager's Message

## Welcome to our FY24 Sustainability Report.

Aristocrat updates our Group sustainability strategy periodically to ensure its relevance and impact. In 2024, we undertook a thorough update, underpinned by our first double materiality assessment. Concurrently, we took steps to build out our reporting processes, to prepare for incoming mandatory reporting standards in Australia, Europe and other regions.

This foundational work has involved diverse teams across our organisation, including Finance, Data, Global Supply Chain, Legal, Risk, People & Culture, Design and Development, and Communications. The extent and quality of this collaboration has been impressive and underlines the strength of Aristocrat's commitment in this complex, fast-evolving area. We also established expanded data, assurance, abatement and disclosures workstreams to help deliver our sustainability commitments.

The double materiality assessment confirmed Responsible Gameplay (RG) as our most material sustainability matter. During the year, we conducted a comprehensive evaluation of global best practices, which informed the development of a refreshed RG strategy as a core part of our enterprise sustainability strategy. This included, for the first-time, medium-term targets and metrics, in direct response to stakeholder feedback. We identified the opportunity to adopt a new name for our enterprise-wide program: "Empowering Safer Play", and to establish it as a standalone pillar in our sustainability strategy for the first time. This name change aligns with a growing industry and policy trend of adopting "safer gambling" terminology, particularly in markets outside the US.

Among other highlights, we were pleased to achieve a 97% RG training completion rate among employees, and we materially accelerated the roll out of our Flexi Play RG tools in Australia. We also introduced targeted RG messaging across more social casino apps and commenced the integration of NeoGames into our RG program.

While Aristocrat is a relatively low emitter of greenhouse gases compared to many ASX peers, we embrace our opportunity and responsibility to contribute to the global task of addressing climate change. We were pleased to receive validation of our science-based emissions reduction targets by the SBTi. The challenge to achieve these targets is ahead of us, but we have taken strong foundational steps in FY24 to position us to achieve our commitments and provide appropriate reporting on our progress.

We also took steps forward in embedding sustainability in our operations. We increased the number of suppliers surveyed against our supplier maturity framework during the year. We also opened our new, state-of-the-art integration centre in Las Vegas, which is our main integration site for Electronic Gaming Machines (EGMs) in the Americas. The site has incorporated a number of circular economy initiatives into its operations, such as foam recycling. We also saw a significant increase in EGMs refurbished during the year, driven by enhanced refurbishment capabilities in our Tulsa Integration Center.

Importantly, we improved our safety performance, as demonstrated by the improvement in our Total Recordable Injury Rate during the year. Building upon the success of a pilot program in FY23, we implemented a new HSE data management system across the business.

A strong enterprise-wide employee engagement score was once again above the technology benchmark, and we continued to make modest progress towards our strategic DEI targets. Across the year, Aristocrat teams supported a variety of local community initiatives, such as providing enhanced employment opportunities in STEM for Tribal students in the US, through our Aristocrat Cares Program.

We are pleased with the progress achieved this year, and excited at the opportunities ahead. We are confident that our focus on building core processes and capabilities and delivering medium term targets across our most material sustainability issues is the right response to this complex and critical agenda. Our aspiration to lead our industry and contribute to its long-term vibrancy and sustainability will continue to guide and inspire all of us at Aristocrat.

Thank you for taking the time to review our FY24 Sustainability Report. We look forward to your feedback.



**Harry Ashton**

Group Sustainability General Manager



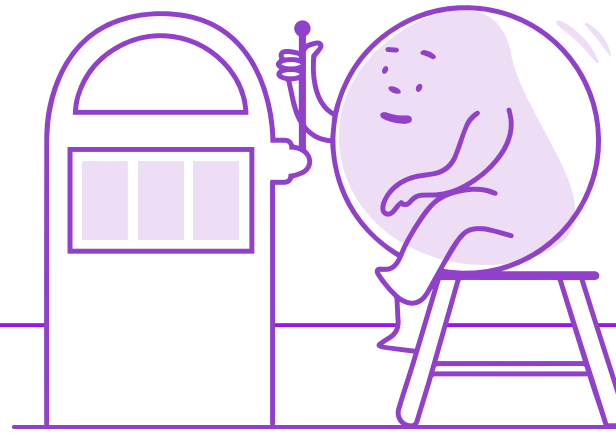
# FY24 Highlights

In FY24, we launched our new sustainability strategy. The information below contains the highlights from the year, aligned to our new strategic sustainability pillars.



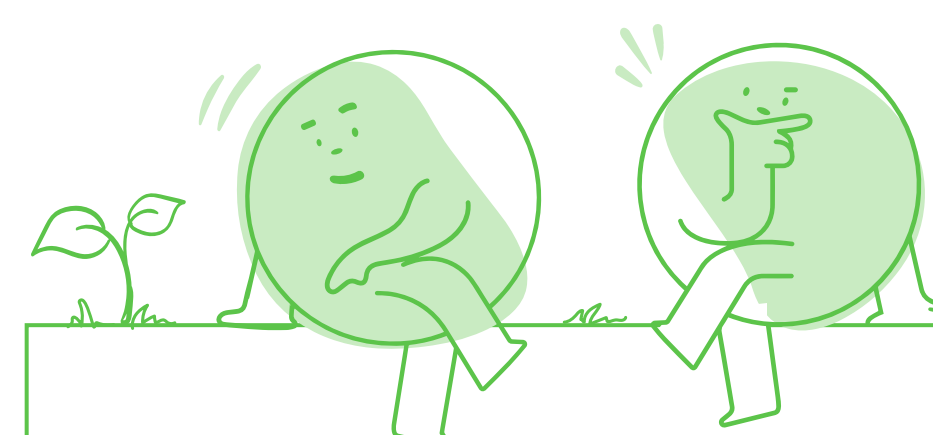
## Good Governance & Responsible Business

- Business resilience program strengthened across crisis management, disaster recovery and emergency response processes
- NeoGames integration prioritised across key sustainability areas
- Rolled out training courses on various Gaming compliance topics
- Enhanced Global Privacy & Cybersecurity Program



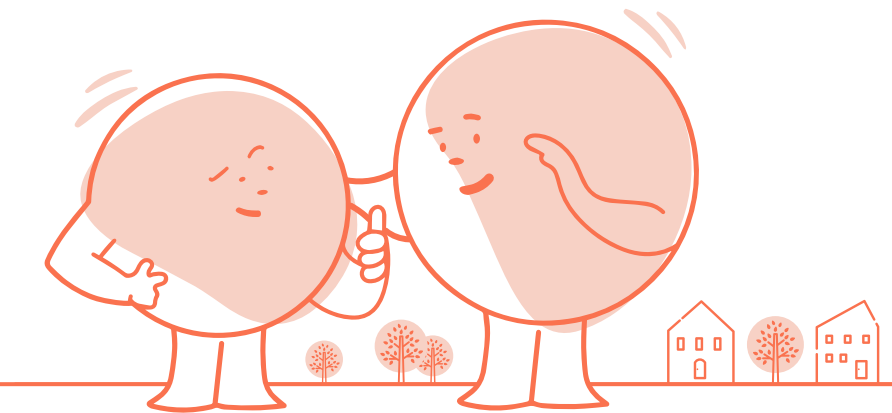
## Empowering Safer Play

- New Responsible Gameplay (RG) Strategy, including goals and targets
- 97% employee completion rate on *RG Group Policy* training
- Launched dynamic messaging and expanded self-exclusion in social casino mobile apps
- Flexi Play 2.0 tools launched on more than 4,000 electronic gaming machines across Australia
- Expanded the Know Your Max 'positive play' consumer campaign in the US



## Operational Sustainability & Climate

- Validation of Aristocrat's near and long-term science-based greenhouse gas emissions reduction targets
- Improved emissions data collection processes and commenced multi-year alignment with emerging sustainability reporting standards
- Enhanced operational sustainability across integration centres
- ~6,000 electronic gaming machines refurbished
- Significantly expanded Aristocrat's Supplier Sustainability Assessment



## People & Community

- Improved the Total Recordable Injury Rate
- Launched Health, Safety and Environment data management system and mandatory training modules
- Modest progress towards our Diversity, Equity & Inclusion target, with 33% of staff across the Group being women
- Achieved 52 employee engagement net promoter score; 13 points above the technology sector benchmark
- Continued support of key community impact initiatives, with a focus on Tribal engagement and STEM education





# ALL About Aristocrat

Aristocrat at a Glance

Our Mission, Values & Footprint

Our Business Model & Value Chain

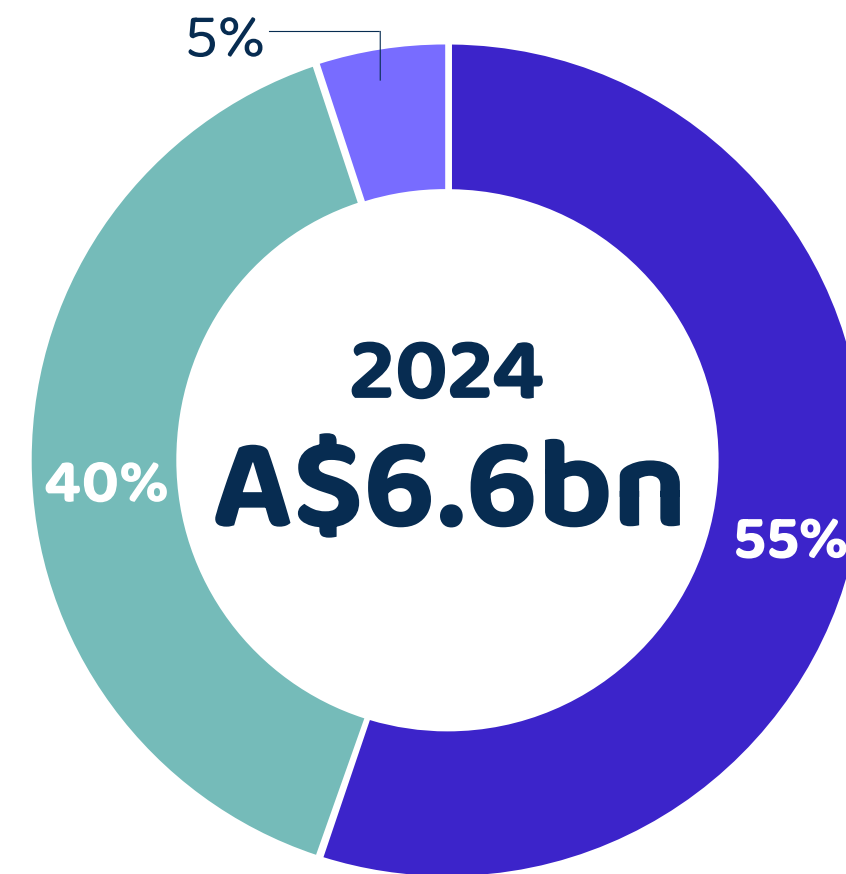




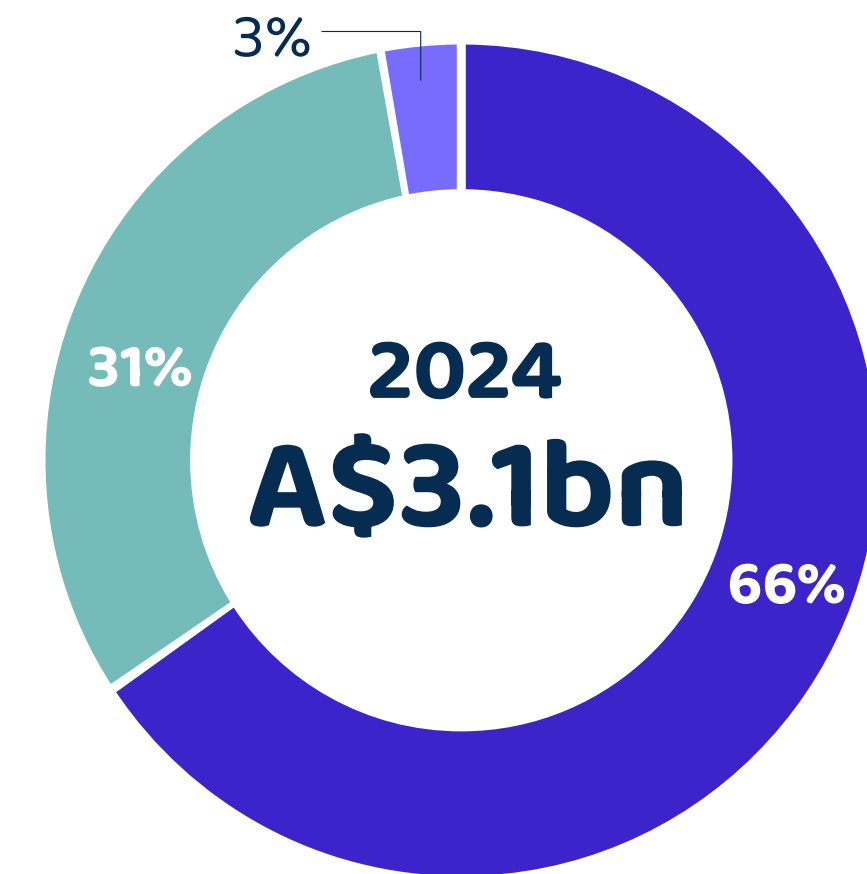
# Aristocrat at a Glance

**Aristocrat Leisure Limited (ASX: ALL)** is a global entertainment and gaming content creation company powered by technology. Listed on the Australian Securities Exchange, Aristocrat’s three reporting segments span regulated land-based gaming (Aristocrat Gaming), mobile games publishing (Pixel United) and regulated online Real Money Gaming (Aristocrat Interactive). Aristocrat offers a diverse range of products and services including electronic gaming machines, casino management systems, free-to-play mobile games and online real money games, including iLottery, that serve customers and entertain millions of players worldwide every day. Our team of around 8,500 people across the globe are united by our company mission to bring joy to life through the power of play. Aristocrat aims to create long-term sustainable value for stakeholders, and to lead our industries in responsible gameplay and governance standards.

**Segment Revenue**



**Segment Profit**



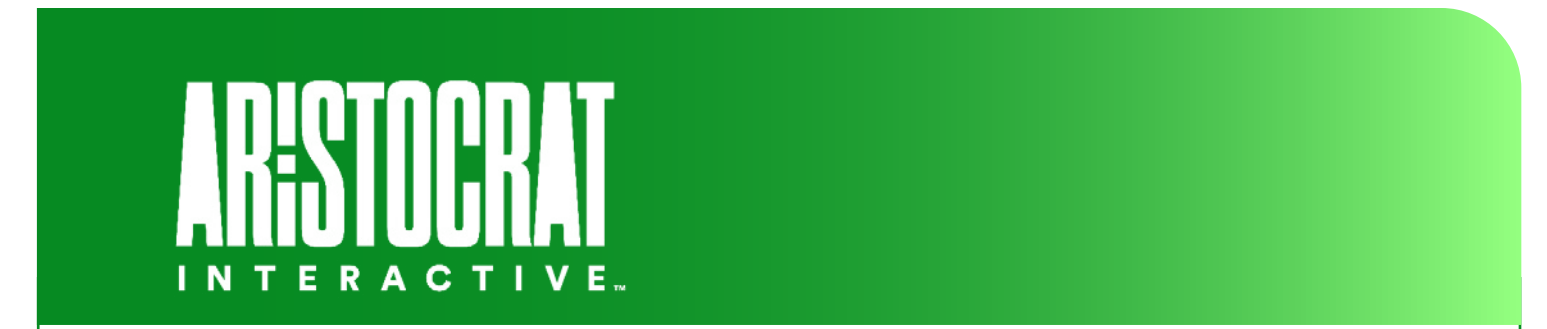
- Gaming
- Pixel United
- Interactive



Aristocrat Gaming is the leading designer, manufacturer and distributor of regulated land-based slot games across the globe. From award-winning games and hardware to unique game mechanics and leading performance. Aristocrat Gaming delivers end-to-end solutions to customers in more than 340 jurisdictions across the globe. We strive to be an industry leader in responsible gameplay, as part of ensuring a vibrant and sustainable industry.



Pixel United is Aristocrat’s free-to-play, mobile-first games business. Pixel United comprises three operating businesses: Product Madness, Plarium and Big Fish Games along with a number of studios located around the globe. The businesses span multiple key genres and have a strong focus on responsible gameplay. Pixel United leverages Aristocrat’s recognisable game brands together with its in-house development, marketing capabilities and best-in-class Live Ops, to entertain millions of players across the globe each day.



Aristocrat Interactive is Aristocrat’s regulated online real money gaming (RMG) business and was formed in April 2024 with the combination of the Anaxi and NeoGames businesses (NeoGames, Aspire Global, BtoBet, and Pariplay). With a commitment to responsible gameplay, the business delivers content and technology solutions for online RMG, with a full-service offering that includes content, proprietary technology platforms and a range of value-added services across iGaming and Online Sports Betting (OSB) and Customer Experience Solutions (CXS).



# Our Mission, Values & Footprint

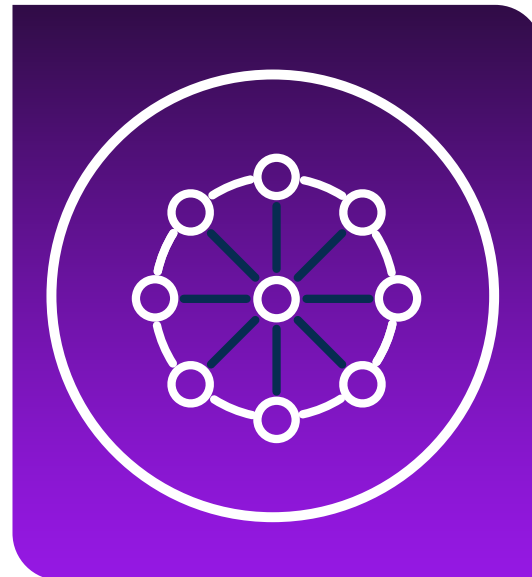
## Our Mission

Bringing joy to life through the power of play

## Our Values



**All About The Player**



**Collective Brilliance**



**Talent Unleashed**



**Good Business, Good Citizen**

## What we do

Create great content and distribute it broadly to reach players wherever and whenever they play



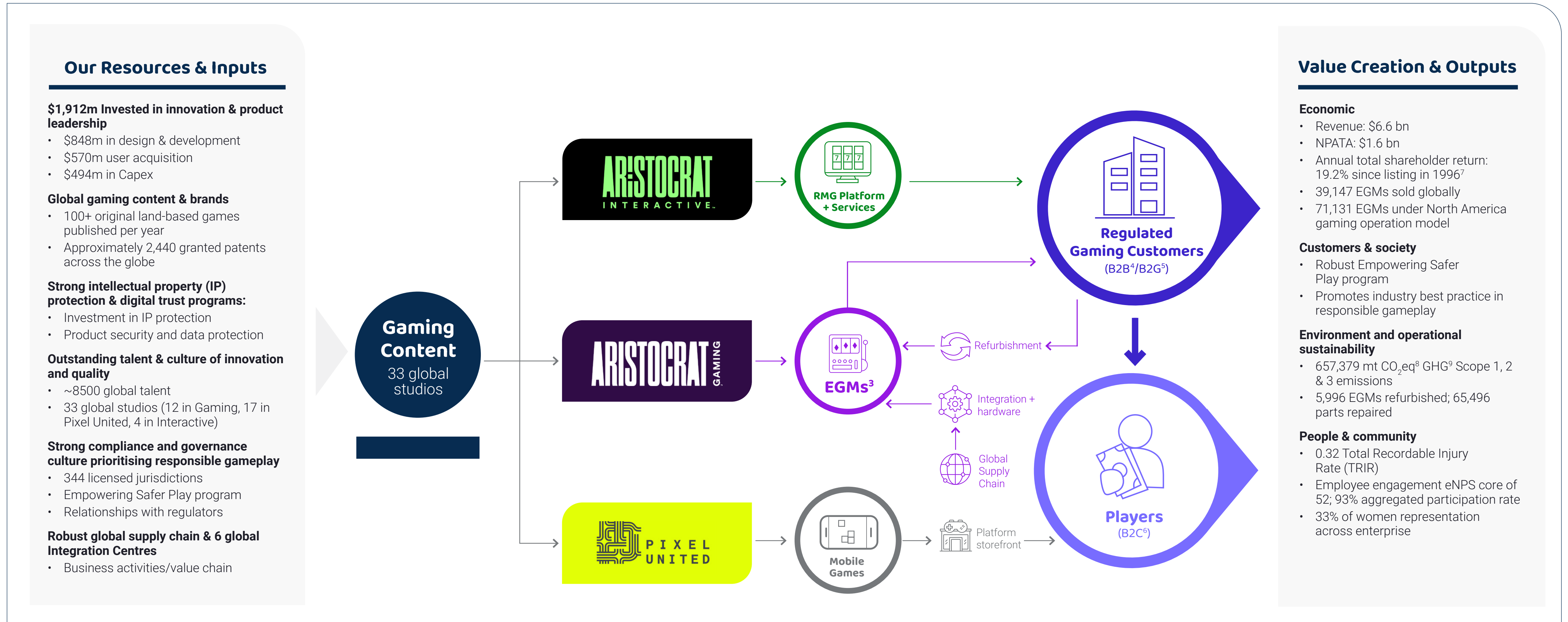
Total employees  
**~ 8,500**

Total number of employee locations  
**28**

Total jurisdictions licensed in  
**344**

# Our Business Model & Value Chain<sup>2</sup>

The illustration below provides an overview of our operations taking into account key inputs and outputs. This is intended to provide context to our material sustainability matters. It has been prepared according to emerging mandatory sustainability reporting standards.



### Our Resources & Inputs

**\$1,912m Invested in innovation & product leadership**

- \$848m in design & development
- \$570m user acquisition
- \$494m in Capex

**Global gaming content & brands**

- 100+ original land-based games published per year
- Approximately 2,440 granted patents across the globe

**Strong intellectual property (IP) protection & digital trust programs:**

- Investment in IP protection
- Product security and data protection

**Outstanding talent & culture of innovation and quality**

- ~8500 global talent
- 33 global studios (12 in Gaming, 17 in Pixel United, 4 in Interactive)

**Strong compliance and governance culture prioritising responsible gameplay**

- 344 licensed jurisdictions
- Empowering Safer Play program
- Relationships with regulators

**Robust global supply chain & 6 global Integration Centres**

- Business activities/value chain

**Gaming Content**  
33 global studios

**ARISTOCRAT INTERACTIVE**

**RMG Platform + Services**

**ARISTOCRAT GAMING**

**EGMs<sup>3</sup>**

**PIXEL UNITED**

**Mobile Games**

**Regulated Gaming Customers (B2B<sup>4</sup>/B2G<sup>5</sup>)**

**Players (B2C<sup>6</sup>)**

Refurbishment

Integration + hardware

Global Supply Chain

Platform storefront

### Value Creation & Outputs

**Economic**

- Revenue: \$6.6 bn
- NPATA: \$1.6 bn
- Annual total shareholder return: 19.2% since listing in 1996<sup>7</sup>
- 39,147 EGMs sold globally
- 71,131 EGMs under North America gaming operation model

**Customers & society**

- Robust Empowering Safer Play program
- Promotes industry best practice in responsible gameplay

**Environment and operational sustainability**

- 657,379 mt CO<sub>2</sub>eq<sup>8</sup> GHG<sup>9</sup> Scope 1, 2 & 3 emissions
- 5,996 EGMs refurbished; 65,496 parts repaired

**People & community**

- 0.32 Total Recordable Injury Rate (TRIR)
- Employee engagement eNPS core of 52; 93% aggregated participation rate
- 33% of women representation across enterprise

2. As at 30 September 2024; all amounts are in AUD.  
 3. EGM - Electronic Gaming Machine.  
 4. B2B - Business to business, including all commercial gaming and iGaming customers and white label in this instance.  
 5. B2G - Business to government including Tribal and i-Lottery customers.  
 6. B2C - Business to consumer, including players of regulated gaming products and players of mobile games.  
 7. Source: FactSet. Annual returns based on the 12 months to 30 September each year.  
 8. CO<sub>2</sub>eq refers to CO<sub>2</sub> equivalent. It is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.  
 9. GHG - Greenhouse Gas.



# Sustainability at Aristocrat

- Materiality Assessment
- Sustainability Strategy
- Sustainability Governance
- Business Resilience





# Materiality Assessment

At Aristocrat, we assess sustainability trends and developments periodically to understand how they might impact our business, stakeholders and the broader operating environment. Formal materiality assessments are conducted every few years, as a foundational step in the process of refreshing our company sustainability strategy.

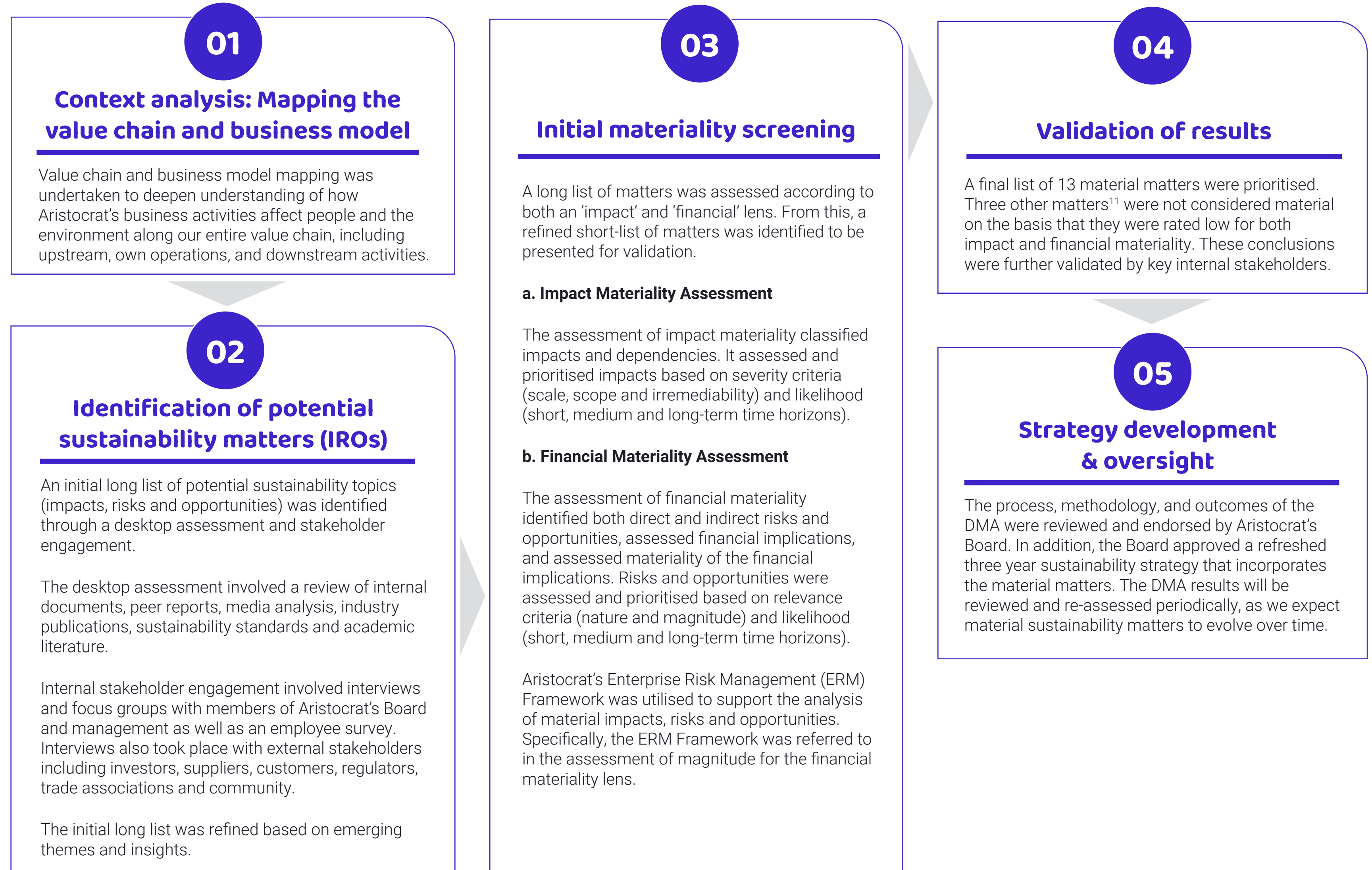
## The Process

In FY24, Aristocrat adopted a double materiality lens that encompassed both impact materiality (impacts on people and the environment) and financial materiality (how sustainability matters affect the financial performance of the company). The methodology for a double materiality assessment (DMA) identifies material actual or potential impacts, risks, and opportunities related to our activities and value chain that (may) arise in the short, medium or long-term.

Our DMA process drew on the core principles of materiality as defined by international standards and directives. These include the European Union’s Corporate Sustainability Reporting Directive (CSRD) and accompanying European Sustainability Reporting Standards<sup>10</sup> (ESRS), the Global Reporting Initiative (GRI), and the International Sustainability Standards Board (ISSB) standards.

The steps to the right outline the process through which we identified and assessed our material sustainability impacts, risks, and opportunities (IROs):

10. As at the date of this report, Aristocrat is assessing its future reporting obligations under CSRD for Aristocrat Limited Leisure and its subsidiaries.  
 11. Water stewardship, waste management, and biodiversity.












## Our Material Sustainability Matters

The results of the double materiality assessment are included below and on the following page. They detail the 13 sustainability matters that were considered material from an impact and/or financial lens.







● Extreme
 ● High
 ● Medium

Material Matters	Description	Impact materiality	Financial Materiality	Sustainability Strategy Focus Area	Page Number
<b>Responsible gameplay</b>	Aristocrat’s approach to enabling players to engage with its products and services in a responsible manner. This includes the organisation’s practices for enabling the design, development, distribution, marketing and operation of safer, accessible and responsible regulated and non-regulated gaming products and services.	●	●	 Empowering Safer Play	<b>27</b>
<b>Regulation and compliance</b>	The processes in place to help ensure Aristocrat adheres to all relevant laws and regulations. This includes measures to monitor, detect and report on topics related to anti-money laundering and anti-bribery and corruption.	●	●	 Good Governance & Responsible Business	<b>21</b>
<b>Corporate governance</b>	The system of rules, practices and processes by which Aristocrat adheres to in order to demonstrate it operates as a responsible entity. This includes both required and voluntary corporate governance activities at both a Board and Management level.	●	●	 Good Governance & Responsible Business	<b>19</b>
<b>Employee health, safety and well-being</b>	Aristocrat’s commitments and practices that prioritise work-life balance, support employees’ (including contractors and other workers in the value chain) mental and physical health, and protect employees from workplace hazards.	●	●	 People & Community	<b>48</b>
<b>Business conduct and ethics</b>	The principles, standards and values that guide behaviour and conduct throughout the organisation. It relates to beyond compliance activities, such as corporate culture and the way Aristocrat interacts with its stakeholders.	●	●	 Good Governance & Responsible Business	<b>21</b>
<b>Product sustainability</b>	Aristocrat’s activities to integrate social and environmental considerations into product design, development, integration, distribution and operation (in-use).	●	●	 Operational Sustainability & Climate	<b>42</b>
<b>Digital trust and cybersecurity</b>	The practices that enable the protection of sensitive data against unauthorised access and ensures confidentiality and trust amongst stakeholders. It includes the implementation of robust cyber security measures, and measures to ensure ethical and responsible innovation and behaviours across the enterprise.	●	●	 Good Governance & Responsible Business	<b>24</b>



## Our Material Sustainability Matters (continued)

● Extreme 
 ● High 
 ● Medium

Material Topics	Description	Impact materiality	Financial Materiality	Sustainability Strategy Focus Area	Page Number
<b>Climate change</b>	The measures Aristocrat takes to manage the physical and transition impacts of climate change, as well as the activities in place to decarbonise the organisation’s operations and value chain.	●	●	 Operational Sustainability & Climate	<b>43</b>
<b>Employee engagement and development</b>	The strategic and operational activities designed to empower Aristocrat’s workforce, so that employees are engaged, able to grow and motivated to support organisational goals. Includes initiatives such as investing in skills development and training, providing competitive remuneration, and fostering a supportive work environment.	●	●	 People & Community	<b>50</b>
<b>Community impact</b>	The activities Aristocrat undertakes to engage, invest and develop its communities, such as initiatives to collaborate with local and Tribal communities, foster industry partnerships, and partnering with customers and other stakeholders to drive positive impact and improve socioeconomic outcomes.	●	●	 People & Community	<b>57</b>
<b>Supply chain sustainability</b>	The approach Aristocrat takes to procure goods and services in a way that considers social, ethical and environmental factors. It includes consideration of factors such as labour rights and modern slavery, environmental impacts and supporting minority-owned businesses. It relates to practices including promoting supplier diversity, undertaking due diligence throughout the supply chain, audits, and capacity building.	●	●	 Operational Sustainability & Climate	<b>39</b>
<b>Circular economy</b>	Implementing circular economy principles and practices into Aristocrat’s business model. It includes efforts to reduce waste and extend resource efficiency through reuse, repair, refurbishment, and recycling within Aristocrat’s gaming operations, embodying sustainable practices and efficient end-of-life management.	●	●	 Operational Sustainability & Climate	<b>42</b>
<b>Diversity, equity and inclusion</b>	Aristocrat’s commitment and practices to embrace diverse backgrounds and experiences of its people, ensure fair treatment and access to opportunities across all employee demographics, and promote a company culture that actively prevents discrimination, harassment and exclusion.	●	●	 People & Community	<b>53</b>





# Sustainability Strategy

During FY24, we refined and refreshed our enterprise sustainability strategy, taking into account the results of a double materiality assessment (see p.14).

Aristocrat’s three year sustainability strategy (FY25 – FY27) is designed to address the most important sustainability matters facing our business. Whilst most of the focus areas are consistent with previous strategies, we have deepened our understanding of the issues and refreshed the grouping of priority areas for better clarity.




## Good Governance & Responsible Business

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**Vision:** We maintain high standards of effective corporate governance and responsible business practices to help create, protect and enhance shareholder value and the future sustainability of Aristocrat.

<p><b>Aligned material topics</b></p> <ul style="list-style-type: none"> <li>Regulation and Compliance</li> <li>Corporate Governance</li> <li>Business Conduct and Ethics</li> <li>Digital Trust &amp; Cybersecurity</li> </ul>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>Align with mandatory sustainability reporting regimes</li> <li>Execute Disclosures &amp; Policy and Assurance roadmaps</li> <li>Execution of Compliance Plan and Cyber strategy</li> </ul>
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**Target:** Achieve compliance with applicable ESG mandatory reporting regimes as required from FY26



## People & Community

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**Vision:** We strive to be a destination of choice for talent through fostering an inclusive, diverse, safe and thriving workplace, whilst supporting the communities in which we operate.

<p><b>Aligned material topics</b></p> <ul style="list-style-type: none"> <li>Employee Health, Safety and Wellbeing (HSE)</li> <li>Employee Engagement &amp; Development</li> <li>Diversity, Equity and Inclusion (DEI)</li> <li>Community Impact</li> </ul>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>Continuous improvement in HSE &amp; wellbeing initiatives</li> <li>Completion of DEI roadmap</li> <li>Update of Aristocrat Cares &amp; Community Strategy</li> </ul>
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**Targets:**

- HSE - To eliminate, so far as is reasonably practicable, incidents and injuries within our workplace
- Engagement - Aligned with or above technology sector engagement scores
- DEI – Gender and minority group leadership targets





## Empowering Safer Play

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**Vision:** We create entertaining experiences, which comply with industry regulations and internal standards, empower players to make informed choices about their play, while pushing ourselves to continually improve.

<p><b>Aligned material topics</b></p> <p>Responsible Gameplay</p>	<p><b>Strategic Objectives</b></p> <p>Execute against 3-year RG strategy, metrics and 2030 targets</p>
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**Targets:**

- Acquire certification/accreditation for each business
- Year on year improvement in player awareness
- Staff awareness & satisfaction of RG of over 80%
- Explore and pilot technologies to identify at-risk behaviours
- Commission three studies to evaluate our program



## Operational Sustainability & Climate

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**Vision:** We seek to operate sustainably, integrating social and environmental factors in our decision making, whilst taking action to mitigate climate change.

<p><b>Aligned material topics</b></p> <ul style="list-style-type: none"> <li>Climate Action</li> <li>Product Sustainability &amp; Circular Economy</li> <li>Supply Chain Sustainability</li> </ul>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>Execute data and abatement roadmaps</li> <li>Continuous improvement in modern slavery prevention and circular economy principles</li> </ul>
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**Target:** Progress towards approved Science-based Targets



## Legal Landscape Governing Sustainability Disclosures

The legal landscape governing sustainability disclosures is evolving rapidly, as regulatory bodies and standard-setting organisations increasingly emphasise transparency and consistency in this area. By 2026, we expect to report against the Australian Sustainability Reporting Standards (ASRS) and are actively assessing future reporting obligations under the European Union’s Corporate Sustainability Reporting Directive (CSRD). Federal legislation and the ASRS requires large companies operating in Australia to make certain climate-related financial disclosures, whilst the CSRD covers the breadth of a company’s material sustainability matters. We are continuing to enhance our internal processes and controls to prepare for future reporting requirements.

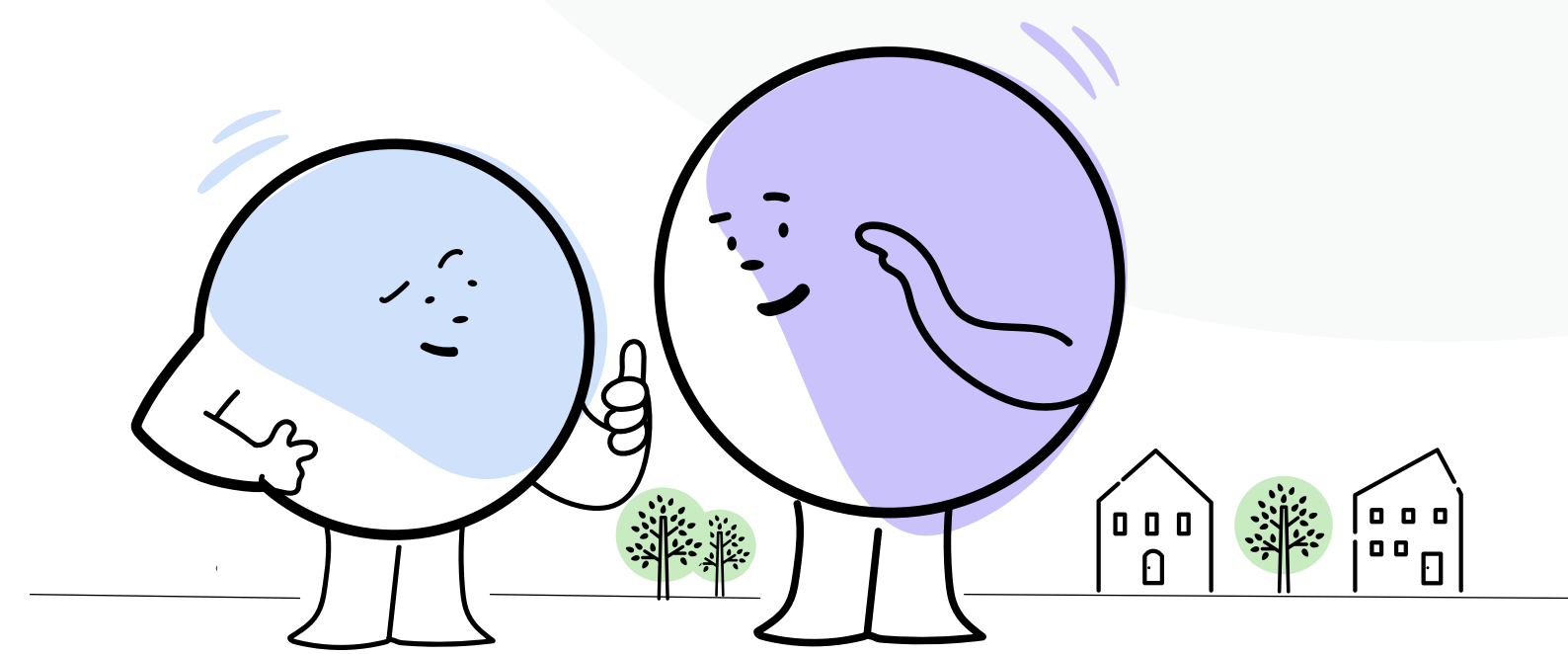
## Stakeholder Engagement

Understanding the views of our stakeholders is critical to the effectiveness of our sustainability strategy. We regularly engage with a broad range of stakeholders, including investors, analysts, gaming regulators, employees, suppliers, and customers via a range of communications channels, including face-to-face and virtual meetings, events and surveys.

In FY24, Aristocrat held an inaugural ‘ESG Day’ for institutional investors, as part of an effort to increase engagement with equity market stakeholders in this area. The day offered a detailed exploration of our plans and progress across a range of important sustainability topics, including Responsible Gameplay, Climate Action, Anti-Modern Slavery, Tribal Customer Engagement, Diversity & Inclusion and Cybersecurity. In FY24, we also engaged stakeholders as part of our double materiality assessment.

## United Nations Sustainable Development Goals

Our key priorities within our refreshed sustainability strategy also support progress towards the United Nations Sustainable Development Goals (UN SDGs). The UN SDGs provide a universal framework for global sustainable development and encourage businesses to integrate social, economic and environmental considerations into their strategies and operations. The SDGs where Aristocrat has the greatest opportunity to positively impact are detailed against our strategic sustainability pillars.





# Sustainability Governance

Our governance framework is essential for appropriate oversight of strategy, risk and performance in relation to sustainability matters. Further details can be found in our Annual Report and Corporate Governance Statement.

[Annual Report and Corporate Governance Statement >](#)

Our sustainability governance framework is outlined below.

## Board Oversight

Aristocrat’s Board is responsible for approving our sustainability strategy, as well as overseeing the adequacy and effectiveness of our program.

Management provides periodic updates on progress and performance regarding our sustainability program to the Board. Sustainability matters are also considered as part of the Board’s periodic review of our principal and emerging risks.

In the second half of FY24, the Board reviewed and approved Aristocrat’s three year sustainability strategy, including the results of the double materiality assessment which underpinned the plan.

## Management’s Role

Aristocrat’s Executive Steering Committee (ESC) considers, reviews and approves our sustainability strategy before it is recommended to the Board for approval.

Aristocrat’s dedicated sustainability team, led by the Chief Corporate Affairs Officer as a member of the ESC, leads the development of the sustainability strategy, policies, and programs and reports on implementation. The team also provides guidance and support to other teams across Aristocrat’s operating businesses and shared functions who have implementation responsibilities under the strategy.

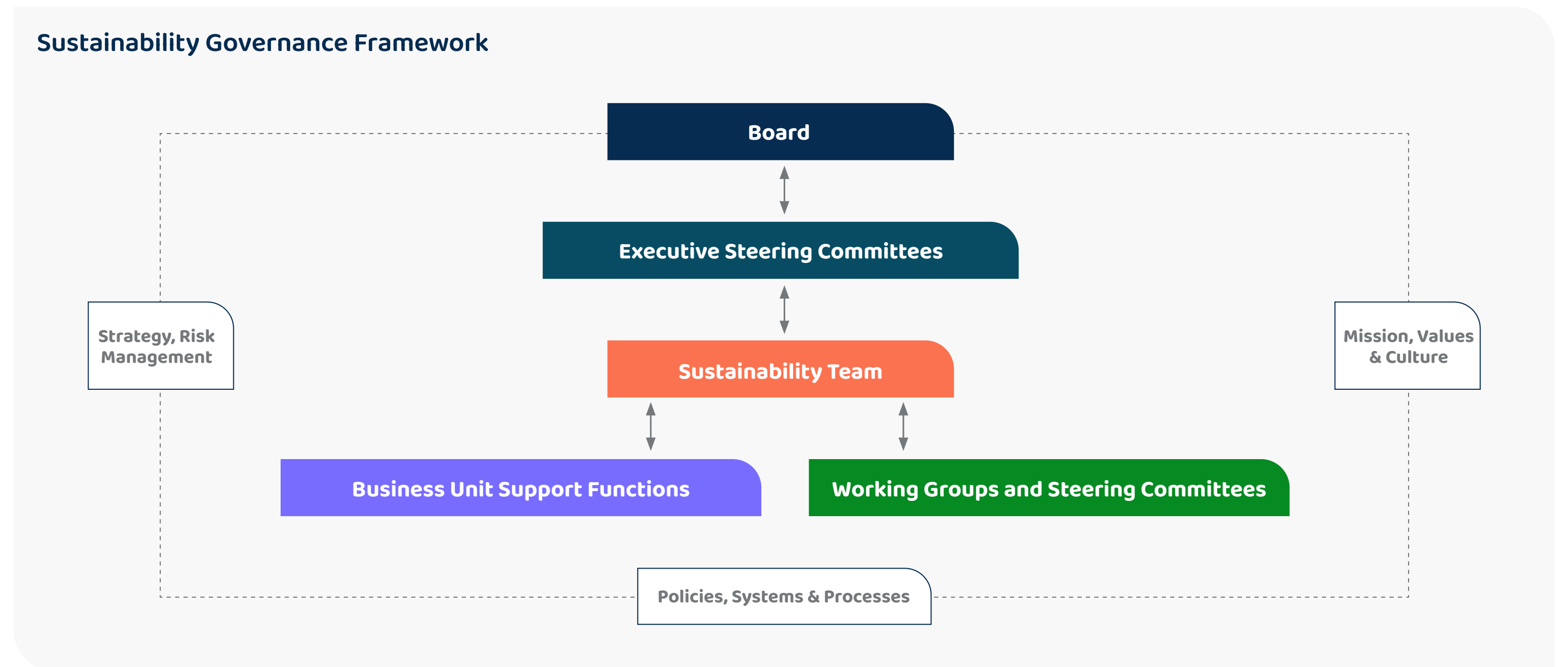
Working groups and steering committees are established to manage, lead and operationalise key priorities where needed.

## Risk Management

Aristocrat’s Enterprise Risk Management (ERM) Framework (the Framework) is core to our risk management program and approach. The Framework establishes an integrated approach encompassing financial and non-financial risks, including sustainability matters.

As described in Aristocrat’s FY24 Annual Report, ESG / sustainability is a principal risk and is considered in our annual group risk assessment.

In FY24, Empowering Safer Play, Climate Action and Anti-Modern Slavery were considered under this risk. Sustainability risks also manifest through other risks captured in the Framework, including Health, Safety and Wellbeing and Cyber Security. Additionally, our recently completed double materiality assessment utilised the Framework to identify and assess our material topics.





# Business Resilience

Aristocrat acknowledges the growing significance of business resilience in the face of rapid changes across the environment, technology, regulations, and society, as well as the diverse markets in which we operate. It is crucial for us to mitigate, prepare for, and respond effectively to any disruptive event that may impact our employees' safety and wellbeing, customer / player experience, innovation pipeline, global supply chain, revenue, or strategic objectives.

Our strategy involves adhering to a comprehensive business continuity lifecycle, leveraging third-party expertise for threat intelligence, and ensuring effective crisis management, incident response, and recovery. Aristocrat's Business Resilience Program aims to minimise the impacts of external disruptions on our performance, expedite recovery, and strengthen our long-term success.

The primary function of the Business Resilience Program is to steward business continuity, crisis management, emergency response, and IT and product disaster recovery across the organisation. The program adopts a holistic and cross-functional approach to building resilience. Key initiatives include developing business impact analyses, emergency response, business continuity, disaster recovery, and crisis management plans, conducting training and exercises, and maintaining our critical event management system (Everbridge).

## Governance and Policies

The development of strong business resilience capabilities is a top-down mandate from our Board and Executive Steering Committee. Our Business Resilience Program is governed by policies including Global Business Resilience, Global Risk Management, and Emergency Mass Notification. Monthly developments and updates on the program are reported through to the senior executive team and the Board.

## Key Achievements

In Ukraine and the Middle East, Aristocrat continued to prioritise support of employees and their families. Aristocrat's exposure to the conflicts in both regions increased with the acquisition of NeoGames, which has a presence in Israel and Ukraine. We continue to monitor conflict developments and have increased crisis escalation and planning with the relevant businesses.

Outside of these conflict areas, in FY24, the program made advancements in strategic crisis planning and of our global supply chain and protection of key intellectual property assets. Some highlights include:

- Created an enterprise-wide framework for crisis management.
- Developed a disaster recovery framework for our enterprise technology in addition to transitioning from physical to cloud-based data centres.
- Verified an emergency response plan for all our key locations.
- Mapped out our key gaming suppliers and sub-suppliers to gain a greater understanding of supply chain resiliency and continued to diversify our supply base.
- Completed business continuity and disaster recovery plan reviews, tabletop exercises and internal audits to assess and improve operational resilience across critical areas of the business.
- Developed a multi-year training & exercise plan that outlines a training cadence through FY26.

Looking ahead, cyber threats, geopolitical instability, and climate impacts will remain priorities, along with service and technology continuity improvements. Other priorities will include completing the integration of NeoGames into the Business Resilience Program and finalising a product technology-specific disaster recovery framework. We will also centralise resilience plans and test results through a governance, risk, and compliance platform.





# Good Governance & Responsible Business

Regulation & Compliance  
Anti-bribery & Corruption  
Data Protection





# Regulation & Compliance

Aristocrat has a long-standing commitment to strong governance and fostering a culture of high integrity and ethical behaviour. We are committed to upholding applicable rules, regulations and legislation that govern our business and products, and making the right decisions that are in the best interests of our business and stakeholders, in both the short and long-term. Aristocrat is committed to the development of a strong culture of legal compliance, a set of embedded operating procedures that include responsibilities and accountabilities, ongoing training and awareness programs, providing advice and solutions to the business, and conducting reviews that substantiate compliance. Whilst we occasionally experience non-compliances, we use those opportunities to drive improvements in our processes and culture.

## Governance and Policies

Aristocrat’s Board, through the delegated Regulatory and Compliance Committee (Committee), oversees the global compliance program. The Chief Compliance Officer (CCO) holds responsibility for execution of the global gaming compliance program, directly reports to the CEO, is a member of the Executive Steering Committee and a voting member of the Committee. The day-to-day oversight, development and administration of the program is overseen by the CCO and regional compliance teams.

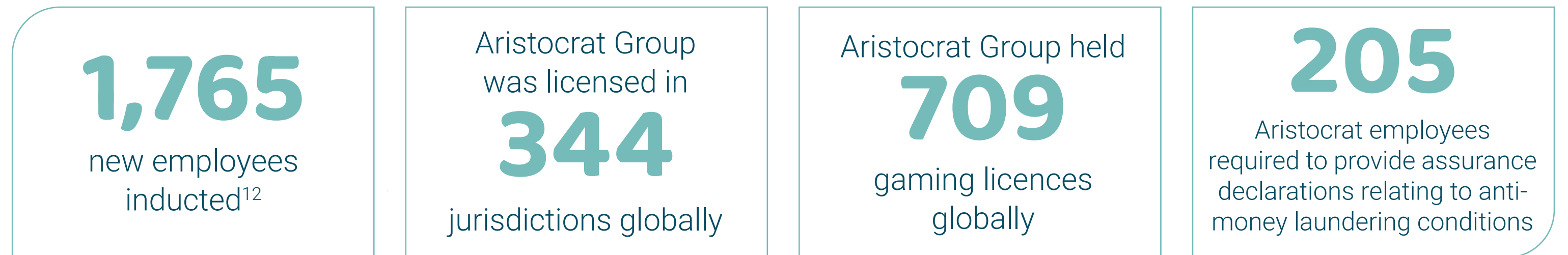
The Committee has oversight of the enterprise-wide gaming compliance program, including compliance with gaming laws and regulations, compliance with all aspects of the *Nevada Gaming Control Board Approved Compliance Plan* (the Compliance Plan), and compliance training and education programs. The Compliance Plan is one of the governing policy documents for Aristocrat’s global compliance program.

A suite of policies, and our *Code of Conduct* (the Code) establish guidelines and expectations of compliance and ethical behaviour. They are assigned to every new employee at induction and must be acknowledged through our internal portal. In addition, we have several policies including policies related to Anti-Money Laundering that form part of our compliance program. All policies, and the Code are reviewed and updated on a regular cadence, and any material updates are communicated to employees through internal communication channels.

## Key Achievements

In FY24, Aristocrat rolled out a new suite of training courses encompassing short, 2-to-5-minute videos covering a range of compliance topics, such as conflict of interest, fair competition, and reporting misconduct.

### Aristocrat Group including NeoGames as at 30 September 2024



### Employee completion rates (%) for assigned compliance training (excluding NeoGames)



<sup>12</sup> Employees at NeoGames are excluded.  
<sup>13</sup> The completion rate for compliance and workplace ethics training is at 30 September 2024. Training is open for completion beyond this date.



# Anti-bribery & Corruption

Aristocrat takes a zero-tolerance approach to acts of bribery and corruption. Our Anti-Bribery, Anti-Corruption (ABAC) program seeks to safeguard our business and business partners against activities that would be in breach of any applicable anti-bribery and corruption laws or generally accepted ethical standards.

## Governance and Policies

The Board Regulatory & Compliance Committee has ultimate responsibility for the ABAC program and receives regular updates from management about the status of the program and any potential risk areas. The Chief Compliance Officer holds responsibility for the day-to-day execution and management of the ABAC program.

Our comprehensive ABAC program consists of the *Anti-Bribery & Anti-Corruption, Third Party Entertainment and Gifts Policy* (the 'ABAC Policy'), associated training initiatives, and proactive collaboration with our business partners. We have been working to integrate NeoGames into our ABAC program following completion of the acquisition in April 2024.

The *ABAC Policy* governs the company-wide approach to managing the risk of bribery and corruption. It includes matters related to interactions with government officials and the provision of gifts or entertainment to customers. The *ABAC Policy* evolves to address emerging risks identified through independent audits or risk assessments.

Related policies include the *Dealing with Government Officials and Political Groups Policy*, the *Donations, Sponsorship and Charitable Contributions Policy*, and the *Whistleblower Policy*.

## Risk Management and Continuous Improvement

The ABAC program is risk-based and undergoes periodic independent audits to review the effectiveness of the existing controls and identify any potential gaps. The last audit was conducted in FY22. In FY23, a separate independent corruption risk assessment was carried out that focused on emerging risks and areas of concern, with the next one scheduled for FY25. This financial year, the ABAC Program focused on activities classified as higher risk as outlined in the *ABAC Policy*.

Aristocrat's Whistleblower Program supports instances of corruption, illegal or undesirable conduct to be reported, and to encourage and protect those who report their concerns. It is available to employees and non-employees. The EthicsPoint portal is hosted by an independent third party, and offers a secure, anonymous way for concerns to be raised. It is accessible globally, 24 hours a day, 7 days a week and protections, are provided to people using the program.

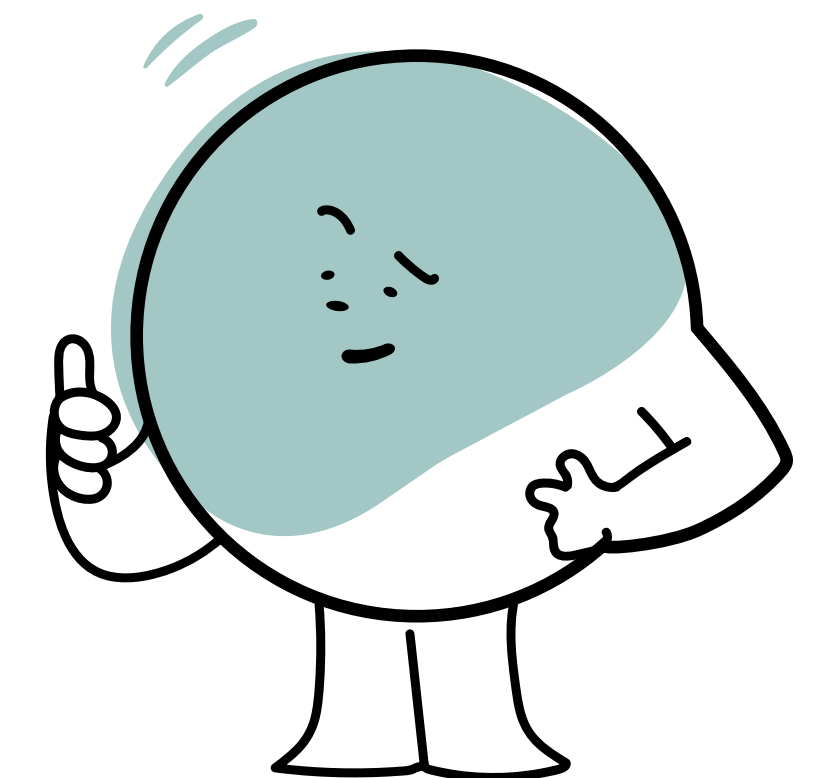
## Training and Awareness-raising

ABAC training is mandatory for all employees, Directors (executive and non-executive) and officers, and must be completed within 90 days of their commencement with the business. 89% of employees<sup>14</sup> assigned to mandatory ABAC training completed it in FY24.

Employees working in functions or teams considered at higher risk of bribery and corruption, such as marketing, land-based gaming, and sourcing teams, received tailored face-to-face training sessions. The sessions focused on the specific risks associated with the unique activities and responsibilities of each team.

## Case Study

We commit to putting the *ABAC Policy* into practice. For example, Aristocrat Gaming was a sponsor of the Formula 1 Las Vegas Grand Prix in November 2023. A dedicated ticketing committee was established to manage ticket distribution for customer hospitality. Legal opinions were also sought to mitigate unforeseen corruption or bribery risks arising from the partnership. Working with the customer-facing teams, over 80 guests were screened by to ensure none were Politically Exposed Persons or posed ABAC risks. This process has now become standard for high-profile sponsorships or licensing agreements involving tickets, including events like the Super Bowl. Effective communication between stakeholders led to the creation of a decision-making rubric for specific requests, streamlining the process and ensuring consistency in future events.



14. Employees at NeoGames are excluded.



# Data Protection

Data protection is the practice of safeguarding information from unauthorised access, use, compromise, loss, or corruption throughout its lifecycle. It comprises technical, physical, and administrative measures and encompasses various strategies, processes, and tools designed to ensure data privacy, integrity, and availability. Data protection failings may impact Aristocrat’s ability to conduct operations and achieve its goals and mission, and may result in regulatory, legal, financial, and/or reputational harm to the business.

Aristocrat’s Privacy and Cybersecurity programs each play a critical role in data protection. Privacy is centred on a legal and administrative framework for responsible data management practices of personal data. Cybersecurity offers the technical and physical tools and defences needed to protect all Aristocrat data from a wide range of threats. These two programs work in tandem to maintain alignment and create a holistic, integrated approach to data protection that helps Aristocrat fulfill its business goals, meet regulatory requirements, maintain stakeholder trust, and ensure business continuity.

## Privacy

Aristocrat is committed to the lawful, ethical, and trustworthy collection, handling, and disposal of consumer and employee personal data. To support this commitment, Aristocrat has established a Global Privacy Office (GPO) and data protection counsel in the legal department. They are dedicated to addressing legal, regulatory, data protection, and privacy challenges, including those posed by emerging technologies, such as artificial intelligence (AI).

Our Global Privacy Program is oriented to a set of Global Privacy Principles that are consistent with our core values and comply with applicable data protection laws and regulations. The program seeks to guide our businesses in the lawful and ethical use and handling of personal data and constantly evolves to address changes in our business, technology, the law, cybersecurity best practices, and the cybersecurity threat environment.

### Global Privacy Principles

1. Collection
2. Notice
3. Choice
4. Processing of Personal Data
5. Access, Accuracy, Integrity, and Quality Non-Discrimination
6. Security
7. Retention of Personal Data
8. International Transfer
9. Ethics
10. Responsibility (privacy is everyone’s responsibility)
11. Legal Compliance
12. Accountability
13. Continuous Improvement

### Governance and Policies

The GPO oversees the operation of the Global Privacy Program, which provides guidance and support to the business in matters of personal data use, executes on long-term improvement initiatives, and lends expertise to special projects.

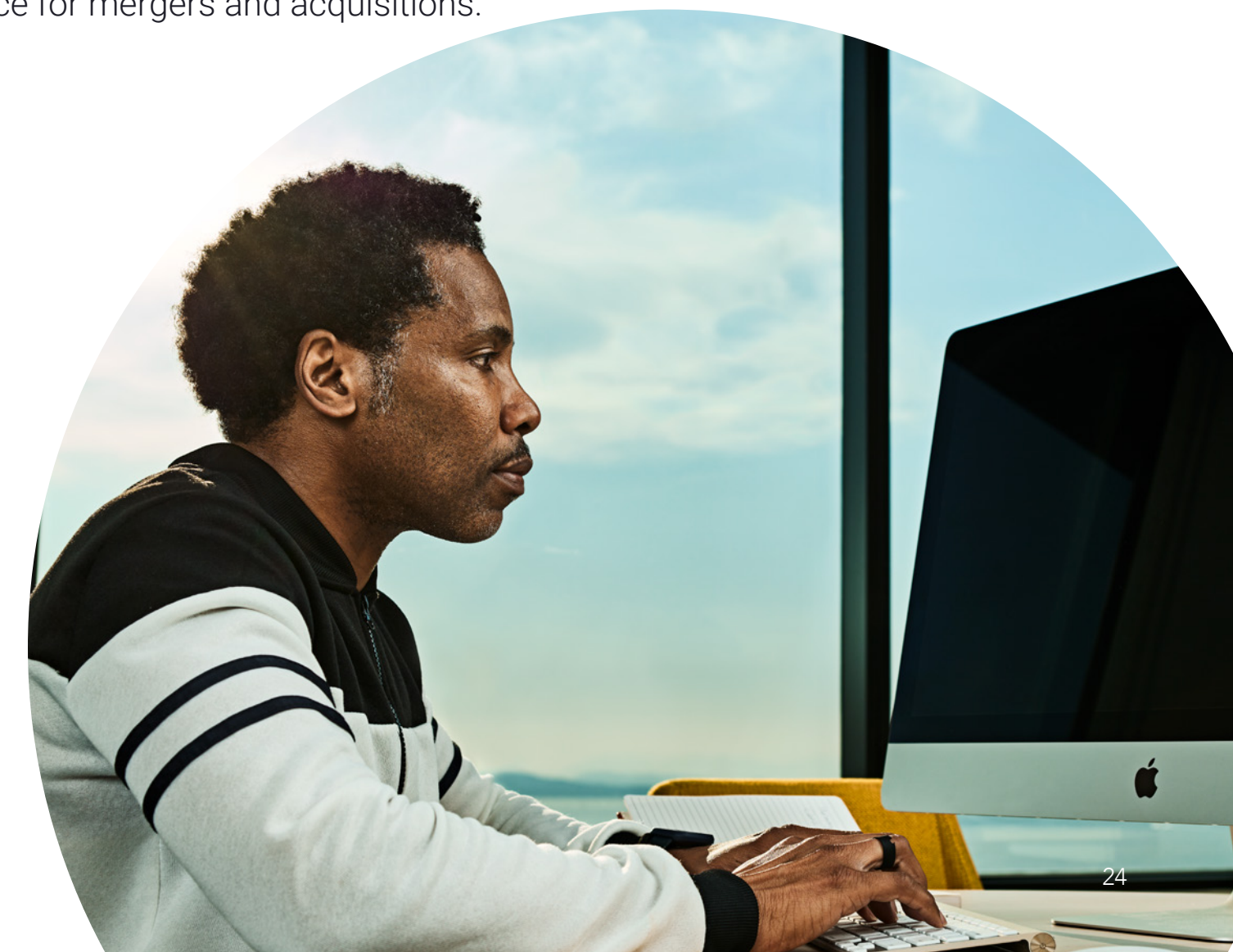
The GPO has developed and maintains a suite of privacy-related policies to set guidelines for our employees and help with decision-making in their day-to-day operations. These policies are oriented to the *Aristocrat Global Privacy Principles* and our foundational *Global Privacy Policy*.

In recognition of the significance of training and awareness in fostering a culture that embodies the Global Privacy Principles, across FY24 we delivered enterprise-wide privacy training and facilitated communications activities. These initiatives enhanced our employees’ understanding of privacy and its importance.

### Key Achievements

This FY24, we continued to enhance our Global Privacy Program in the following areas:

- **Third-party risk:** we improved our processes to assess third-party risk in access to and handling of personal data and provide contractual and process-related guidance to business areas in vendor and third-party engagement.
- **Website compliance:** we completed an inventory of public-facing websites and implemented an automated tool to centralise and document management of consumer privacy notices. We also developed a program to support continuous monitoring of website trackers and cookies, including implementing technology to automate the ongoing process.
- **Data inventories and process mapping:** we made meaningful progress to understand where and how we collect, process, and store personal data by enhancing collaboration with businesses and conducting new areas of system analysis.
- **Merger and acquisition activities:** we began work to integrate NeoGames utilising due diligence and integration checklists in support of privacy compliance for mergers and acquisitions.







## Cybersecurity

Cybersecurity is intrinsically linked to data protection and privacy. Our strategy prioritises close collaboration with Privacy and Legal teams to effectively secure sensitive information while adhering to data protection regulations and privacy standards. As the cybersecurity threat landscape continues to grow, this has necessitated heightened vigilance in safeguarding our intellectual property and maintaining operational resilience. By proactively bolstering our cybersecurity capabilities, we aim to maintain data integrity and privacy, minimising the risk of data breaches, cyberattacks, and other security incidents.

Our Global Information Security (GIS) Program aims to protect our brands, products, games, data, and stakeholders from the likelihood and impact of cyberattacks and deliver enhanced capabilities to maximise digital trust. It applies globally to all Aristocrat business units and subsidiaries, including NeoGames, which was acquired in April 2024.<sup>15</sup>

### Governance and Policies

The GIS function provides enterprise-level cybersecurity governance, while our business units and Group functions drive and deliver cyber effectiveness and accountability across the company. This collaborative approach is supported by Information Technology (IT) and aligns with our overall security strategy.

GIS has three major functional areas:

**Governance, Risk, and Compliance (GRC)** monitors and reviews the application and measurement of cybersecurity controls across Aristocrat and all business units, including the assessment of third-party cyber risk, maintaining current cybersecurity certifications, continuous monitoring of compliance, and enterprise security awareness training.

**Architecture** drives the development of cybersecurity strategies and best practices enabling **Engineering** to implement cybersecurity technologies and process controls that allow the business to operate securely, reduce risk, and effectively mitigate threats in corporate and product environments.

**Operations, Threat Intelligence, and Attack Surface Management** teams monitor cybersecurity controls to detect, prevent, investigate and respond to cybersecurity threats, vulnerabilities, misconfigurations, and external threat feeds. These activities enable secure business operations, risk reduction, and increased visibility and protection of Aristocrat’s threat landscape.

Aristocrat’s *Global Information Security Policy* and *Global Information Security Acceptable Use Policy* are the foundation of our GIS Program. The policies are reviewed on an annual basis and refreshed as needed. We have an active program of education, awareness and engagement across the organisation, designed to ensure that every employee understands why cybersecurity matters and how to behave securely in their roles according to our policies. Over the reporting period, an average of 91% of employees<sup>16</sup> completed monthly cyber security related training. We also ran targeted training to functions that are exposed to higher cyber security such as People & Culture, Finance, Legal, IT and Data Governance.

### Strategic Priorities and Achievements

- **Enhance Identity and Access Management (IAM) capabilities:** we finalised the Global IAM Strategy, thereby establishing a unified approach to identity management, mature security controls, and optimised operational efficiency across our diverse environments. We will continue to augment IAM capabilities through completion of comprehensive IAM risk assessments, enhancement of enterprise privileged access management, and improved cloud entitlement management practices.
- **Enhance data protection capabilities:** we deployed additional data protection capabilities across the enterprise, including a new data loss prevention (DLP) technology to all endpoints such as laptops and servers. This has helped better identify and protect against the egress of data and the unsafe or inappropriate sharing, transfer, or use of sensitive data. It also helps us maintain compliance with the General Data Protection Regulation (GDPR), among other regulations and best practices. Additionally, we deployed USB storage device blocking for endpoints across the enterprise, to prevent data egress.

We also enhanced our cybersecurity posture by proactively identifying and capitalising on opportunities to augment our defensive capabilities, improving our overall cybersecurity maturity.<sup>17</sup>

The next step is to elevate data protection capabilities including implementing additional data protection policies, evaluating technologies and processes to reduce usage of USB storage devices, and implementing alerting and blocking of data egress.



<sup>15</sup> Currently, cybersecurity metrics from NeoGames are not fully incorporated. Additionally, Plarium is also not included as it maintain its own metrics since they manage many of their own cybersecurity solutions.

<sup>16</sup> This is an average across FY24 excluding October and November 2023. This exclusion is the result of transitioning cybersecurity training to our internal learning management system. The figure represents all Aristocrat employees, excluding NeoGames.

<sup>17</sup> NeoGames was not in scope for the FY24 assessment but will be assessed in FY25.



- **Expand product cybersecurity:** our product security program was launched in partnership with Aristocrat's technology organisation, to drive standardisation and application of security best practices within product development environments across all business units. The program is based on industry standards for secure application development. Product cybersecurity capabilities will continue to be strengthened through the expansion of the bug bounty program and the development of product security reference architectures to bolster security in our product development processes.
- **Improve enterprise technology and IT disaster recovery capabilities:** an enterprise technology IT disaster recovery framework was established to mitigate the risk of associated operational disruption and material revenue impact. This framework will be leveraged by product teams as part of their own business continuity and disaster recovery activities. Aristocrat is aiming to publish an enterprise technology IT disaster recovery policy and plan as well as undertake multiple combined incident response and disaster recovery tabletop exercises to protect intellectual property.
- **Continuous monitoring, compliance, and certification:** we successfully completed ISO 27001 certification<sup>18</sup> for Plarium and renewed certification for Roxor, noting NeoGames, BtoBet and PariPlay maintained their ISO 27001 certifications. In FY25, we will seek to pursue and consolidate ISO 27001 certifications. Additionally, a new process was mapped and focused on continuous vulnerability threats and risk exposure against our current cybersecurity capabilities with improvement plans scheduled in FY25.
- **NeoGames integration:** integration and onboarding activities for NeoGames are well underway, including the completion of a security posture assessment<sup>19</sup> and security penetration test<sup>20</sup> and onboarding of priority enterprise cybersecurity controls, programs, and processes. In FY25, we aim to address prioritised risks through completion of the onboarding and standardisation of all remaining Aristocrat cybersecurity controls, technologies and processes.

18. The international standard for information security certification.

19. A security posture assessment is a comprehensive evaluation of an organisation's security strategies, controls, and defences to identify vulnerabilities, weaknesses, and risks.

20. A security penetration test is an authorised simulated cyberattack performed to evaluate the security of a system.





# Empowering Safer Play

**September is Responsible Gaming Education Month**

Learn more about how we use our Collective Brilliance to put "RG in Action".

Visit the Responsible Gaming Education Month page on Ally for more information.

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RESPONSIBLE GAMING EDUCATION MONTH 2024



## From Responsible Gameplay to Empowering Safer Play

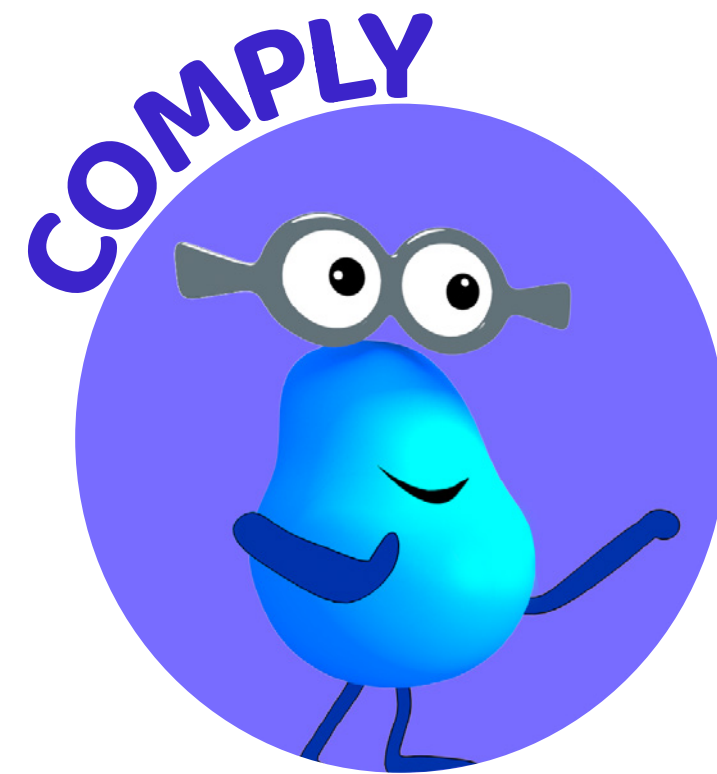
We believe that responsible gameplay is a fundamental expression of Aristocrat’s values of “Good Business, Good Citizen” and “All About the Player”, and core to delivering our corporate strategy and enhancing the long-term vibrancy of the industries in which we operate. “Responsible Gameplay” was identified in Aristocrat’s FY24 double material assessment as our most material sustainability matter.

In FY24, we conducted a comprehensive review to identify appropriate medium-term Responsible Gameplay metrics and targets to underpin the development of our strategy and respond to stakeholder feedback. During this process we identified an opportunity to amend our enterprise-wide program name to “Empowering Safer Play” (ESP) to align with industry and regulatory naming trends in key markets. However, we recognise that “Responsible Gameplay” remains the preferred term among most stakeholders in the United States. In recognition of this, we will maintain the use of “Responsible Gameplay” within these markets and take a flexible approach to nomenclature based on effectiveness and relevance.

Our approach to ESP is proactive and collaborative, as we seek to work with industry, government, regulators, community and other stakeholders. We recognise that disordered and harmful gameplay is a complex, multifaceted problem that Aristocrat cannot tackle alone. Therefore, we focus on those areas where we have the capabilities and opportunities to make our biggest contribution. These include educating our people and embedding a culture of responsible gameplay, aligning our own company systems and processes to support this, developing, testing and deploying new tools and options for players, and contributing to research and treatment partnerships. Our approach considers the broad spectrum of players, from the large majority who enjoy playing recreationally to those who may be experiencing disordered gameplay.

Our ambition is to be an industry leader in empowering safer play, through a long-term commitment to upholding compliance, taking steps to empower and educate players, and embedding continuous learning and improvement. We describe this as our “three pillar approach” to ESP.

### Our Three Pillar Approach to Empowering Safer Play



**Comply** means upholding all relevant rules, regulations, and laws in all jurisdictions in which we operate. Importantly, this includes external regulatory requirements as well as internal ESP policies and procedures.



**Empower** means educating and empowering our players with sufficient information to make informed choices about their gameplay. This has been the central pillar of our approach since the inception of our program in 2019.



**Improve** means that we aim to continuously improve. Incremental innovation is a vital characteristic of how we “improve”. We invest in ESP product innovation and contribute financially to research to build a knowledge base around these complex issues.

## A Fresh ESP Strategy

In late FY24, Aristocrat developed its first medium term (3-year) ESP Strategy in recognition of the need for more consistent and longer-term actions across this important agenda. With the advice of external experts, and informed by feedback from investors and other stakeholders, we worked through a comprehensive exercise to identify global best practices in the setting of ESP goals, metrics and targets. We have established a set of high-level, medium-term key performance indicators (KPIs) that relate to each goal. Recommendations were refined with feedback from internal stakeholders and tested for alignment with our ambition to be an ESP leader and in the context of our broader sustainability strategy.

### ESP Vision

We create entertaining experiences, which **Comply** with industry regulations, and internal standards, **Empower** players to make informed choices about their play, while pushing ourselves to continually **Improve**.

### Goals:

### Targets by:

<p><b>01</b></p>	<p><b>Compliance with Safer Play Requirements</b></p> <p>Continue strengthening internal policies, ensuring compliance with the highest standards and regulations.</p>	<p><b>2030</b></p> <p>Acquire an external safer play certification/accreditation for each of our businesses.</p> <ul style="list-style-type: none"> <li>• <b>2026 Milestone:</b> Identify appropriate accreditation programs for our business</li> <li>• <b>2028 Milestone:</b> Commence the accreditation process</li> </ul>
<p><b>02</b></p>	<p><b>Player Education &amp; Awareness</b></p> <p>Develop and implement educational initiatives for players to understand the risks and practice ESP.</p>	<p><b>2030</b></p> <p>Achieve continuous year-on-year improvement in player awareness of Aristocrat’s ESP initiatives.</p> <ul style="list-style-type: none"> <li>• <b>2026 Milestone:</b> Expand ESP awareness campaigns (i.e., Know Your Max, dynamic ESP messages) and update our support pages.</li> <li>• <b>2028 Milestone:</b> Continue improving the effectiveness of external education/awareness based on research &amp; player insights.</li> </ul>
<p><b>03</b></p>	<p><b>Internal Education &amp; Awareness</b></p> <p>Continue promoting Empowering Safer Play as a core value within the company’s culture, ensuring ethical practices at all levels.</p>	<p><b>2030</b></p> <p>Evaluate the awareness &amp; satisfaction of ESP within Aristocrat aiming for a rate of over 80%.</p> <ul style="list-style-type: none"> <li>• <b>2026 Milestone:</b> Set up appropriate surveys across our business.</li> <li>• <b>2028 Milestone:</b> Adjust our strategy based on findings.</li> </ul>
<p><b>04</b></p>	<p><b>Empowering Safer Play Innovation</b></p> <p>Utilise innovative technology to further enhance our product protections, identify ways of tracking and identifying at-risk behaviours and implement AI-driven tools for early intervention.</p>	<p><b>2030</b></p> <p>Explore and pilot technologies across targeted product lines to identify at-risk behaviours.</p> <ul style="list-style-type: none"> <li>• <b>2026 Milestone:</b> Identify product lines with consideration of real money gaming, social casino and CXS in Gaming.</li> <li>• <b>2028 Milestone:</b> Specify the number and type of RG initiatives integrated into or around Aristocrat’s products, aiming to have RG tools around our products and establish a baseline for future targets.</li> </ul>
<p><b>05</b></p>	<p><b>Partnership &amp; Research</b></p> <p>Foster partnerships with community groups, experts, and industry peers to promote ESP practices and take a leadership role in advocating for ESP practices within the industry.</p>	<p><b>2028</b></p> <p>Commission at least three comprehensive studies to evaluate and inform our program.</p> <ul style="list-style-type: none"> <li>• <b>2025 Milestone:</b> Make a 3-year funding commitment to fund and review Aristocrat’s Group ESP model and explore a vehicle to fund treatment and research.</li> </ul>
<p><b>06</b></p>	<p><b>Metrics &amp; Reporting</b></p> <p>Establish clear, measurable KPIs to track the impact of the ESP program and effectively communicate program updates and progress to stakeholders. Regularly assess the effectiveness of the program and key initiatives and adapt strategies based on player feedback and our understanding of competitors’ approach to ESP.</p>	

## Empowering Safer Play (ESP) Model<sup>21</sup>

Our ESP model focuses on sustainable play and recognises diverse risk profiles of players and behaviours that exist across a spectrum. By collaborating with industry associations and customers, we tailor our efforts to be most effective and useful in the context of the specific circumstances and needs of each cohort.

### Informed Choice

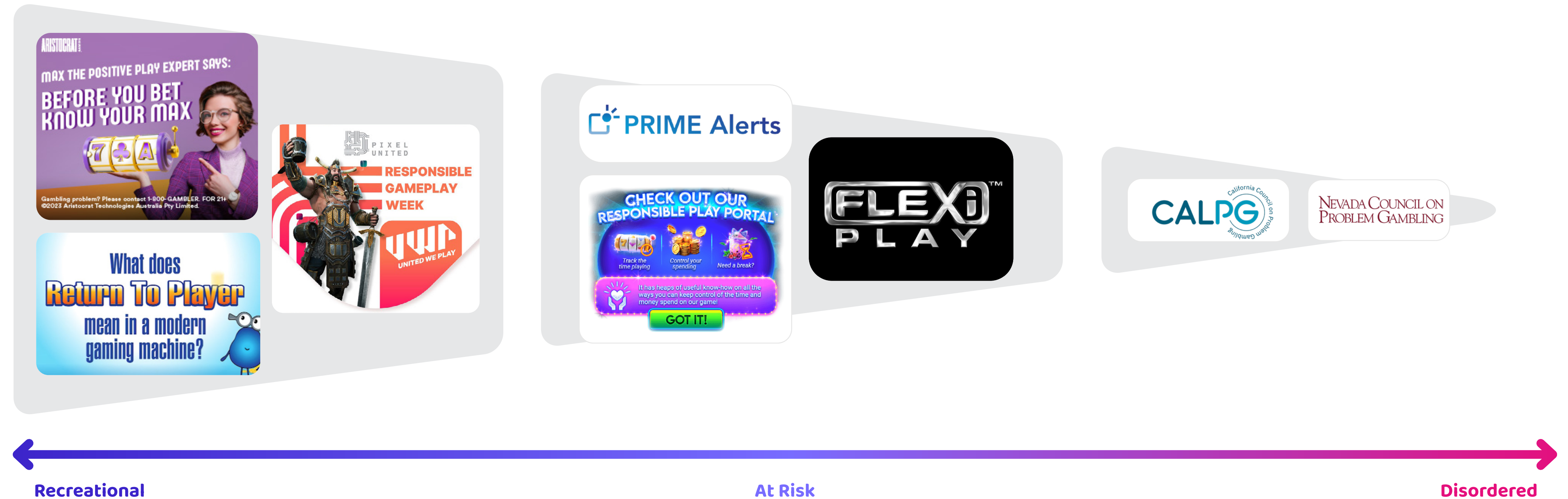
**Universal protection** strategies are designed to benefit the vast majority of recreational players, including those who may not currently experience problems. They aim to create a safer gaming environment for everyone.

### Supporting Control

**Selective prevention** targets individuals or groups who may be at higher risk of developing problems. It involves identifying and providing support to those who exhibit early signs of problematic gaming behaviour.

### Protection

**Indicated prevention** focuses on individuals who already exhibit signs of gaming-related disorders or have, at least episodically, lost control over their gaming decisions and behaviour.



21. Our model is an adaptation of a concept proposed by Joachim Haeusler in the article "Responsible Gambling - An International Gambling Industry Stakeholder's Perspective".

## Board of Directors Education

A program of engagement and education is prepared annually for Aristocrat’s Board and delivered throughout the year. It is focused on relevant ESP topics and brings in outside perspectives, to assist the Board in discharging its oversight obligations. The FY24 program included the following:

**Visit to Dr Robert Hunter International Problem Gambling Center:** Aristocrat’s Board visited the Dr Robert Hunter International Problem Gambling Center in Las Vegas, USA. The Center is a non-profit organisation providing counselling services to people affected by gambling problems. As observers, the Directors attended a counselling session with members of the center’s Alumni Group, who are in various stages of recovery. The group members described their own lived experience with gambling addiction and recovery.

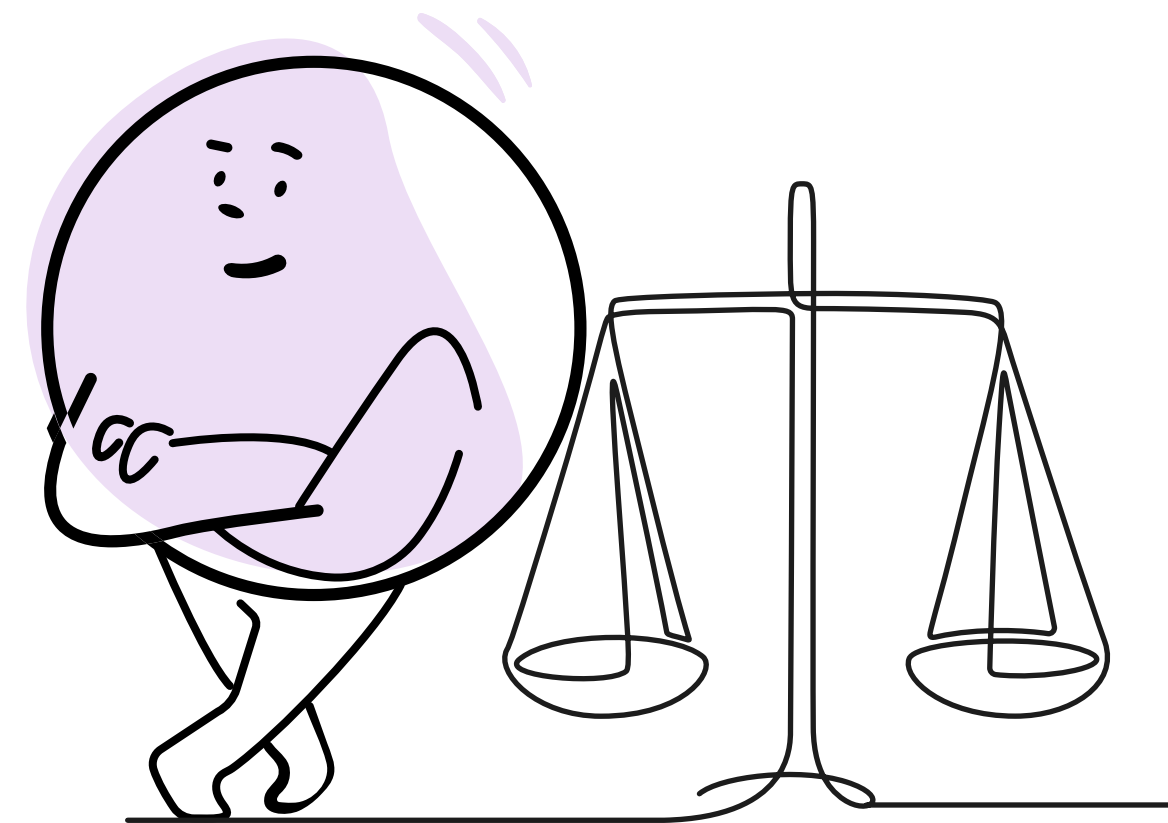
**Panel on online gambling safer play issues:** In the context of the acquisition of NeoGames, an expert panel was convened, focusing on emerging standards and innovations in Business to Consumer and online real money gambling products. Speakers explored the challenges and opportunities in implementing effective safer play measures in these operations and answered questions from the Directors across a range of topics.

**RG technology updates:** Management provided the Board with emerging ESP technology updates across the business.

## Governance

Aristocrat’s Board oversees our sustainability strategy, including our ESP strategy. Each year the Board receives multiple updates and education sessions to assist them to effectively oversee the strategy.

Aristocrat has a dedicated ESP team responsible for developing the strategy, overseeing execution and providing specialist advice to the enterprise. ESP staff are located in Europe, North America and Australia. Cross-functional taskforce teams operate to lead execution of ESP strategies where appropriate, and support accountability and governance. For example, since 2020, a Pixel United RG Taskforce has been driving implementation of initiatives across our mobile game portfolio. An Aristocrat Interactive RG Taskforce was launched in late FY24, post the acquisition of NeoGames, to embed an aligned ESP program within the newly formed Aristocrat Interactive business unit.

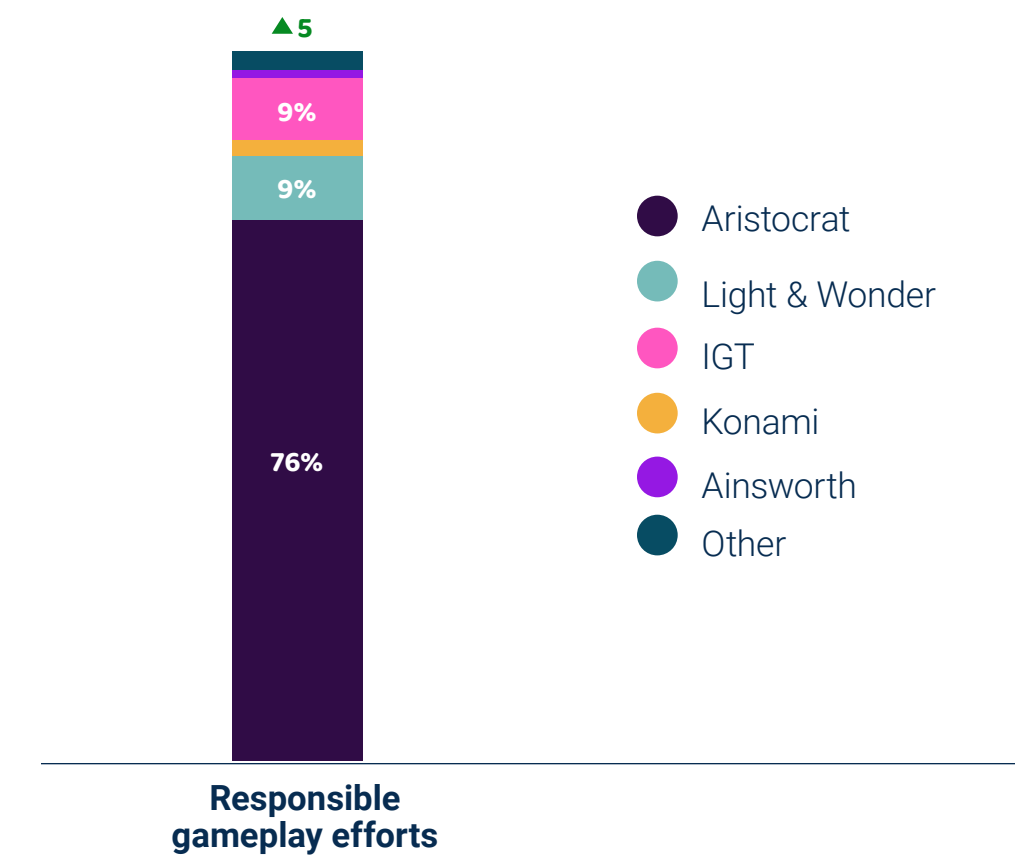


## Risk Management and Continuous Improvement

Our program assesses risks in alignment with our Enterprise Risk Management Framework. Following the acquisition of NeoGames, ESP risk assessment workshops were conducted for Aristocrat Interactive to better understand current risks and opportunities, identify key existing controls, and identify opportunities for improvement.

We seek customer views on how we are progressing relative to competitors as part of our annual net promoter score (NPS) survey of Gaming customers. The graph below shows that when it comes to Responsible Gameplay efforts, 76% of customers rated Aristocrat as the top supplier among other competitors. Our previous scores were 71% in FY23 and 74% in FY22.

Customer views on which major supplier leads in Responsible Gameplay (June, 2024)





## Policies

In late FY23, Aristocrat undertook a comprehensive update of the ESP-related policies, with the aim of providing clear and consistent guidance to our people, including those engaged in particularly relevant functions and processes.

The updated policies set out explicit approval and escalation processes and procedures for tracking and addressing non-compliance. The *Aristocrat Group Responsible Gameplay Policy* is the overarching, enterprise-wide policy. This is designed to increase all awareness and understanding of our approach to ESP among employees, the role they play in upholding our commitments, and what gambling or gaming disorders are. Supporting policies provide more specific guidance for particular businesses and functions, including product development, loot boxes, consumer communications and marketing of all Aristocrat products.

## Training and Communication

Employee education is important to reinforce Aristocrat’s ESP expectations and foster a compliance culture. We do this through:

- Development and periodic updates of RG-related policies
- Mandatory ESP training
- Regular ESP awareness initiatives
- Support provided by the ESP team for any questions related to the policies

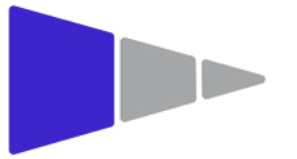
During 2024, we released six new mandatory RG-related training programs to relevant employee cohorts, which brought to life our updated policies. We achieved 97% training completion in respect of the *Group Responsible Gameplay Policy* (deployed to all employees) and well in excess of 90% training completion across all modules.

Policy	FY24 training to relevant employees <sup>22</sup>
<b>Aristocrat Group Responsible Gameplay Policy</b>	97% of all Aristocrat employees completed the training.
<b>Product Development Charter for Regulated Gaming Markets</b>	97% of Gaming Design and Development and Anaxi <sup>23</sup> employees completed the training.
<b>Responsible Marketing Policy for Regulated Gaming Products</b>	93% of all employees in the marketing and market research teams in Gaming and Anaxi completed the training.
<b>Pixel United Consumer Communications Policy</b>	94% of all Pixel United and Aristocrat employees involved in marketing, promotions, communications, customer support and game development for Pixel United completed the training.
<b>Pixel United Loot Box Policy</b>	94% of all Pixel United and Aristocrat employees involved in loot box development and marketing completed the training.
<b>Pixel United New Games Policy</b>	95% of all Pixel United and Aristocrat employees involved in Pixel United games development completed the training.



<sup>22</sup>. Employees at NeoGames are excluded.  
<sup>23</sup>. Now under Aristocrat Interactive.





## Key Achievements

### Informed Choice - universal protection

#### Know Your Max

“Know Your Max” (KYM) is a first-of-its-kind campaign targeting consumers in the US who enjoy playing Electronic Gaming Machines (EGMs). It employs positive imagery and non-judgemental language as evidence suggests that positive play messages resonate best with recreational player cohorts. The focus is on maximising enjoyable gaming experiences by offering a friendly prompt to help these players stay in the ‘recreational’ category and avoid developing problematic behaviours.

In FY23, Aristocrat Gaming launched the KYM positive play messaging campaign in the US, which has continued to be developed over the reporting period. From 1 January to 30 September 2024, across all channels this campaign generated over 60 million impressions across display media, YouTube and other social media. These impressions yielded almost 600,000 click throughs to the KYM website. Separately, a [YouTube video](#) on KYM received over 1.6 million views in the reporting period.



#### EGM player information videos

Aristocrat offers short, engaging information videos to educate players in simple language about how gaming machines work and to bust some common myths. Topics include the odds of winning a jackpot, the concept of return to player, how bets work on multi-line gaming machines and how sounds work in a gaming machine. These videos help empower players with information and assist them to make informed choices. To reach a broader audience, the videos are available in English, Spanish, Japanese, Mandarin and Cantonese. Aristocrat actively shares these videos with customers, treatment and counselling providers and other stakeholders whenever requested.

In April 2024, we further promoted these videos to players of our gaming machines via a QR code on flyers we sent to customer venues in New South Wales, Queensland, the Australia Capital Territory and the Northern Territory in Australia. We’ve been tracking the QR code scans and the video viewership to understand our reach for future improvement. In FY24, the videos were viewed almost 8,000 times<sup>24</sup>, and the QR code was scanned in venues around 760 times<sup>25</sup>.

The videos are available on the

[Aristocrat website Responsible Gameplay page](#) >



#### Awareness Building

##### Responsible Gaming Education Month

Responsible Gaming Education month, held every September, was created by the American Gaming Association (AGA) and is designed to showcase efforts to promote gaming literacy and consumer education across the industry. The month provides a great opportunity for Aristocrat to inform, engage and inspire our people across the globe around our commitment to ESP and the work we are doing.

In 2024, our theme was “Responsible Gameplay in Action”. Employees across our enterprise contributed short videos to explain their commitment to ESP. We also hosted a webinar to deep dive into our Empowering Safer Play model, answer questions and promote dialogue on these important issues.

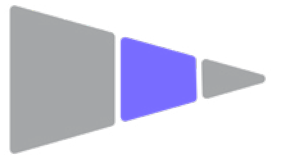
##### Problem Gambling Awareness Month

Aristocrat, in collaboration with the National Council on Problem Gambling (NCPG) in the US, recognises March as Problem Gambling Awareness Month (PGAM). PGAM is dedicated to increasing public awareness of problem gambling and the availability of prevention, treatment and recovery services. As part of our 2024 PGAM program, Aristocrat hosted a webinar with Ted Hartwell, Executive Director of the Nevada Council on Problem Gambling. Mr Hartwell is in long-term recovery from a gambling disorder and discussed with our team the availability of treatment services and some of the issues involved.

##### Pixel United Responsible Gameplay Awareness Week

Our mobile publishing business, Pixel United, also undertakes an annual awareness and engagement program focused on employees. The highlight in FY24 was Responsible Gameplay Awareness Week in November, which offered a range of engaging activities across multiple time zones such as videos, panel discussions and webinars, along with fun and educational activities including quizzes, word search puzzles and a staff competition.

24. Between 1 October 2023 and 4 September 2024  
 25. From 1 April to 31 August 2024



## Supporting Control - selective prevention

### Dynamic RG Messaging in Social Casino

Since 2021, Product Madness has been implementing and refining a successful messaging program for social casino players. The program involves proactively sending messages to players, highlighting the availability of ESP tools and information, and encouraging their use when necessary. Messaging campaigns have been broadened over time to include direct emails, in-game pop-ups, and Facebook posts.

In 2023, and building on our earlier efforts and learnings, Product Madness adopted a more targeted approach to messaging to better address at-risk or potentially at-risk cohorts. Our hypothesis was that we could identify characteristics relevant to players who tend to use our RG support, including observations around time/hour of play, and frequency of use of the auto-spin feature.

We tested messages with a small group of players to validate our hypothesis and found that players with these characteristics tended to interact with the ESP awareness message more than players who did not. On this basis, we launched new, more targeted messages in October 2023 within the Cashman app, before broadening to include Lightning Link, Heart of Vegas and Mighty Fu Casino in 2024. Technical limitations currently prevent us from implementing

targeted messaging in Big Fish Casino and Jackpot Magic Slots, however, users of these apps continue to receive biannual messaging outlining our ESP tools and self-help information.

As a result of this targeted approach, the number of messages sent to players decreased by half (10 million messages from 1 January to 30 September 2024, compared to approximately 20 million messages the previous year) and we observed an increase in self-exclusions, which we believe may be correlated to the implementation of our more targeted messaging strategy.

### Survey of Social Casino Players

We conducted a pop-up survey in the Cashman Casino, Heart of Vegas, Lightning Link, Big Fish Casino, Mighty Fu and Jackpot Magic Slots apps during the reporting period, to seek feedback and inform the effectiveness of our ESP awareness program. Almost 16,000 players responded. Most players (approx. 60%) recalled seeing ESP in-game messages. Almost 30% said they clicked on the message which takes players to our Responsible Gameplay Support Portal<sup>26</sup> (RG Portal). 75% of players who have visited the RG Portal said it was useful, and 70% said they have changed the way they manage their gameplay as a result (i.e., setting their own limits on the time or money they spend in the game). Of those players who did not click on the message, about 50% said it was because they did not consider it relevant to them.

In 2023, a survey of 277 regular gaming machine players in Australia found that the Flexi Play Bank feature was the most popular tool (out of seven other tools, including pre-commitment and digital wallet) with 75% indicating they would use it. 72% of players said they would use a time limit tool (such as the Flexi Play Timer).

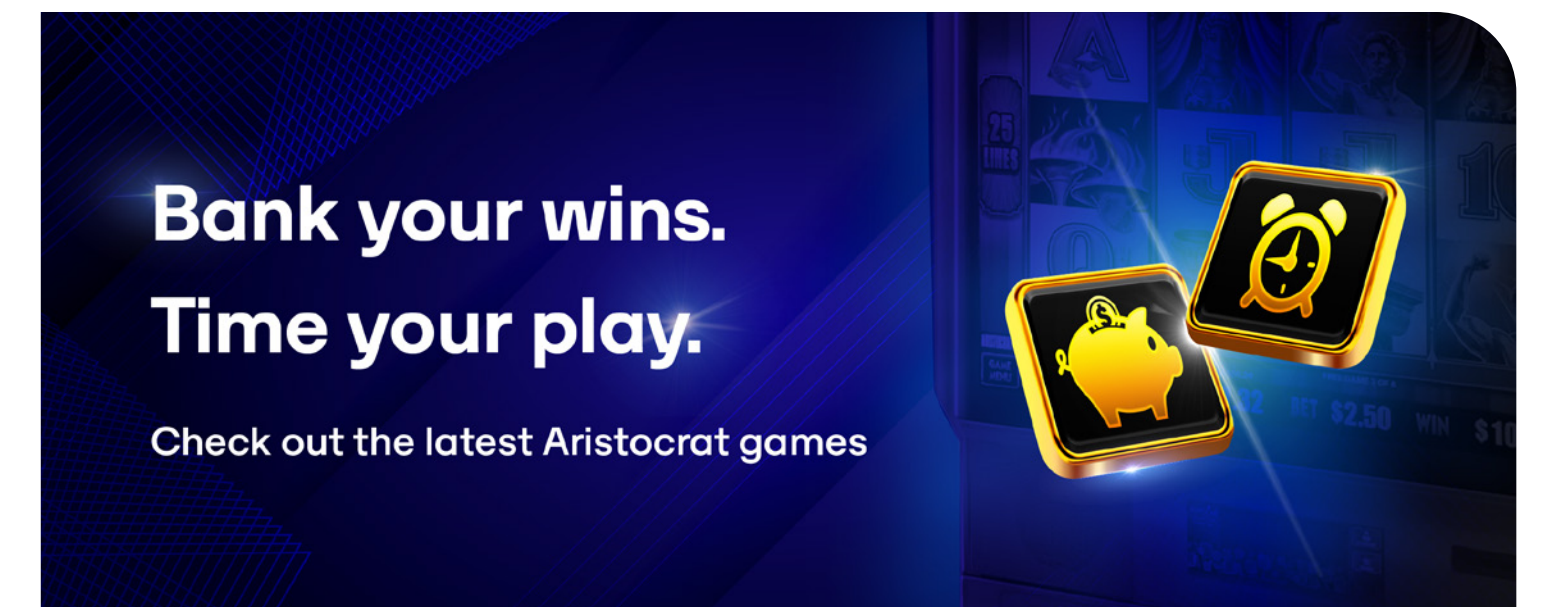
In 2021, Flexi Play 1.0 was launched in selected Australian jurisdictions as a voluntary option for venues to enable. In May 2024, Aristocrat released Flexi Play 2.0 in the Jackpot Carnival and Diamond Age game families in New South Wales and Queensland, with the Australian Capital Territory, Northern Territory and South Australia following soon after. It is not available in Victoria due to jurisdiction specific regulatory restrictions. Flexi Play 1.0 was launched in New Zealand in March 2024, and we currently expect Flexi Play 2.0 to be available in FY25.

Flexi Play 2.0 differs from Flexi Play 1.0 in two important ways. Firstly, it is enabled by default. Previously, venues needed to switch the functionality on to make it available to players. Secondly, Flexi Play 2.0 has been redesigned to be holistically integrated into our products as a standard feature, which helps ensure it can be made available across more game families and reach more players over time.

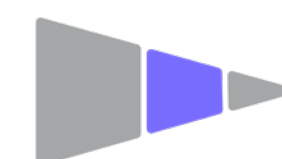


### Flexi Play

Since FY21, Aristocrat has developed, tested and deployed Flexi Play, an EGM-based technology for the Australian market that can help players to manage voluntarily their time and spend on EGMs. The two key features of Flexi Play are the “Bank” where players can bank part or all their winnings, or any other part of their credit total, and the “Timer” where players can set a discrete reminder to help them manage how much time they spend playing.



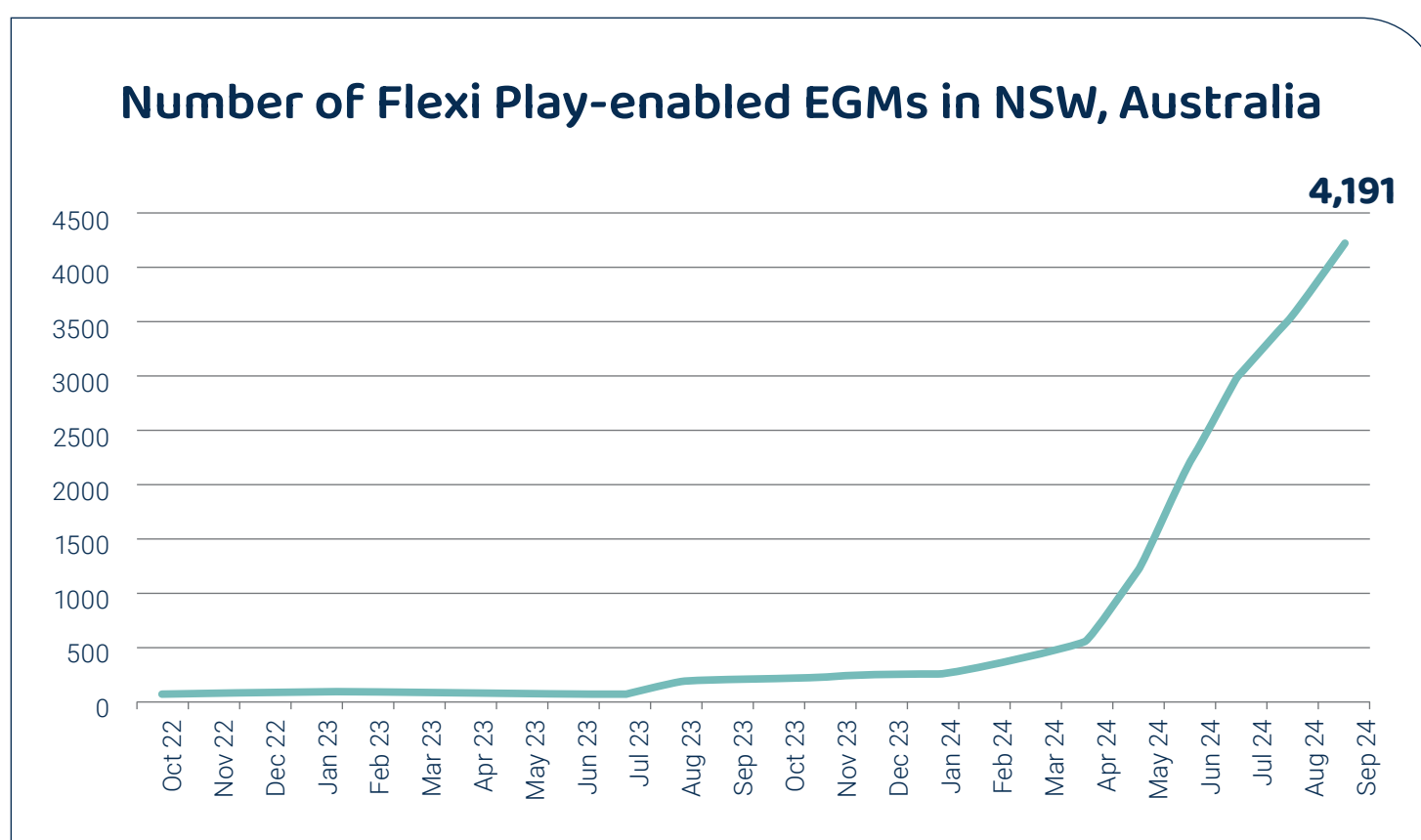
26. Responsible Gameplay (RG) Support Portal provides information to players on how to stay in control of spending and playtime and advise where to seek help if needed. These materials are available to players of all our social casino apps.



A concerted cross-functional effort by key Aristocrat customers, as well as Aristocrat sales, product and ESP teams, delivered significant progress in FY24. As at the 30 September 2024, there were 4,191 Flexi Play-enabled gaming machines across 1,026 venues in New South Wales compared to 215 machines across 113 venues at the same time in 2023.

**+4,000** Flexi Play-enabled gaming machines in New South Wales, Australia

The flyers include a QR code, taking players to our EGM player information videos for those interested to learn more. These short, engaging videos seek to educate players in simple language about how gaming machines work and help to bust some common myths (see page 33). Recognising the critical role of venue staff in encouraging Flexi Play uptake, we also developed flyers to help staff talk to players about Flexi Play, along with a promotional video.



Our objective is to ensure Aristocrat’s Flexi Play technology, together with player information videos and flyers can be a useful complement to existing venue and system-based ESP measures.

With the assistance of our customers, we have commenced collecting data on how much the Flexi Play features are being used on each gaming machine. From a sample of 84 machines played between May-June 2024, data showed the bank feature was used an average of 4 times a week per machine and that an average of A\$97 is being banked per week per machine. Data collection is currently highly manual, and our processes are in their infancy. We are exploring ways to improve data collection over the coming years.

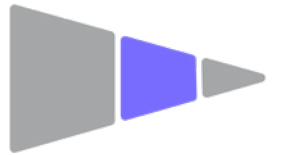
Global experience and research show that ‘responsible gameplay’ branded tools are seldom used by players. One of the key barriers to uptake is the belief that such tools are only for players with gambling problems, and the stigma surrounding this. In this context, and as part of the launch of Flexi Play 2.0, Aristocrat embarked on a promotional campaign to encourage uptake with approachable and non-judgemental information for players and venue staff. This included promotional flyers for venues to make available to players, letting them know about the Flexi Play tools and where to find them.



### PRIME Alerts

During the year, we launched our new ESP and anti-money laundering (AML) system, PRIME Alerts. The system is part of Aristocrat’s venue management system, System 7000. It is available in New South Wales and the Australian Capital Territory in Australia.

The system assists venues with gaming machines to comply with AML requirements and empower their players with safer play features. It provides key insights of the live gaming floor and the ability to set alerts for AML and ESP thresholds – even for players who are not using any account card for their play (i.e. anonymous players). For example, the venue can set up an ESP trigger that alerts the venue when a player is spending a high amount of time on gaming machines or has high expenditure in a short period of time. A trigger can be set up to alert the venue when a player has a high number of cheque collections or high cash input with low turnover. The system empowers staff to have more informed interactions with their players.



## Digital Gaming Wallet

As described in our FY23 Sustainability Disclosures, Aristocrat developed the first digital gaming wallet technology for trial on gaming machines in Australia at the Wests venue in Newcastle. The [final report](#) on the outcomes of the trial was published by Liquor and Gaming NSW in April 2024. Prepared by Professor Paul Delfabbro from the University of Adelaide, the report found that:

- The technology had limited impact on player behaviour but may have made it easier for players to control and monitor their expenditure.
- Players tended to revert to using previous payment methods (i.e., cash or ticket-in, ticket-out system), rather than using the digital wallet.
- Players had a positive experience with the digital wallet – once hurdles with setting up the wallet were overcome.
- The technology was successful in delivering the functionality that was promised, including the ability to collect behavioural data on player behaviour and interaction with ESP features.
- Players generally supported the availability of the ESP features but used them minimally.

Since then, we have worked on developing the next generation of our digital gaming wallet taking key learnings from this trial. Among many planned improvements to our ESP tools, new functionality will include the ability to self-exclude and/or take a break, set customisable time and spend limits, provide real time access to player spend history, and support automated risk monitoring to alert staff to excessive play periods and significant expenditure.

We intend to bring cashless technology options to our customers in New South Wales, as product roadmaps and regulatory requirements become clearer.

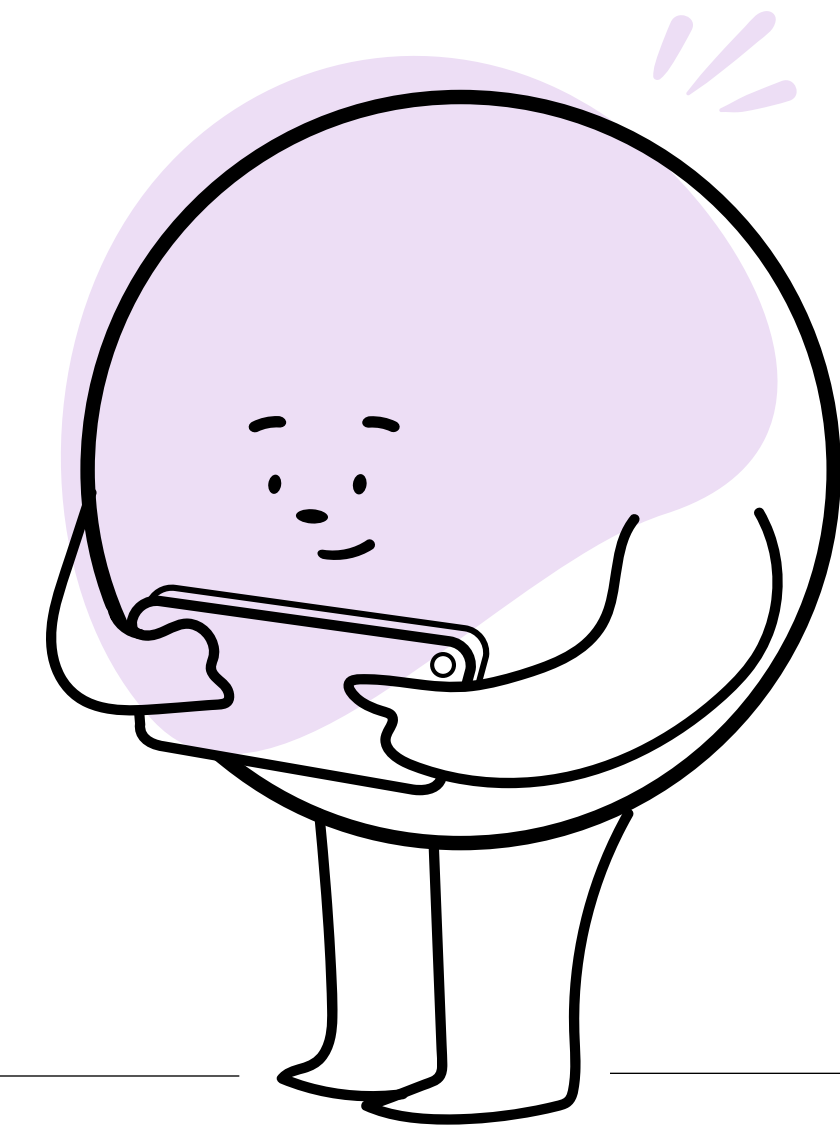
## Industry advocacy

We believe that leadership in empowering safer play requires an ongoing dialogue to reflect the changing nature of technology, regulation and consumer preferences. Accordingly, Aristocrat is committed not only to leading our industries in setting standards, but also to updating them to remain relevant over time.

Pixel United has supported the development of the new Australian video game classification system, introduced in September 2024. Our industry association, the International Social Gaming Association (ISGA), engaged with key regulators and policy makers to explain the nature of social casino games and advocate for effective and implementable age assurance arrangements. The ISGA recently launched refreshed best practices principles for mobile game publishers. Pixel United has embedded these standards across its operations and continues to promote industry-wide adoption. All our social casino games already carry a minimum 18+ age rating across marketing content, game descriptions, and upon game entry, as well as other consumer touchpoints.

Since late 2023, Aristocrat has been a member of the Betting and Gaming Council (BGC), the UK’s principal gambling industry body, representing about 90% of the non-lottery gambling sector. By committing to BGC’s codes of conduct, we aim to uphold the highest standards of customer safety and gaming control and encourage broader industry uptake.

As an active Board member of the American Gaming Association (AGA), we not only promote Responsible Gaming Education Month, but also participate in the AGA’s responsible gaming working committee. We have also provided active assistance to the Gaming Technologies Association (GTA) in its role as a panel member on the Independent Panel on Gaming Reform in New South Wales, Australia, which is piloting cashless gaming options in the state.





## Protection - indicated prevention

### Supporting Research and Treatment Facilities

While informed choice, positive play and ESP tools are relevant for a large majority of players, these are unlikely to assist players who are experiencing disordered gaming and related harms. Where possible, Aristocrat takes affirmative actions, including providing self-exclusion options for this cohort. We also contribute to research and treatment services through appropriate partnerships.

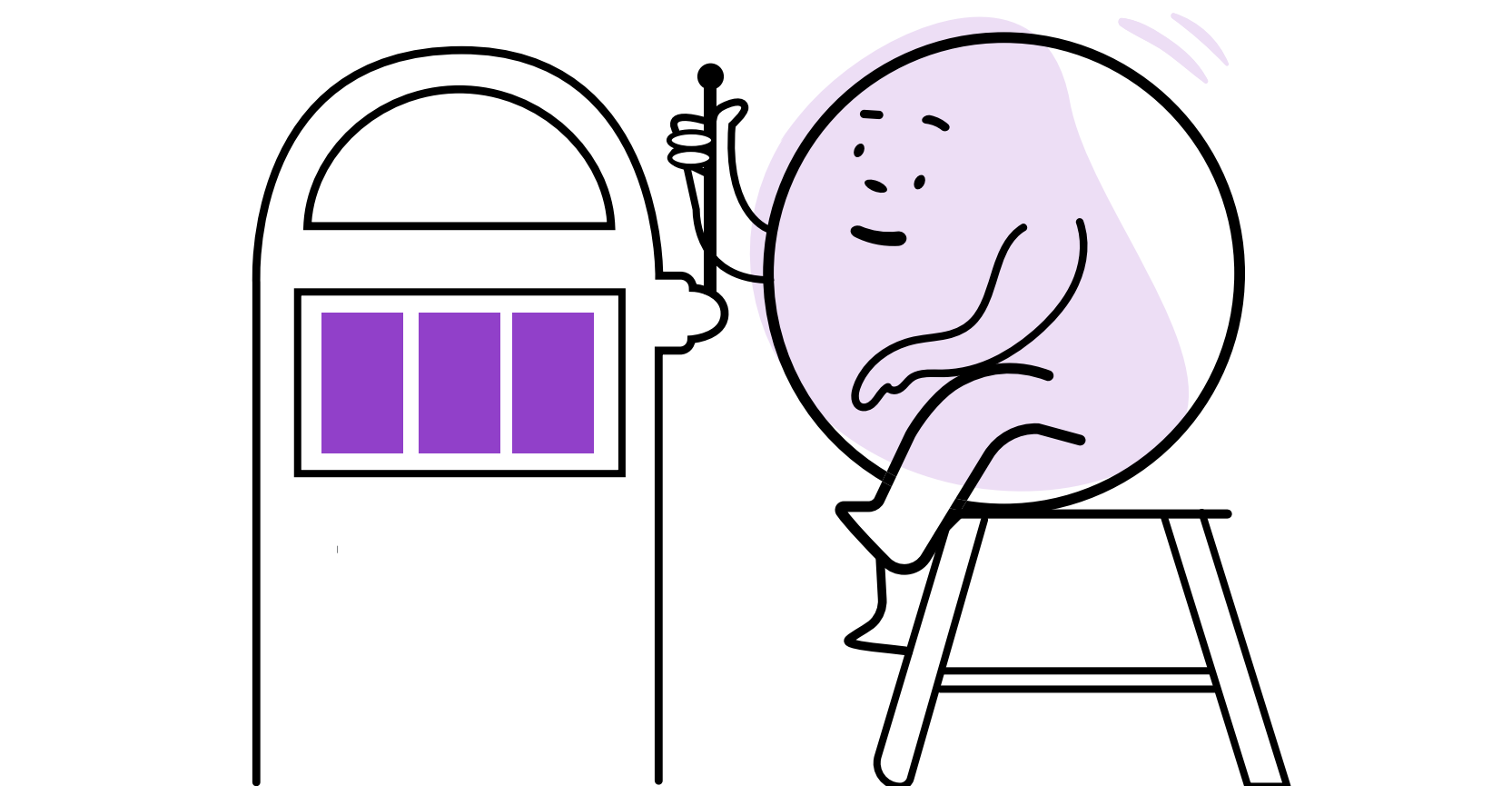
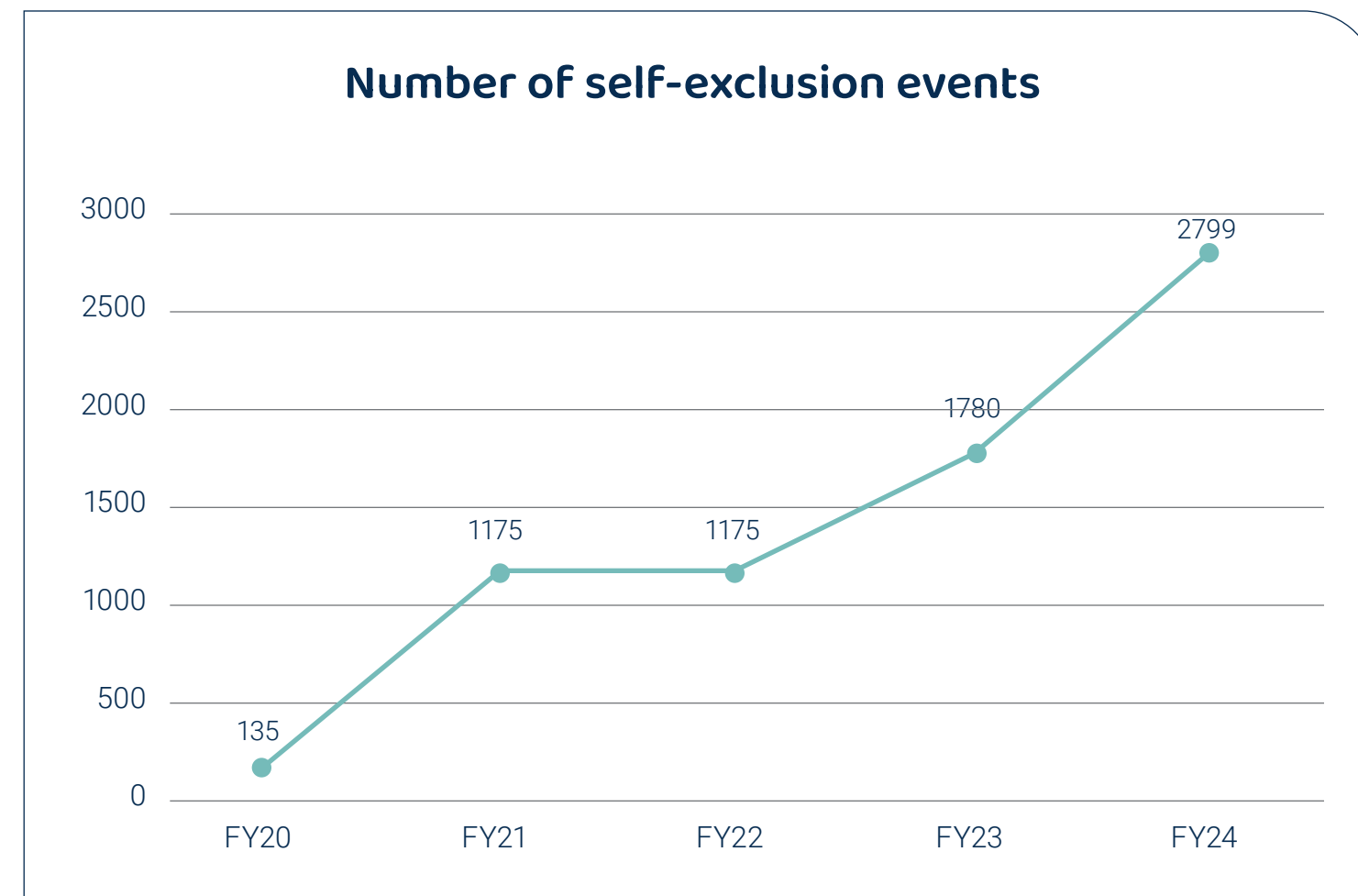
In the US, during the reporting period, Aristocrat provided funding to support the work of the Oklahoma Association on Problem Gambling, the Illinois Council on Problem Gambling, the Nevada Council on Problem Gambling, the California Council on Problem Gambling, National Gambling Helpline (US), the Council on Compulsive Gambling of Pennsylvania, the International Center for Responsible Gaming (ICRG) and the National Council on Problem Gambling (US). Our funding contributed to research, helpline services, the production of RG training or promotional materials, and general administration of these organisations. As part of the refreshed three-year ESP strategy rolling out from FY25, we intend to put in place a number of new three-year partnership and support commitments with research and treatment organisations.

In August 2024, in line with our UK licence requirements, Aristocrat Interactive made contributions to GambleAware in the UK, and to BetBlocker, a charity that offers free software to help individuals block access to online gambling sites.



### Social Casino Self-exclusion Options

Players of Pixel United’s social casino themed mobile games are periodically sent information and reminded about available ESP tools – including the option to permanently block their accounts if they wish to do so. During FY23, we expanded this policy to offer players a menu of self-exclusion periods, from a minimum of one year. Our hypothesis was that more choice would drive greater uptake of self-exclusion and improve player protection. This was evident with a higher uptake of self-exclusion in FY24 with 2,799 exclusions compared to 1,780 exclusions in the prior year. We are continuing to test and learn, and iterate this program, including in response to player feedback.





# Operational Sustainability & Climate

Responsible Sourcing  
Operational Sustainability & Circular Economy  
Climate Action





# Responsible Sourcing

Aristocrat expects suppliers and contractors to comply with all relevant environmental laws and regulations, take all reasonable steps to minimise risks and negative impacts to the environment and community, and conduct business in a socially responsible and ethical manner. Responsible sourcing for Aristocrat is the approach we take to consider social, ethical and environmental factors in our selection, engagement, and management of suppliers. It includes consideration of aspects such as climate action, support of small and minority-owned businesses and modern slavery prevention. Across our programs, we have the aim of continuous improvement as we seek to develop and maintain ongoing partnerships with our suppliers.

## Governance and Policies

Operational strategy and execution for Aristocrat's supply chain sustainability program sits with the Global Strategic Sourcing (GSS) team which partners with other functions, including Corporate Affairs, to execute on their strategy.

The *Global Strategic Sourcing and Supplier Management Policy*, the *Supplier Code of Conduct* and supporting procedures provide a framework that outline the principles, guidelines, and expectations Aristocrat follows when selecting, engaging, and managing suppliers. *The Supplier Code of Conduct* is available on Aristocrat's website and is shared with potential suppliers during the sourcing process.

**“ TOVIS stands as a sustainable and responsible partner to Aristocrat. By comprehending and adhering to Aristocrat's policies, TOVIS lays the groundwork for sustainable growth. This collaboration fosters mutual growth between TOVIS and its suppliers, ultimately paving the way to fulfill Aristocrat's responsible sourcing initiatives and improve sustainability across the value chain. ”**

YB Kim, CEO, TOVIS

## Strategy

### Supplier Sustainability Program

Aristocrat's supplier sustainability program is an ongoing partnership with our suppliers, with a focus on climate action. Through the program, we strive to encourage our suppliers to make a greater commitment to sustainability by capturing, measuring, and reporting their climate targets, progress and performance.

The supplier sustainability assessment is a key instrument of the program, and considers strategic suppliers, suppliers in high emitting sectors and those with significant spend. The assessment broadly encompasses a survey followed by a validation of results. The survey is designed to gather information from our suppliers, enabling us to assess how climate change issues are incorporated into their company-wide strategies and business plans, as well as evaluate their related achievements over the year. The survey is reviewed and refreshed annually with internal stakeholders against our *Supplier Code of Conduct*. A validation of the survey results includes a review of suppliers' external disclosures to ensure the final rating assigned is accurate. In some instances, this review is complemented by direct supplier discussions.

Following a validation of the survey results, suppliers are assigned a rating against Aristocrat's supplier sustainability maturity framework, which encompasses four levels of maturity:

1. Science Based Targets (SBTs) - Supplier has committed to setting SBTs that are independently validated by climate technical experts with a formalised decarbonisation plan focused on mitigations with tracking and reporting against progress.
2. Company Achievement Targets - Supplier is committed to capturing and measuring carbon emissions data with company-set improvement/reduction targets with future plans to implement Science Based Targets to reduce greenhouse gas emissions.
3. Collating Information, not yet setting Targets - Supplier is collating info to set a baseline year with future plans to set targets to reduce greenhouse gas emissions.

4. Early Development Stage - Supplier is compliant with local sustainability laws but has not yet established a formal sustainability program.

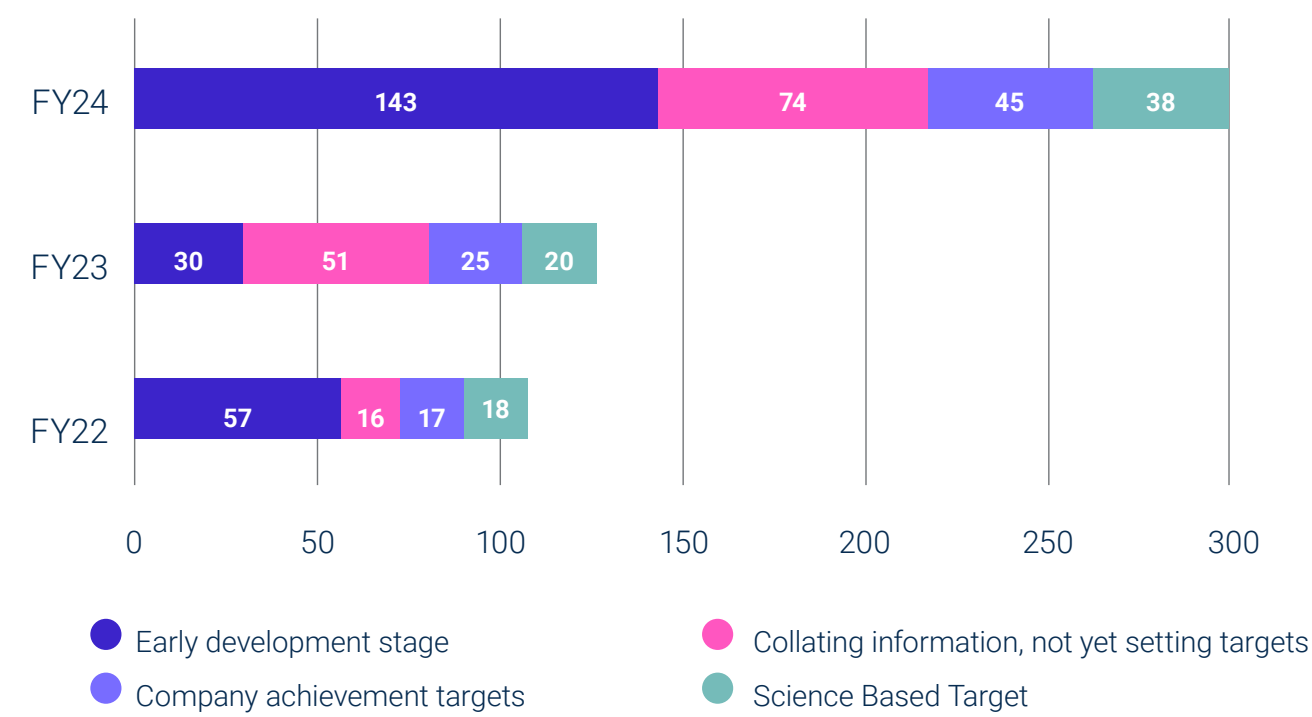
In this reporting period, nearly 500 suppliers were assessed through the survey, representing two-third of the Group's total spend. This included approximately 200 suppliers that have been identified by Aristocrat as "low emitters", representing suppliers that typically provide corporate services, such as auditing, legal, marketing or staffing. By assigning suppliers as low emitters or against one of the four levels of maturity, this helps us to better understand the emission landscape of our supplier base.

**“ Like Aristocrat, and as their manufacturing partner, we believe partnership is key to value chain sustainability. We collaborate through our Supplier GHG Emission Reduction Program, which helps preferred suppliers navigate setting climate targets and showcases the power of working together ”**

Dennis Kirkpatrick, President of Lifestyle, Consumer Devices, and Core Industrial, FLEX



### Supplier Sustainability Assessment Results\* (number of suppliers)



\* excluding "low emitters"

The supplier sustainability assessment results will enable Aristocrat to review supplier year-on-year GHG emissions reductions and consider our approach in line with our SBTs (see the Climate Action section of this report for more information). For suppliers who have committed to SBTs, we aim to learn from their practices and work together where possible. For suppliers who measure emissions and plan to set SBTs, we will engage with them to better understand their decarbonisation efforts and encourage performance improvements. For suppliers in the early development stage or collating information but not yet setting targets, we plan to encourage improvement through engagement and information sharing or look to mitigate our Scope 3 exposure.

### Supplier Diversity Program

We want to make an impact by making minority-owned<sup>27</sup> and small businesses<sup>28</sup> a natural part of our business environment. Supplier diversity reflects and raises our corporate values, connects us with our customers' interests, supports corporate culture and fosters a more diverse supply chain.

The program is guided by the following goals:

1. Grow spend with existing diverse suppliers
2. Onboard new diverse suppliers
3. Continue participation in outreach events
4. Grow proportional spend related to total spend

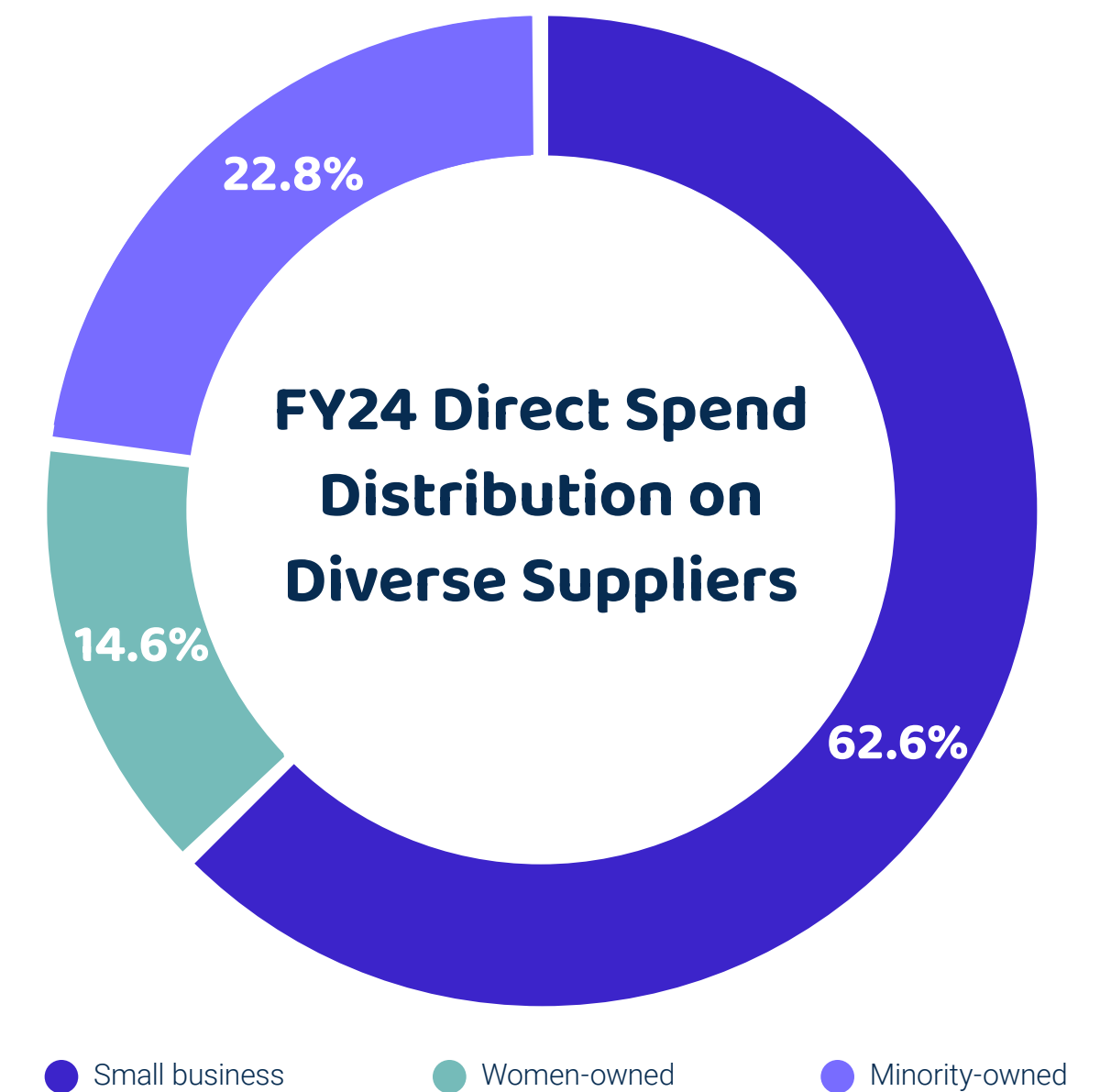
In FY24, diverse suppliers including small business, women-owned and minority owned accounted for 10% of our total direct spend, an increase of 2.7% vs FY23.

This effort comes with challenges that we have recognised and are seeking to address. These include identifying qualified and capable suppliers who can adapt to market changes and comply with relevant laws and ethical standards. We also aim to avoid situations where our business accounts for most of a supplier's revenue.

We partner with associations and participate in outreach events to identify potential suppliers. In the US, Aristocrat is a Bronze Member of the Western Regional Minority Supplier Development Council (WRMSDC), which advances business opportunities for certified minority businesses in Northern California, Nevada, and Hawaii. We actively engaged with diverse suppliers via WRMSDC and sponsored its Supplier Diversity Leadership Summit in October 2023.

### Supplier Diversity Survey

In FY24, suppliers who received the supplier sustainability survey were also assessed for diversity. This helps us understand the profile of our existing diverse suppliers, measure our progress and inform next steps. Going forward, we endeavour to achieve our program goals in growing the number of diverse suppliers and the business we do with them.



27. Minority-owned business means a business that is at least 51% owned, controlled and managed by minority groups including ethnic minority, LGBTQ+, people with disability and veteran.  
 28. As defined by the Small Business Administration (SBA) in the US: businesses with 500 or less employees and USD\$30M of annual revenue.





## Success story



Amy Clark (right) received the WRMSDC 2024 Collaborator Award from Christine Maddela (left), member of WRMSDC.

Amy Clark, Senior Manager, Global Strategic Sourcing Compliance at Aristocrat, was honored by Western Regional Minority Supplier Development Council with the 2024 Collaborator Award for her dedication to growing Aristocrat's Supplier Diversity initiative. She worked with others inside the company and engaged with diverse businesses to help them know how to do business with Aristocrat.

## Anti-Modern Slavery

Aristocrat is opposed to all forms of modern slavery and is committed to addressing the associated risks in our global operations and supply chain. We acknowledge that modern slavery and human trafficking are complex global issues that present risks to all businesses – including our own.

Aristocrat's Board provide oversight of the Group's strategy to address modern slavery and approve Aristocrat's annual Modern Slavery Statement (the Statement) under the Australian, UK and Canadian Modern Slavery laws. The Statement outlines our Anti-Modern Slavery Program (the Program), its progress and key achievements.

[Modern Slavery Statement >](#)

The Program is designed to identify and address the many forms of modern slavery that exist. It supports taking and support the taking of appropriate action through a robust due diligence process and risk management framework. The cross-functional Modern Slavery Working Group has operational responsibility for the development and implementation of the Program.

Since the publication of our first joint UK and Australian Statement in 2020, our program has matured in areas including collaboration and engagement with suppliers, development of modern slavery risk and due diligence processes, enhancement of our approach to remediation, and training and awareness raising. We will continue to deepen our focus on our communication and collaboration as we work towards early identification and remediation of potential modern slavery risks across our global business. For the last three years we have been recognised by Monash University with an A-rating for the quality of our modern slavery disclosure.

“ At Simtech, we recognise that supplier diversity isn't just about meeting quotas. By working with a diverse network of suppliers, we're able to contribute to economic growth in the region while delivering superior products to our partners. We view the collaboration with Aristocrat as a driver of our innovation and our success. Our engagement through the Supplier Sustainability Assessment and ongoing discussions has been a significant part of our growth journey, shaping our business approach and motivating us to enhance our sustainability efforts. ”

Daniel Egar, General Manager, Simtech



# Operational Sustainability & Circular Economy

Implementing sustainable and circular economy principles and practices into Aristocrat’s operations is becoming increasingly important, whether this be through reducing waste or increasing the lifecycle of our products through reuse, repair, refurbishment or recycling and end of life management. We are at the beginning of this journey, and we look to further embed circular economy principles in our products and operations.

Aristocrat’s *Global Health, Safety and Environment Policy* serves as a blueprint to guide our efforts in minimise our environmental footprint and boost circularity in our operations.

## Key Achievements

### Investing in Operational Sustainability

In August 2024, Aristocrat Gaming opened the new Las Vegas Integration Center (LVIC) in the US. At 24,600-square-metres and our largest integration site globally, it serves much of North America and Latin America. Aristocrat Gaming also opened a new European Integration Centre (EUIC) in Barcelona, Spain, which now operates as our primary integration centre within the Europe, the Middle East and Africa (EMEA) region. These two new integration centres complement the Tulsa Integration Center (TIC) (12,700-square-metres) and the Australia Integration Centre (AIC) (10,400-square-metres).

Based on lean manufacturing concepts, optimising material flow and eliminating bottlenecks have been the core guiding principles for the design and layout of our integration sites. Some of the strategies and technological devices deployed include unidirectional flow of material, line balancing to evenly distribute work across assembly flow lines, optimising the delivery process, and implementing high-efficiency and higher container capacity waste disposal devices.

We have also strengthened our efforts to segregate and recycle production waste materials, such as cardboard, plastic, and foam. This is being accomplished through the integration of state-of-the-art equipment and innovative technologies that help optimise our recycling processes and minimise the environmental impact of our operations. Some of these initiatives are outlined to the right.

- We introduced cardboard and plastic compactors into the LVIC, resulting in fewer trips for waste disposal and a reduction in landfill volumes. The compactors result in ~4:1 ratio of pick-ups from our vendor, while the pallet crusher results in a ~16:1 ratio of pick-ups from our vendor.
- The LVIC brought foam melting and recycling into our daily operations, with the aim of reducing emissions, optimising energy efficiency and reducing waste. The foam melter results in ~50:1 ratio on pick-ups from our vendor. LVIC has also introduced new stretch wrapping machines that allow optimal wrapping to be set for each cabinet, thereby reducing the amount of wrap used when under manual operation.
- The TIC partnered with a third-party waste management company to convert solvent based waste from paint thinner into alternative fuel, reducing overall waste to landfill. Moreover, TIC has moved to using 1-gallon containers of paint for spray gun applications instead of relying solely on aerosol cans. Spray guns can cover up to 2,000 meters per refill, compared to 1,000-1,200 meters with aerosol cans, offering greater efficiency in paint usage. We also implemented a system to safely puncture and drain aerosol cans, with the system capturing airborne liquids and absorbing hydrocarbons, reducing the release of volatile organic compounds (VOCs) into the atmosphere.
- We have implemented a new recycling process in both LVIC and TIC for expired batteries through an iRecycle/Battery Solutions program that ensures safe, shipping and recycling.



Foam melter in Las Vegas Integration Center

## Taking steps towards circularity

Aristocrat refurbishes and repairs parts in our Gaming business at both the TIC and AIC facilities. Overall year-on-year growth of 72% was achieved for EGM refurbishment and 6% for parts repair, reducing waste to landfill. This increase has resulted from more efficient and smarter ways of working.

### Refurbishment and parts repaired

	EGMs refurbished			Parts repaired		
	FY23	FY24	YoY change	FY23	FY24	YoY change
<b>TIC</b>	3,117	5,693	83%	31,147	32,996	6%
<b>AIC</b>	372	303	-19%	30,504	32,500	7%
<b>Total</b>	3,489	5,996	72%	61,651	65,496	6%



Aristocrat Gaming and the Blind Center of Nevada have been partners since 2021. In FY24, 1.9 million pounds (861,825 kg) of electronic gaming machines hardware was recovered for recycling or re-sale. It brought over \$730,000 in revenue to the Blind Center. Along with aligning with circular economy principles, this initiative supported jobs for visually impaired people within the Las Vegas community.



# Climate Action

Aristocrat has a responsibility to contribute to reducing greenhouse gas (GHG) emissions and achieving a net zero<sup>29</sup> world. We are committed to a 1.5°C climate future, aligned with the Paris Agreement, and have set Science Based Targets (SBTs) covering Scope 1, 2 and 3 GHG emissions. We have commenced foundational work to achieve our targets and are actively supporting partners in our value chain to do the same.

## Governance and Policies

The Board is responsible for oversight of Aristocrat's climate strategy and climate-related risks and opportunities. This is embedded in the Board's responsibilities for:

- Approving Aristocrat's risk management framework which includes environmental, social and governance (ESG) risks and opportunities.
- Approving Aristocrat's sustainability strategy (including climate).
- Overseeing the adequacy and effectiveness of Aristocrat's sustainability framework and program (including climate-related action).

Responsibility for the day-to-day execution of our climate strategy is delegated to the Chief Corporate Affairs Officer as a member of the Aristocrat senior management team (ESC).

A cross functional executive-led steering committee and a dedicated working group have been established to oversee, support and ensure delivery of the business's climate plans. The steering committee provides guidance and tracks delivery of the overall climate strategy, which is approved by the Board. The group sustainability team along with the working group of cross functional leads from finance, data and global supply chain teams support the work of the steering committee. The working group ensures all aspects of Aristocrat's climate strategy are being integrated into business processes and policy frameworks, and that this work is coordinated and being delivered to plan. An extensive network of subject matter experts across the business is also engaged in operationalising the strategy where relevant.

The *Global Health, Safety and Environment (HSE) Policy* sets out Aristocrat's broad commitments to improve environmental sustainability, including with respect to energy. Environmental Standards within the *Supplier Code of Conduct* set out Aristocrat's expectations of suppliers to not only comply with all laws, but to take all reasonable steps to minimise risks and negative impacts to the environment. The business is currently reviewing whether Aristocrat's policy framework is adequate given our commitment to achieving our SBTs and in the context of emerging mandatory reporting frameworks.

## Strategy

### Climate-Related Risks & Opportunities

Climate-related risks and opportunities (CRROs) are considered through core management processes including the Enterprise Risk Management (ERM) framework. They are also considered in risk and strategy processes, to facilitate effective Board oversight. Updates are provided to the Board periodically, at a minimum twice per year, on risks and opportunities, including those that are climate related.

Aristocrat has conducted a high-level evaluation of CRROs and examined various physical risks affecting our property. We have considered potential operational interruptions due to the increased frequency and severity of extreme weather conditions and unpredictable market situations. Our assessment also encompassed transitional risks, such as the implications of climate policy shifts, technological innovations, and shifting market perspectives. Among these considerations, we recognised the possible consequences of unsuccessful investments in new products and technologies. See the TCFD section (p.72) of this report for more information on our CRROs.

In FY25, we will deepen our understanding of CRROs by enhancing our approach to identifying, assessing, and managing CRROs and introducing scenario analysis to better comprehend the implications of climate-related risks on our business. This will also assist us to prepare for mandatory climate-related reporting requirements.



29. Net zero' is defined by the United Nations Intergovernmental Panel on Climate Change (IPCC) as a state of balance between anthropogenic emissions and anthropogenic removals.



## Aristocrat's Science Based Targets (SBTs)

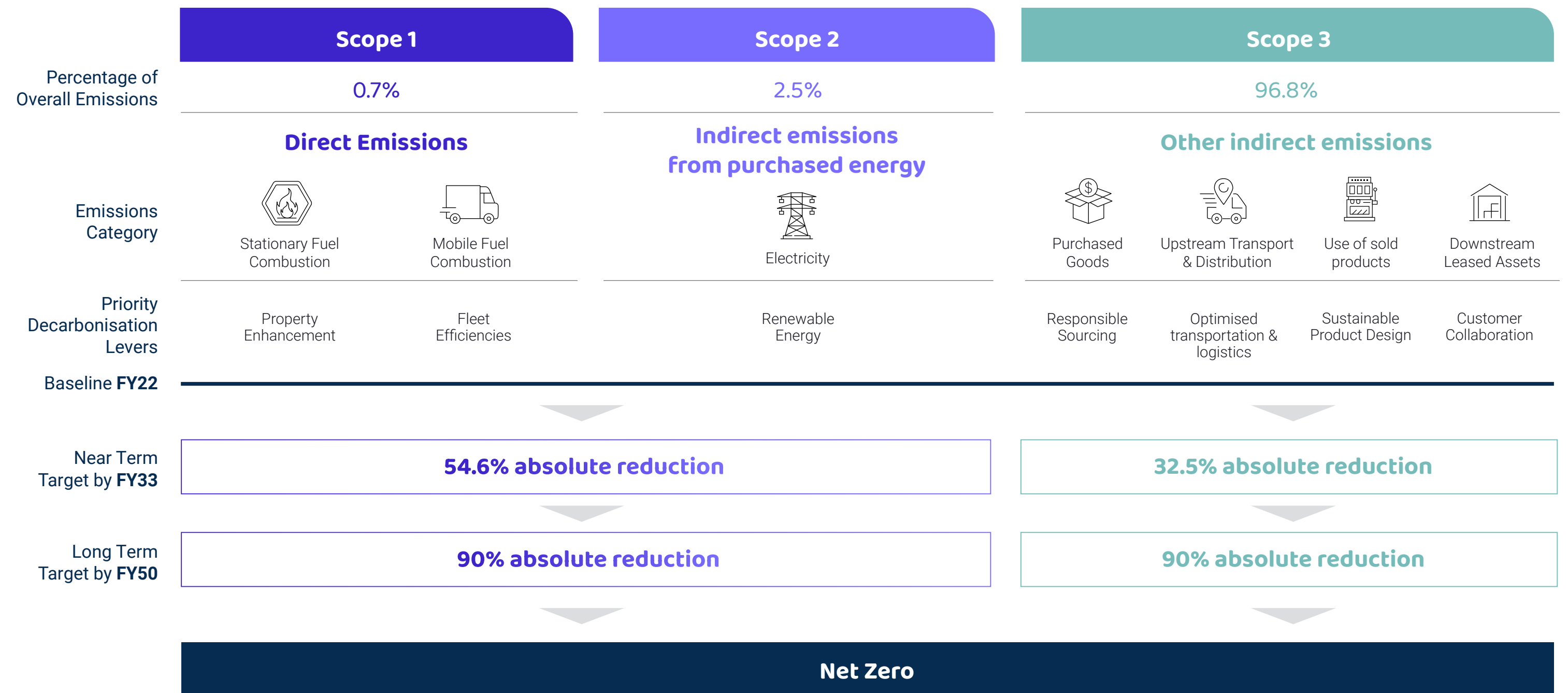
Aristocrat follows a science-based approach to mitigating our impact on climate change, in line with the Paris Agreement, which aims to limit global warming to 1.5°C.

In May 2024, our near and long-term net-zero<sup>30</sup> targets<sup>31</sup> were approved by the Science Based Targets Initiative (SBTi). Our targets cover Scope 1, 2 and 3 emissions applicable to the Aristocrat group of businesses.

- Overall Net-Zero Target: Aristocrat commits to reach net-zero greenhouse gas emissions across the value chain by FY2050.
- Near-Term Targets: Reduce absolute scope 1 and 2 GHG emissions 54.6% by FY2033 from a FY2022 base year. Aristocrat also commits to reduce absolute scope 3 GHG emissions 32.5% within the same timeframe.
- Long-Term Targets: Aristocrat commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY2050 from a FY2022 base year. Aristocrat also commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.

The financial year ending 30 September 2022 is our baseline year for GHG emissions and is the basis for calculating progress against our targets.

As significant changes in the company structure (resulting from the acquisition of NeoGames), data collection, and calculation methodologies have occurred, Aristocrat will look to review and recalculate its base year emissions in line with the Greenhouse Gas Protocol and SBTi rules. At this time, we will also review the appropriateness of our targets.



30. The SBTi's Net-Zero Standard outlines what companies need to do to enable the global economy to achieve net-zero. Companies must take action to halve their emissions by around 2030.

Likewise, long-term deep emissions cuts of at least 90% before 2050 are crucial for net-zero targets to align with science.

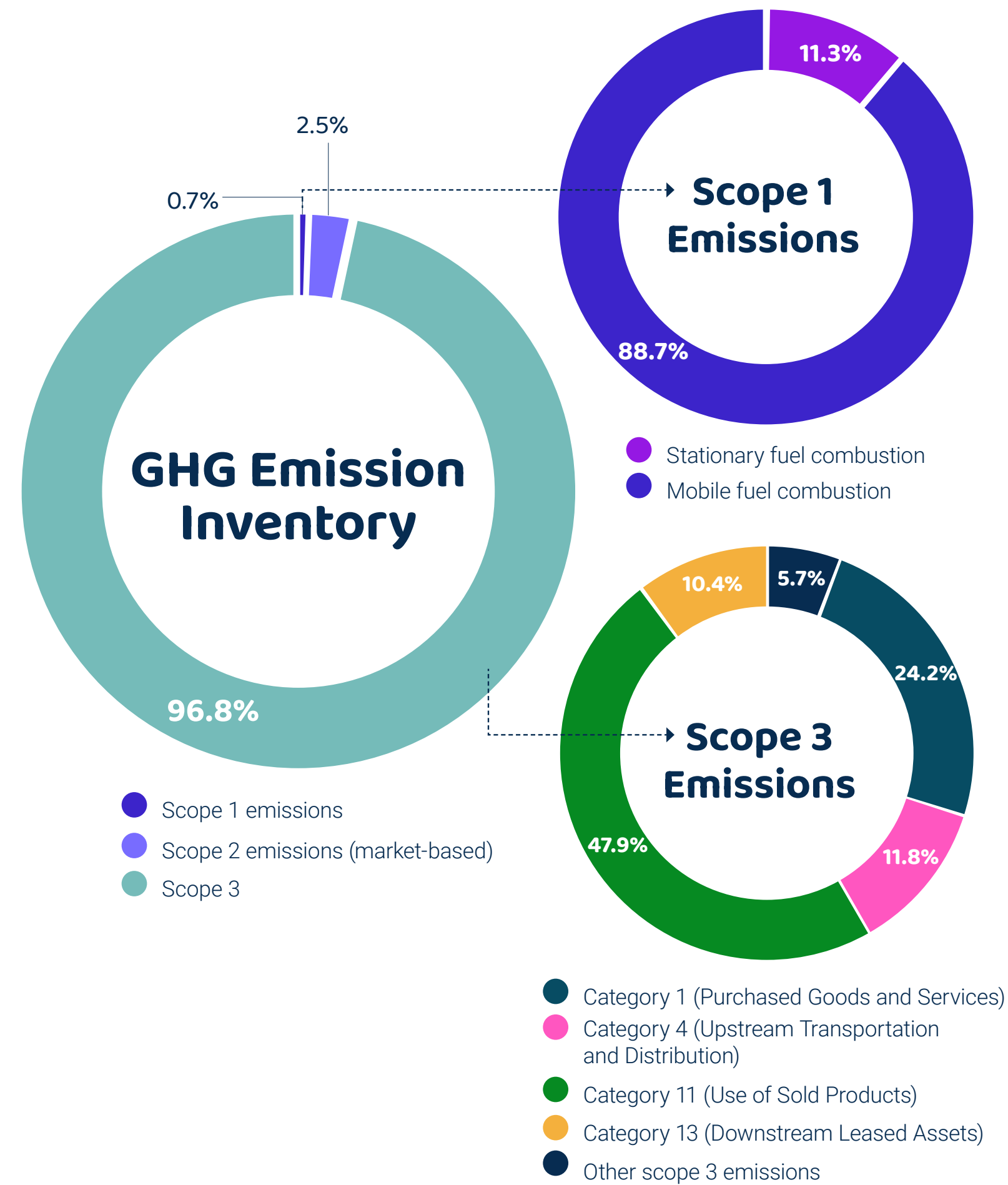
31. The targets cover five of the seven GHGs, including: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). Hydrofluorocarbons (HFC) and perfluorocarbons (PFC) have been excluded on the basis that emissions from these gases are insignificant.

## GHG Emission Inventory

Climate data and disclosures in this report encompass the performance of all Aristocrat business units, with the exception of NeoGames which was acquired in April 2024. The organisational boundary for the GHG inventory includes emissions sources where Aristocrat has operational control, as defined under the GHG Protocol. The emissions data covers the financial year, ending 30 September 2023. While major improvements have been made in data collection and validation processes over the past two years, the process remains substantially manual. Further improvements to collection and automation capabilities over the coming year are planned to enable Aristocrat to provide emissions data in the Annual Report, as required by emerging mandatory sustainability reporting standards.

Value chain emissions account for over 95% of total emissions, meaning they occur up or downstream of our operations. The nature of Scope 3 emissions means that they are mostly outside of our control and challenging to measure. Our success in meeting our Scope 3 near- and long-term targets will rely heavily on our ability to influence the operational and commercial practices of suppliers and customers. To support our approach to purchased goods and services, we are engaging suppliers on their commitments to setting science-based emission reduction targets, which at present is voluntary.

FY23 GHG emissions by scopes and categories in metric tonnes of CO<sub>2</sub>eq<sup>32</sup>



	FY22 Emissions (mt CO <sub>2</sub> eq)	FY23 Emissions (mt CO <sub>2</sub> eq)	Change FY23 vs. FY22
<b>Total Scope 1 emissions</b>	<b>6,579</b>	<b>4,594</b>	<b>-30.2%</b>
Stationary fuel combustion	469	517	10.2%
Mobile fuel combustion	6,110	4,077	-33.3%
<b>Total Scope 2 emissions (market-based)</b>	<b>10,679</b>	<b>16,569</b>	<b>55.2%</b>
Electricity	10,679	16,569	55.2%
<b>Total Scope 3 emissions</b>	<b>787,698</b>	<b>636,216</b>	<b>-19.2%</b>
Category 1 (Purchased Goods and Services)	153,918	153,632	-0.2%
Category 4 (Upstream Transportation and Distribution)	46,859	75,104	60.3%
Category 11 (Use of Sold Products)	449,977	304,562	-32.3%
Category 13 (Downstream Leased Assets)	52,553	66,447	26.4%
Other Scope 3 emissions	84,391	36,471	-56.8%
<b>Total emissions</b>	<b>804,956</b>	<b>657,379</b>	<b>-18.3%</b>

32. CO<sub>2</sub>eq refers to CO<sub>2</sub> equivalent. It is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.



## GHG Emission Inventory (continued)

Throughout the year, improvements were made in the data collection process, including addressing gaps in data and data quality issues, as well as validating underlying assumptions. These enhancements led to fluctuations in some of the emissions categories but reflect a more accurate representation of our emissions inventory.

### Scope 1

Scope 1 GHG emissions decreased by 30.2% from FY22 to FY23. A key driver was a 33.3% decrease in mobile fuel combustion, which was slightly offset by a 10.2% increase in stationary fuel combustion.

### Scope 2

Scope 2 GHG emissions increased by 55.2% from FY22 to FY23. This increase was partly attributed to the identification of new properties within Aristocrat's operational control, most of which were small storage units.

### Scope 3

Scope 3 emissions decreased by 19.2% from FY22 to FY23, partly driven by a 32.3% decrease in emissions associated with the use of sold products (category 11).

## Key Achievements

In FY24, We expanded the focus of our cross-functional climate working group beyond the development of climate-related targets to include dedicated workstreams on disclosures, assurance, data and abatement. These workstreams have coordinated 3-year action plans, aligned to and informed by Aristocrat's SBT targets, and approaching mandatory climate reporting requirements in Australia. The working group will also help us align to the Corporate Sustainability Reporting Directive in Europe and other mandatory reporting standards globally as they emerge. The workstreams are supported by external subject matter experts.

An initial 3-year abatement plan has been developed to set the pathway for the business to achieve our emissions reduction targets. The plan details our priority decarbonisation levers.

Our approach to reduce emissions within our organisation and encourage decarbonisation across our value chain does not include the purchase of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.

We have enhanced GHG data collection capabilities and improved GHG accounting systems over the past year, which will improve the measurement, reporting and assurance of GHG emissions going forward.

## Next steps

In FY25, we will review our governance approach to our material sustainability topics, including climate. We will also seek to increase understanding of the impacts of climate on the resilience of our business by introducing scenario analysis into our strategy and risk management approach.

We will continue to put the building blocks in place to achieve our GHG emissions reduction targets. In the coming year, this will include implementing property enhancement projects, reviewing and assessing our transition to renewable energy, and enhancing transportation efficiencies. We will also further enhance data collection and automation processes to enable more accurate and timely review of our emissions data and enhance our abatement activities.





# People & Community

Employee Health, Safety & Wellbeing  
Talent, Engagement & Development  
Diversity, Equity & Inclusion  
Community





# Employee Health, Safety & Wellbeing

Aristocrat strives to create and sustain a secure, injury-free, healthy environment for all people who enter our workplaces, and we have a target “to eliminate, so far as is reasonably practicable, incidents and injuries within our workplace”.

Our approach to Health, Safety, and Environment (HSE) is one of continuous improvement. We establish measurable objectives and targets through our Global Health, Safety, and Environment Management System (GHSEMS) to eliminate or mitigate incidents and injuries within our workplace.

GHSEMS provides all subsidiaries and operations of the Aristocrat Group with a common approach that is risk-based, proactive, systematic and responsive to change. Our sites perform comprehensive risk assessments to ensure all hazards are identified, assessed and evaluated to effectively eliminate and/or control risk levels. Incident investigation process must identify root causes and contributing factors to consider appropriate controls or risk treatment actions. As part of the investigation process timeframes must be agreed to for all actions or recommendations in consultation with key stakeholders.

## Governance and Policies

Aristocrat’s Board oversees Aristocrat’s HSE strategy and initiatives through the HSE Steering Committee. The Chief People and Culture Officer is responsible for execution of the HSE program.

Our HSE policies and programs encompass all relevant regulatory requirements. Key company policies include the *Global Health, Safety and Environmental Policy* and the *Injury Management Policy*. Policies are available to all employees via the company’s intranet and are actively shared through training courses and employee communications.

## Strategic Priorities and Achievements

We endeavour to continuously increase our HSE maturity with strategic priorities including promoting a safety culture, investing in employee health and wellbeing, and improving HSE capabilities and HSE data management.

We measure our safety performance using Total Recordable Injury Rate (TRIR)<sup>33</sup>. In FY24, Aristocrat’s TRIR of 0.32 represents an improvement of 0.18 on FY23. This result largely reflects a significant increase in reporting, encompassing near misses, hazards and behavioral observations. Monitoring reports, identifying corrective actions and tracking those actions through to completion allow us to improve conditions prior to it causing an injury. We have also seen an increase in leadership support and accountability for HSE matters, which therefore improved communication and expectations within the sites.

We have identified the top types of injuries that came from the use of tools and equipment, as well as parts and materials in the production process. Measures are in place to mitigate risks of injury such as improved personal protective equipment (PPE) requirements and material handling, 5S+1 auditing in all Integration Centres (ICs), and utilisation of artificial intelligence at LVIC.

In FY24, 1977 near misses, hazards and observations were reported, a 27% increase vs FY23. 95% of the reported near misses, hazards and observations were closed at the end of the fiscal year.

## Promote a Safety Culture

Training and employee engagement are essential to the effectiveness of our HSE program and the promotion of a safety culture. In 2024, Aristocrat rolled out a series of new, mandatory training modules about our HSE emergency procedures. There are 13 modules covering items including staff roles, evacuation and shelter in place procedures in case of emergency. A comprehensive enterprise-wide training matrix based on location, job duties and government regulations has been developed in FY24 and planned to be delivered in FY25.

In addition to training modules, the HSE team engages our employees in a variety of ways with HSE practices and goals. In our ICs, they participate in weekly “Talk of the Town” meetings with different levels of management and “Safety Champion” sessions, providing safety and health messages and collaborative HSE discussion. Constructive conversations regarding HSE matters is also managed through consultative process with unions in regions where applicable.

**0.32** Total Recordable Injury Rate

## Improve HSE Capabilities and Data Management

Our HSE data management system, Intelx, collects HSE Metrics and data for all Enterprise employees and contingent workers<sup>34</sup> (workforce) working on our sites. It streamlines the process for reporting safety incidents, injuries, near misses and hazards that relate to their workspace. In FY24, we have increased safety data reliability by rolling out Intelx across the business and associated training. Capturing lagging data (injuries or incidents) allow us to understand risks associated with tasks so that we may take action to address these areas. Capturing leading data (near misses and hazards) allows us the determine trending in areas or departments where we can focus efforts to correct situations or behaviours before they become more serious or injuries.

5S+1 auditing has been deployed in the ICs and has contributed to increased awareness and hazard reporting as well as reductions in housekeeping related near misses and injuries.



33. TRIR: the number of fatalities, lost time injuries, medically treated injuries and restricted duties injuries per million hours worked, calculated on a rolling 12-month basis.

34. NeoGames has been integrated into our HSE data collection scope.





## Invest in Employee Health and Wellbeing

We support our employees to prevent work-related disease and stay healthy. Industrial hygiene testing was performed globally in our ICs to ensure safe and healthy working environments. An employee Assistance Program is available in many of our locations to provide mental and physical health resources and guidance. We also encourage physical activity through onsite facilities or sponsored sporting activities. Our TIC supported an annual wellness week covering a range of wellness topics, while in Australia we sponsored "R U OK? Day" with on-site counselling sessions, mental health coaching, and medical checks.

## Key Achievements

### Biohazard Waste Management

Aristocrat collaborates with Stericycle to manage the disposal of biohazardous waste, including regulated medical waste and sharps. This partnership underscores our dedication to upholding rigorous health and safety standards through safe and responsible waste handling practices.

### Vacuum Lift Equipment

In 2024, the engineering team integrated a vacuum lift project at LVIC. This initiative will help mitigate the risks related to the handling of electronic gaming machine (EGM) carts. We have conducted testing, developed work procedures, and training. Benefits include reducing the exposure of lifting risks to workers therefore reducing injuries and reducing the likelihood of damage to machines, carts and pallets.

### Voxel

Voxel, an advanced artificial intelligence (AI)-driven safety monitoring system, was implemented in our LVIC. It is designed to enhance risk management and worker safety in our warehouses. Key features and benefits include behavioural and ergonomic monitoring to ensure proper lifting techniques, PPE compliance, reviewing equipment performance and safety, and flagging opportunities for employee coaching to supervisors. Since implementation, we have seen a 39% reduction in safety incidents.

### Continuing Fleet Safety Enhancement

Our US field service team was recognised in FY24 by "Wheels" with an award for Aristocrat's driver program, highlighting our dedication to driver safety.

Nauto is the AI-powered in-vehicle tool used to support driver safety and provide coaching tools for managers. The system includes inward facing cameras that monitor driver alertness, seat belt use, cell phone use and distractions, and outward facing cameras that monitor speed, hard braking, collisions, and aggressive driving. Reverse cameras have been installed in fleet vehicles that do not already have them.



Vacuum lift at LVIC.



# Talent, Engagement & Development

At Aristocrat, we understand that our greatest asset is our people. Their engagement and development are vital to our long-term success. We are dedicated to attracting, recruiting, and retaining top talent with diverse skills, perspectives, and qualities that mirror the communities we serve.

Our approach to talent engagement and development encompasses both enterprise-level and business unit-level strategies. By adopting this dual approach, we are committed to investing in our talent and providing them with the tools and opportunities necessary for continuous growth and development in their careers.

## Governance and Policies

Talent, engagement and development are key areas of focus for Aristocrat's Board through its People and Culture Committee. Day to day execution of talent, engagement and development initiatives fall under the responsibility of the Chief People and Culture Officer. There are several policies which relate to talent, engagement and development including:

- *Harassment, Bullying and Discrimination Policy*
- *Global Remuneration Policy*
- *Flex Work Policy*
- *Code of Conduct*

A new, global **Talent Centre of Excellence (Talent CoE)** was launched in FY24 to enhance and unite across the enterprise our talent practices including talent acquisition, talent development, learning and Diversity, Equity and Inclusion (DEI). Reporting to our Chief People and Culture Officer, the CoE will enable us to take a more unified and comprehensive strategy for attracting, developing and retaining talent across the enterprise. Additionally, we have commenced integrating various talent practices into a single management system which has improved data management, facilitated better communication across departments, and more efficient talent tracking.



Opening of Aristocrat Gaming's new Las Vegas Integration Center (LVIC) in the US



## Key Achievements

### Talent Acquisition

The new Talent CoE has centralised and streamlined the talent acquisition and recruitment processes. We have continued to focus on hiring diverse talent. From a gender perspective, our external recruitment efforts are outperforming our internal benchmarks for gender representation (representation of 35.4% female hires in FY24 vs 32.4% total female).

Via a three-year partnership with **American Indian Science & Engineering Society (AISES)**, Aristocrat Gaming supports Indigenous students interested in pursuing careers in Gaming with scholarship (RISE Fund). We also attended the 2024 AISES National Conference. It is a unique opportunity for us to reach out to talent in Indigenous communities in North America and the Pacific Islands and show our support in indigenous science, technology, engineering, and math (STEM) studies and careers.

The **Tech Talent Incubator (TTI) program** in Austin and Summerlin provides a mentoring channel of entry-level technical talent to the business through internships. This improves recruiting speed and resource skills for flexible project demand and productivity across Aristocrat's technical teams. The past year, 51% of the interns are female and 50% of the interns who converted to full time employees are female.

The **Gaming Emerge Program** (formerly Aristocrat Future Leaders) provides a unique and robust learning experience for a new generation of talent at Aristocrat Gaming. The program, which includes graduates and interns, aims to recruit new team members who will bring a fresh perspective into our business. Graduates are given the opportunity to rotate through three different departments, spending eight months dedicated to each over the course of 24 months. Since 2021, we have had a total of 28 graduates in the US and Australia. Of these, 15 have been placed in full time roles and 10 are currently in their rotations. Our US interns participate in a 10-week immersive program in the summer. Since its inception in 2021, we have had 29 interns.

### Talent Development

We are committed to fostering employee growth through continuous learning and open communication. This includes offering ongoing training opportunities, leadership programs, performance evaluations, and feedback.

In FY24, we implemented a new enterprise-wide performance management process to encourage more frequent and meaningful conversations between managers and employees. By shifting to regular 'Connects', our aim is to cultivate a culture of open communication and continuous feedback, enabling employees to discuss their progress, address challenges, and explore career aspirations with their managers. By the end of FY24, 100% of our regular employees received a performance review.

We continued to invest in meaningful training and development programs to support growth and help employees adapt to changing technological and industry landscape. Our internal learning management system<sup>35</sup>, which includes career and professional development resources, is integrated with LinkedIn Learning to offer a comprehensive learning experience. In FY24, Aristocrat employees have collectively completed over 46,000 courses and logged over 16,000 hours of LinkedIn Learning content.

**Aristocrat Group** continued their quarterly learning framework for employees. The framework offers multiple touchpoints throughout the year for continuous learning on various topics such as Communication Styles, Leading Through Change and Interpersonal Intelligence. It was also complemented with knowledge boost newsletters and events fostering exchanges with senior leadership.

**Aristocrat Interactive** launched the Leadership Academy, providing top talent and leaders across the organisation access to different leadership development tracks, depending on their level within the business, as well as a mentorship program. Globally, a total of 140 participants were engaged in at least one of the leadership development tracks.

**Aristocrat Gaming** successfully implemented change management training to support the move into the new Las Vegas Integration Center (LVIC). The training had a strong focus on leadership development, communication

optimisation, and emotional intelligence to assist teams through the transition. Additionally, over 350 Gaming employees were trained by Insights Discovery, a communication preference tool, to help better understand the unique communication styles of their team members and tailor interactions for better collaboration. This approach strengthens team dynamics while prompting a deeper appreciation for the diverse perspectives within Gaming business.

**Aristocrat Gaming** and **Aristocrat LABs (ALABs)** recently came together to hold a four-month development program called 'Level Up' targeting 150 mid-level leaders. It focused on key areas such as growth mindset, building resilience, having crucial conversations, and fostering high-performing teams.

**Pixel United** offered a range of learning and development opportunities for all job levels, including: "Gamechangers", a series of workshops targeting all employees, designed to build resilience and promote positive behaviours; "Level Up", a monthly Learning & Development newsletter/e-learning portal; "Leadership Discovery", "Coaching for Success" and "Leadership Acceleration", learning programs specifically for people leaders featuring self-assessments, coaching sessions and virtual classrooms. "Whole brain thinking" workshops were hosted using, a thinking preference tool that gives clarity on our unique approaches to work, communication, and fosters deeper understanding of ourselves and our colleagues.



35. All regular employees, excluding Plarium have access to our internal learning platform.



## Talent engagement and culture

Our values and behaviours serve as the cornerstone of our work. They influence the daily decisions and actions of our team, setting expectations we hold of one another, and defining how we collaborate to accomplish our goals.

In FY24, Aristocrat revamped the **employee engagement survey** program to gather more frequent and timely feedback. The new Power Pulse survey, is designed to quickly identify emerging issues and promote a more responsive and dynamic work environment by collecting employee input on a monthly-basis. This continuous feedback loop enables the organisation to adapt and refine strategies in real-time. Ultimately, the survey allows us to assess the strength of our culture and better understand how employees feel about working at Aristocrat.

We achieved an average Employee Net Promoter Score (eNPS) score of

**52**

Our eNPS score positions us 13 points above the technology sector benchmark<sup>36</sup>. This level of engagement ensured that the data and results provided the most accurate and reliable representation of our organisation, enabling a high degree of confidence in our analysis.

We launched our new P&C Shared Services Centre (**MyP&C**), which provides a single point of entry for all P&C inquiries across our global business. Employees can contact My P&C for guidance on people-related policies, “how to” or navigation questions on our people management system, and P&C reporting needs.

Aristocrat’s innovative employee share program, SuperShare, which launched in 2019, continued to have high participation with nearly 25% of eligible employees<sup>37</sup> participating. The program offers an easy way for eligible employees to purchase Aristocrat shares and have a direct stake in our future as an owner of the business. It allocates one free share for every two shares purchased, with the shares transferred to the employee after two years in the program.

**Aristocrat Group** organised engagement activities such as fireside chats to foster open communication and provide employees with direct insights into practical strategies on various topics from senior leaders.

**Aristocrat Gaming** organised an extensive series of engagement activities in FY24. Events and programs like “Employee Appreciation Week” and “Breakfast of Champions” provided opportunities for networking and socialising, and professional development across the organisation.

**Pixel United** focused on DEI within employee engagement activities. Key efforts included launching new global communication channels to encourage ongoing conversation and learning. To further raise awareness, a comprehensive DEI calendar of events was introduced, marking key observances such as International Women’s Day and Pride Month.

Following the acquisition of NeoGames and the evolution of the business unit, **Aristocrat Interactive** sought to support employees to learn about their own workstyles and navigate cultural differences that may impact their ability to collaborate with their internationally based colleagues. Culture Map<sup>38</sup> learning sessions were held and informational “lunch & learns” to provide insights into the new integrated businesses.

In FY25, we will review and evaluate all culture and engagement offerings to optimise and consolidate the most impactful programs for the enterprise.



36. Technology companies using Peakon eNPS to measure employee engagement.  
 37. Data at 30 September 2024. Eligible employees are regular employees, excluding Plarium and those located in Austria and Israel.  
 38. Culture Map is a tool to help people understand and adapt faster to cultural differences at work. It was developed by Erin Meyer, professor at INSEAD, one of the leading international business schools.



# Diversity, Equity & Inclusion

By embracing a wide range of perspectives, experiences and backgrounds, Aristocrat aims to unlock creativity, enhance problem-solving and foster a workplace where every individual feels valued and empowered to contribute their best. Prioritising diversity, equity and inclusion (DEI) is both a moral and strategic advantage that drives sustainable success and growth.

Aristocrat aims to provide all workers with a workplace that is safe, conducive to productive activity and free from harassment, victimisation, bullying, violence and vilification and other unacceptable and unlawful behaviour.

## Governance and Policies

Aristocrat's executive steering committee (ESC) provides strategic guidance on the implementation of the DEI strategy, monitors progress, reports to the Board and acts as ambassadors to drive inclusion across the organisation.

The DEI team is responsible for the execution of the DEI strategy, reporting to the Chief People and Culture Officer. The team develops and coordinates initiatives, tracks metrics and reports on the progress and impact of DEI efforts across the organisation. This structure allows DEI to be integrated across all levels of the organisation, ensuring it is embedded in the company's culture and operations. The team also assists in the facilitation of Employee Impact Groups (EIGs) and Regional DEI Councils. The councils are cross-functional groups comprising representatives from various departments and levels within the organisation, within a particular region. They support and enable the delivery of the company's DEI objectives in their respective regions.

The key policies that support DEI include:

- *Diversity & Inclusion Policy*
- *Global Anti-Discrimination, Harassment, Bullying & Violence Policy*
- *Code of Conduct*

## Strategy

Our DEI strategy is a living, growing commitment that is reviewed annually by the Board. The current strategy, initially set in 2020, outlines three focus areas:

- Increasing the representation of women.
- Driving an inclusive culture 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.
- Extending our diversity focus beyond gender to address diversity more broadly.

To deliver against our focus areas, we design, enhance and embed people policies, practices and systems for inclusivity and alignment with best practice. We establish programs and resources to support employees in fostering diversity and inclusion. Lastly, we set metrics, report and participate in external benchmarking to measure our progress.



\* The Intersex-Inclusive Pride flag was designed by Valentino Vecchiotti

## Strategic Priorities and Achievements

### Increasing the representation of women

# 40:40<sup>VISION</sup>

We are proud to be part of HESTA's 40:40 Vision<sup>39</sup> since FY22, pledging our commitment to gender diversity and setting targets to achieve gender balance - 40 percent women, 40 percent men and 20 per cent any gender – across the different levels of the business:

Detailed target	Metric	FY21	FY22	FY23	FY24 <sup>40</sup>
The composition of the board is no less than 40% of each gender	Female % of the Board	42.9%	42.9%	44.4%	37.5%
The composition of the Executive Steering Committee (ESC) is no less than 40% of each gender	Female % of the ESC	40.0%	30.0%	45.5%	50.0%
The composition of the ESC-1 & ESC-2 is no less than 40% of each gender by the end of 2024	Female % of the ESC-1 & ESC-2	35.6%	37.5%	39.7%	38.1%
The composition of the enterprise is no less than 35% of each gender by the end of 2025	Female % of the enterprise	32.0%	32.2%	32.4%	33.0%



Whilst we continue to make strides with diversity and our measurable objectives, the representation of women at ESC-1 and -2 has decreased from 39.7% to 38.1% over the last year, due in part to the acquisition of NeoGames during the year. In addition, the representation of women on the Board has decreased to below 40% for the first time since FY19 due to the departure of one female non-executive director in FY24.

(% Female)	FY23	FY24
Promotions <sup>41</sup>	34.0%	33.4%
External Hires <sup>41</sup>	33.1%	35.1%
Turnover <sup>42</sup>	35.4%	35.1%

We have been working on several initiatives that help drive our progress towards the gender balance targets:



Ready to Rise is a 12-month development program for Aristocrat women and their allies (supporters and mentors). Now in its third year, Ready to Rise aims to promote development equity, provide female employees with access to career-enhancing learning and development opportunities, and foster cross-functional connections. The curated learning experiences include self-paced online learning as well as group learning, reverse mentoring, and self-awareness building, and provides individuals with the structure and autonomy to advance their own unique career goals. The program also welcomes the participation of allies of all genders at any job level who want to champion women's development and gender equality. More than 1,000 team members across the enterprise have participated in Ready to Rise.



39. HESTA 40:40 Vision is an investor-led initiative to achieve gender balance in executive leadership across Australia's largest listed companies. It seeks to achieve gender balance— across the senior leadership of all ASX300 companies by 2030.  
 40. All Aristocrat employees.  
 41. All Aristocrat employees.  
 42. All Aristocrat employees excluding Plarium; total number of female who left the company (voluntarily and involuntarily) divided by FY24 average female headcounts.



## Driving an Inclusive Culture

### DEI Knowledge Program

An important component of the DEI strategy is to ensure employees and leaders are equipped with the knowledge and resources to foster DEI. Launched in the reporting year, the DEI Knowledge Program aims to provide employees at all levels at Aristocrat with the knowledge and tools to foster diversity, equity and inclusion in the workplace. The DEI Knowledge Program encompasses a calendar of workshops available to all employees on topics such as Allyship at Work and Counteracting Bias. Other components of the program, to be rolled out in phases, will include online learning modules for all employees and inclusive leadership content for leaders, as part of Aristocrat’s enterprise-wide leadership development programs.

### Employee Impact Groups (EIG)

EIGs are voluntary, employee-led groups that provide employees with the opportunity to participate and engage in DEI in support of a culture of inclusion at Aristocrat. Through their involvement in EIGs, employees are empowered to drive initiatives in areas that are meaningful to them and their communities and help to improve understanding and raise awareness of lived experiences. Our EIGs, spanning gender equality, LGBTQ+, race and ethnicity and other facets of diversity, play a vital role in advancing greater awareness and fostering a culture of inclusion within Aristocrat. There are currently more than 30 EIG chapters across the enterprise, with each one driving grassroots engagement through various local initiatives.



Women in Tech USA and Women in Quality hosted “How to Say ‘No’ - A Boundary Setting Session

### Aristocrat Together



Since 2021, Aristocrat holds an annual, company-wide Diversity & Inclusion Summit, called “Aristocrat Together”. The Summit brings our employees together to learn more about diversity, equity and inclusion and how it can apply to the world in which we live, work and play. The event encompasses keynote presentations, panel discussions and interaction sessions, both virtually and in-person.



Creating a culture of support for working families enables gender equality and positively impacts the experience for parents and carers at work. Recognising this, the Aristocrat Families Hub is available to all employees. The online hub offers a range of resources, including bite size learning modules, podcasts, articles and webinars. These resources cover a broad range of topics to support working families through every life stage, including elder and dependent care, preparing for parental leave and transitioning back to work, and resources for managers with team members with caring responsibilities.



Aristocrat Together Summit in India



## Extending Our Diversity Focus

### Implementation of new race/ethnicity targets

During FY24, we made a significant step towards maturing our DEI program by introducing new targets to increase the representation of leaders from under-represented racial and ethnic groups<sup>43</sup>. The targets were the result of significant efforts to collect diversity data, including race and cultural backgrounds, while respecting employees' privacy and allowing disclosures to be on a voluntary basis. These targets will now help drive a significant broadening of our DEI focus over the coming years.

Target	Regional target	Metric	FY23	FY24
Increase the representation of leaders from under-represented racial & ethnic groups by 2026	The US: 30%	Under-represented racial & ethnic groups%	23.1	22.7
	The UK: 22%	Under-represented racial & ethnic groups%	16.9	20.3
	Australia: 25%	Under-represented racial & ethnic groups%	18.6	19.4



Hispanic Heritage Month hosted by the Hola employee impact group

We have seen an increase in the representation of leaders from under-represented racial and ethnic groups in the UK and Australia, indicating progress towards our long-term goals.

Despite focused efforts with our hiring practices, we saw a decline in the representation of leaders from under-represented racial and ethnic groups in the US, driven by a higher level of turnover of leaders from under-represented racial and ethnic groups.

Heading into FY25, we are enhancing partnerships with historically under-represented institutions to build a more diverse talent pipeline. We are also offering inclusive leadership training to foster a culture where under-represented employees feel heard and valued, as well as regular DEI workshops to help break down systemic barriers and biases. We will have a continued focus on accountability metrics for leaders and regular reporting on diversity retention rates and leadership diversity.

### Indigenous recognition

Aristocrat acknowledges the continued systemic challenges faced by Aboriginal and Torres Strait Islander peoples in Australia. Equality and equity for all people and cultures are fundamental tenets of our business and are embedded in Aristocrat's DEI policy, strategy and our company values.

In 2022, an Indigenous Recognition Working Group (working group) was established. During the reporting year, the employee driven working group has engaged with Indigenous education experts, and celebrated NAIDOC Week with cultural awareness education and cultural hands-on experiences for employees. The working group has also begun looking at a pathway to developing a Reconciliation Action Plan (RAP) under the Reconciliation Australia framework, with internal engagement with employees and business leaders being carried out.



NAIDOC week celebration in our Corporate office in Sydney, Australia

### External benchmarking

Aristocrat participates in external benchmarking to help us understand and monitor best practice around DEI, both amongst other participating organisations and across different regions and sectors. The indices and assessments that we participated in during FY24, along with the results and status, are provided below.

- DEI Assessment (Work180): This assessment asks a series of questions about important drivers of DEI. The results allow organisations to understand their gaps and strengths across ten key standards driving gender equity in workplaces and benchmark their performance. In FY24, Aristocrat was awarded Work180's Top 101 Australian Workplaces for Women in 2024. We also achieved Work180's Endorsed Employer for All Women recognition in Australia, the US and the UK.



- India's Top 100 Best Workplaces for Women: Our team in India is named one of India's Top 100 Best Workplaces for Women in 2024. The recognition reflects our focus on gender equity and the efforts of Shakti, the India-based EIG dedicated to the support of women in the workforce.
- Aristocrat reports annually on our gender equality performance to the Australia Workplace Gender Equality Agency (WGEA) on 6 Gender Equality Indicators: Our [2023-2024 WGEA reports](#).
- Product Madness UK Ltd reported its [gender pay gaps \(2023-2024\)](#) to the UK Gender Pay Gap Government.

43. Employees who identify themselves as a race or ethnicity other than White or European, at Director Level roles and above.



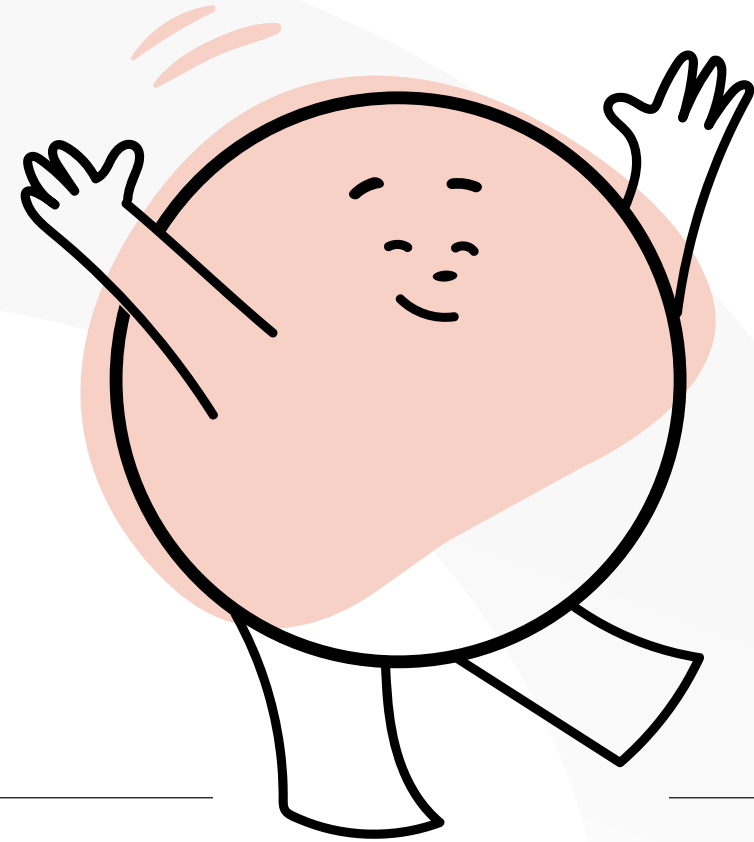


# Community

Aristocrat is committed to driving positive impact and inspiring change in the communities where we live and work. Our giving program, Aristocrat Cares, is guided by our core values and supported by committed employees and strategic corporate giving initiatives. We aim to have an impact on both a local and global scale, and the program supports employee volunteering, fundraising events, and awards grants to impactful non-profit organisations.

## FY24 achievements

Year on year, we see consistent financial support to charity organisations across the business, which demonstrates a long-term commitment to a variety of issues, such as Tribal engagement. We also see an increase in employee contributions both in volunteer hours and employee donations. Overall, our charitable giving increased across the business with the exception of Plarium, which was impacted by the conflict in Israel and Ukraine.



## Focus Areas

In our most significant market, the US, we have created four key focus areas to guide strategic corporate giving:



### Education & Careers

Dedicated to opening education and career paths for traditionally underrepresented communities, with the ultimate opportunity for employment within Aristocrat Gaming.

### Native American Relations

Dedicated to deepening and expanding our relationships with key Tribal partners by better understanding how we can support their unique community priorities and needs.

### Diversity, Equity and Inclusion

Dedicated to opening pathways and elevating traditionally underrepresented communities in all areas of life and to promote fair treatment and full inclusion of all people regardless of background, identity, gender, or ability.

### Good Business, Good Citizen

Dedicated to positively impacting key issues including economic development, environmental, and basic human needs in the business communities where we have a large headquarters, office presence or employee base.



Key initiatives in **the United States:**

- **Cerebral Palsy Alliance Research Foundation Inc** - Aristocrat Gaming employees raised funds to support cerebral palsy research and disability innovation.
- **American Indian Science & Engineering Society** - Aristocrat Gaming supported the launch a first of its kind scholarship and mentorship program, RISE, to support the next generation of Indigenous leaders in gaming, as part of the three year partnership.
- **Global Gaming Women (GGW)** - We contributed to GGW to support, inspire and influence the development of women in the gaming industry.
- **Native American Relations** - We awarded scholarships to 20 Tribal partners for students interested in pursuing a career in gaming or STEM.



Aristocrat Gaming was honoured to receive the Corporate Volunteer Program of the Year Award from The Stars of Nevada-Governor’s Point of Light program for the contribution and positive impacts on the local communities by the Aristocrat Cares program.



As our Pixel United business have been impacted by the conflicts in **Israel** and **Ukraine**, we funded a number of support services for affected people in these regions. Of the many children’s homes and hospitals that we supported in Ukraine, Product Madness provided funding to the foster care system run by the City of Gdańsk.

In Israel, Plarium supported organisations related to trauma victims, disadvantaged education and people with disabilities. Plarium also created Game Zones which are portable gaming stations equipped with screens and gaming consoles, to assist people who have been displaced from their homes or found themselves in shelters.



In **the United States**, 44 team members of Aristocrat Interactive helped Junior League of Las Vegas fill Santa’s sleigh with gifts for 25 local children in need through their Adopt-A-Bear Program.





**APAC**

The Aristocrat Macau team participated in the 40th Walk for a Million Macau, which aims to help vulnerable and underprivileged groups. Together with our Philippines Office, in total 22 Aristocrat employees took part in this meaningful walk.

**New Zealand**

Aristocrat employees devoted over 400 hours to coordinate and facilitate the participation of more than 50 children diagnosed with cancer in week-long summer and winter camps, in collaboration with Camp Quality.

**Australia**

Aristocrat Gaming Australia continued its long-standing support for the Cerebral Palsy Alliance. In addition to an annual sponsorship pledge, we also supported several fundraising initiatives including the Family Christmas Party, the Grace Gala Sponsorship, the Krazy Koszi climb and STEPTember.



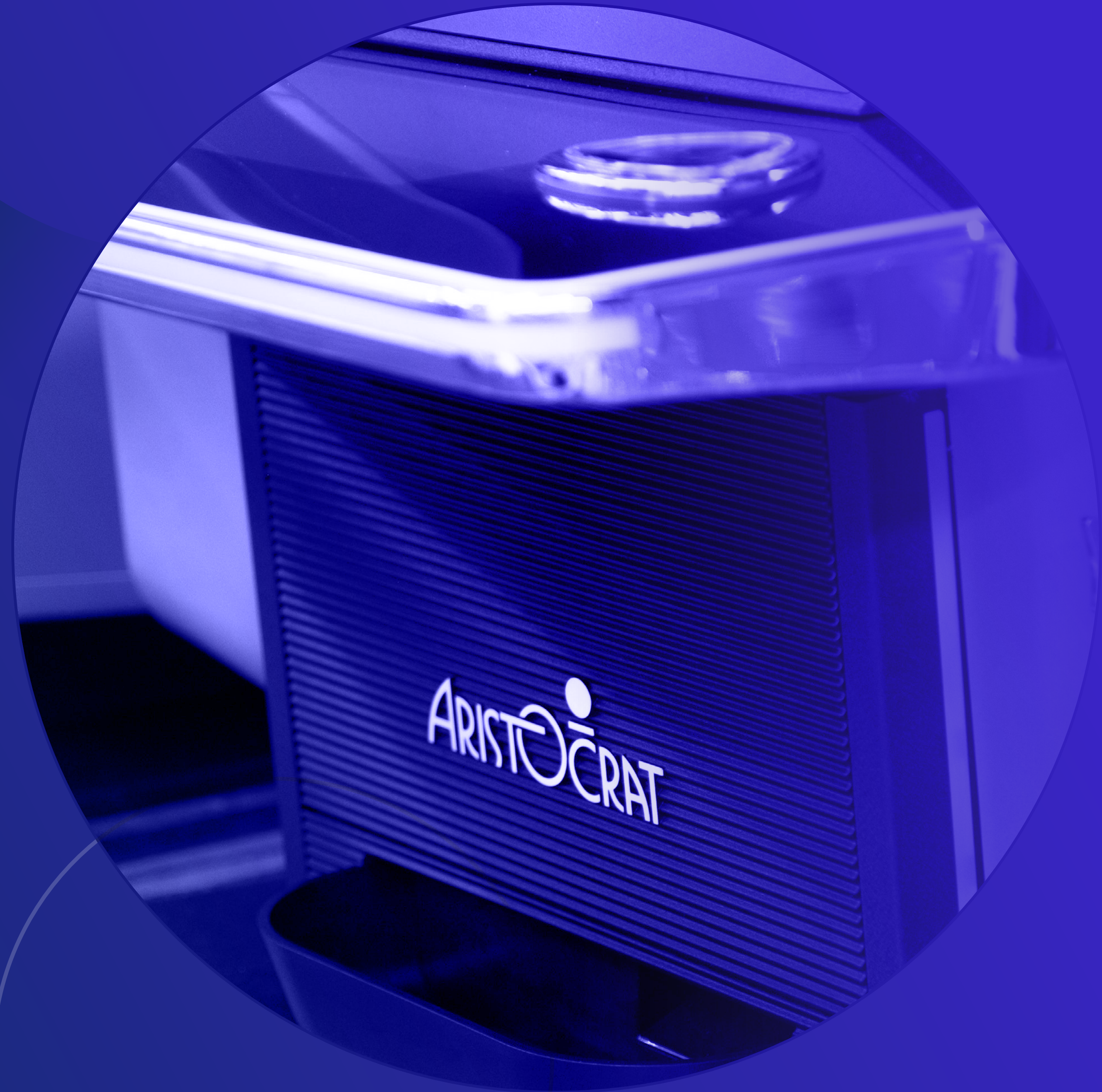
**India**

Aristocrat donated to Literacy India's Sampuran Shiksha project, which provides education enhancement and skills development to disadvantaged communities.





# Sustainability Data





# Sustainability Data

## GRI 305-1, 305-2, 305-3 GREENHOUSE GAS EMISSIONS (Scope 1, 2 & 3) (mt CO<sub>2</sub>eq)

	FY22	FY23
	Emissions (mt CO <sub>2</sub> eq)	Emissions (mt CO <sub>2</sub> eq)
<b>Total Scope 1 emissions</b>	<b>6,579</b>	<b>4,594</b>
Stationary fuel combustion	469	517
Mobile fuel combustion	6,110	4,077
<b>Total Scope 2 emissions (market-based)</b>	<b>10,679</b>	<b>16,569</b>
Electricity	10,679	16,569
<b>Total Scope 3 emissions</b>	<b>787,698</b>	<b>636,216</b>
Category 1 (Purchased Goods and Services)	153,918	153,632
Category 2 (Capital Goods)	1,682	2,563
Category 3 (Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2)	5,267	4,797
Category 4 (Upstream Transportation and Distribution)	46,859	75,104
Category 5 (Waste Generated in Operations)	1,539	1,730
Category 6 (Business Travel)	65,000	10,696
Category 6 (Business Travel), Optional, Lodging - Outside minimum boundary	267	152
Category 7 (Employee Commuting)	6,023	6,534
Category 8 (Upstream Leased Assets)	2,317	8,914
Category 11 (Use of Sold Products)	449,977	304,562
Category 12 (End-of-Life Treatment of Sold Products)	2,326	1,085
Category 13 (Downstream Leased Assets)	52,553	66,447
<b>TOTAL EMISSIONS</b>	<b>804,956</b>	<b>657,379</b>



## People & Community

### GRI 2-7 Employees<sup>44</sup> (as at 30 September 2024)

	Worldwide	US	Australia	India	Ukraine	Rest of the World
<b>Distribution by country</b>						
Employees in the workforce	8453	2899	983	1367	1040	2164
%	100.0%	34.3%	11.6%	16.2%	12.3%	25.6%
<b>Distribution by gender<sup>45</sup></b>						
% female	33.2%	32.8%	28.1%	28.3%	37.1%	37.3%
% male	66.7%	66.9%	71.8%	71.7%	62.9%	62.7%
% non-binary	0.1%	0.4%	0.1%	-	-	-
<b>Distribution by type of contract</b>						
Permanent (regular)	99.28%	99.9%	99.0%	100.0%	99.3%	98.05%
Temporary (fixed term)	0.7%	0.1%	0.9%	-	0.7%	1.9%
Casual	0.02%	-	0.1%	-	-	0.05%
<b>Distribution by type of work time and gender</b>						
% Full-time	98.8%	99.8%	94.6%	100.0%	99%	98.4%
% Part-time	1.2%	0.2%	5.4%	-	1.0%	1.6%

44. All Aristocrat employees excluding contingent workers.

45. Excluding employees who elected to not disclose or did not indicate gender and date of birth information.

**GRI 401-1 New employee hires and employee turnover** (as at 30 September 2024)

	New hires		Turnover	
	Number of new hires	Rate <sup>46</sup>	Number of leavers	Rate <sup>47</sup>
<b>Total</b>	<b>1699</b>	<b>25%</b>	<b>1022</b>	<b>15%</b>
<b>Age group</b>				
Under 30 years old	502	43.6%	237	20.6%
30-50 years old	1104	24.3%	599	13.2%
Over 50 years old	93	8.5%	186	16.9%
<b>Region</b>				
USA	312	10.6%	520	17.7%
Australia	88	8.9%	108	10.9%
India	212	15.9%	147	11.0%
Rest of the World	1087	70.8%	247	16.1%
<b>Gender</b>				
Female	601	28.1%	359	16.8%
Male	1097	23.8%	657	14.3%
Non-binary	1	7.1%	6	42.9%

46. Number of employees who are hired into the organisation during FY24 divided by the average headcount of the period; all Aristocrat employees excluding Plarium employees and employees who elected to not disclose, or did not indicate, gender and date of birth information.

47. Number of employees who left the organisation voluntarily or involuntarily during FY24 divided by the average headcount of the period; all Aristocrat employees excluding Plarium employees and employees who elected to not disclose, or did not indicate, gender and date of birth information.



## GRI 405-1, Diversity of governance bodies and employees<sup>48</sup> (as at 30 September 2024)

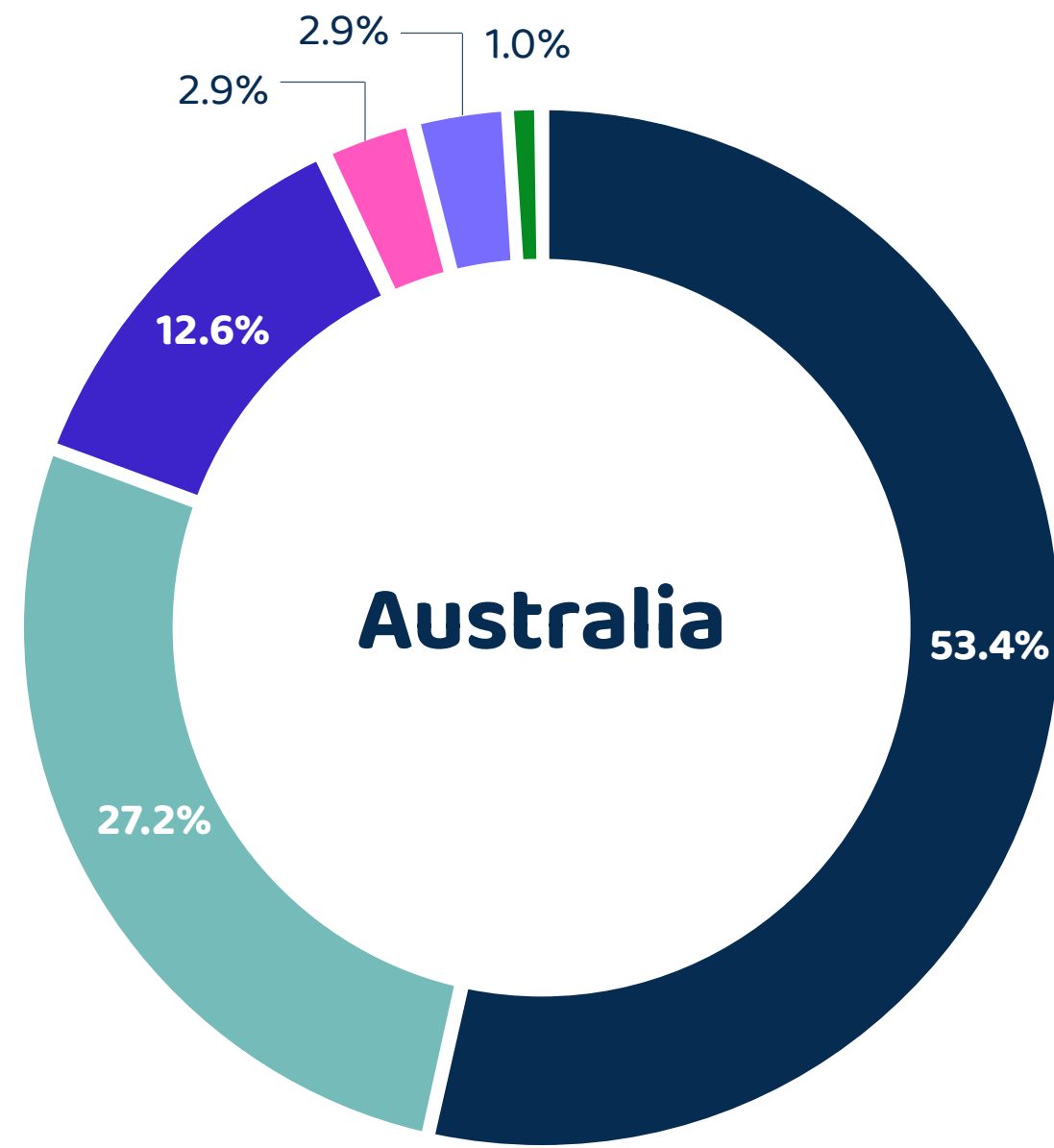
	Age groups	Female	Male	Non-binary	Total	Age%	Female%	Male%	Non-binary%
Board of Directors	Under 30 years old	-	-	-	-	-	-	-	-
	30-50 years old	-	1	-	1	12.5%	-	100.0%	-
	Over 50 years old	3	4	-	7	87.5%	42.9%	57.1%	-
	<b>Total</b>	<b>3</b>	<b>5</b>	<b>-</b>	<b>8</b>	<b>100%</b>	<b>37.5%</b>	<b>62.5%</b>	<b>-</b>
	<b>Age groups</b>	<b>Female</b>	<b>Male</b>	<b>Non-binary</b>	<b>Total</b>	<b>Age%</b>	<b>Female%</b>	<b>Male%</b>	<b>Non-binary%</b>
Executive Steering Committee	Under 30 years old	-	-	-	-	-	-	-	-
	30-50 years old	1	2	-	3	25.0%	33.3%	66.7%	-
	Over 50 years old	5	4	-	9	75.0%	55.6%	44.4%	-
	<b>Sub total</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>12</b>	<b>100.0%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>-</b>
Senior VP and VP	Under 30 years old	-	-	-	-	-	-	-	-
	30-50 years old	40	81	-	121	57.1%	33.1%	66.9%	-
	Over 50 years old	23	68	-	91	42.9%	25.3%	74.7%	-
	<b>Sub total</b>	<b>63</b>	<b>149</b>	<b>-</b>	<b>212</b>	<b>100.0%</b>	<b>29.7%</b>	<b>70.3%</b>	<b>-</b>
Directors/senior directors	Under 30 years old	<b>1</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>0.4%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>-</b>
	30-50 years old	<b>105</b>	<b>222</b>	<b>-</b>	<b>327</b>	<b>69.4%</b>	<b>32.1%</b>	<b>67.9%</b>	<b>-</b>
	Over 50 years old	<b>46</b>	<b>96</b>	<b>-</b>	<b>142</b>	<b>30.1%</b>	<b>32.4%</b>	<b>67.6%</b>	<b>-</b>
	<b>Sub total</b>	<b>152</b>	<b>319</b>	<b>-</b>	<b>471</b>	<b>100.0%</b>	<b>32.3%</b>	<b>67.9%</b>	<b>-</b>
Team leaders/supervisors/ managers/professionals/ senior managers	Under 30 years old	105	201	-	306	7.9%	34.3%	65.7%	-
	30-50 years old	979	2098	7	3084	79.6%	31.7%	68.0%	0.2%
	Over 50 years old	154	331	1	486	12.5%	31.7%	68.1%	0.2%
	<b>Sub total</b>	<b>1238</b>	<b>2630</b>	<b>8</b>	<b>3876</b>	<b>100.0%</b>	<b>31.7%</b>	<b>67.9%</b>	<b>0.2%</b>
Technicians & operators	Under 30 years old	288	602	3	893	34.6%	32.3%	67.4%	0.3%
	30-50 years old	431	875	1	1307	50.6%	33.0%	66.9%	0.1%
	Over 50 years old	107	275	-	382	14.8%	28.0%	72.0%	-
	<b>Sub total</b>	<b>826</b>	<b>1752</b>	<b>4</b>	<b>2582</b>	<b>100.0%</b>	<b>32.0%</b>	<b>67.9%</b>	<b>0.2%</b>
	<b>Total</b>	<b>2285</b>	<b>4856</b>	<b>12</b>	<b>7153</b>		<b>31.9%</b>	<b>67.9%</b>	<b>0.2%</b>

48. All Aristocrat employees by role seniority, excluding Plarium employees and those who elected to not disclose or did not indicate gender and date of birth information.

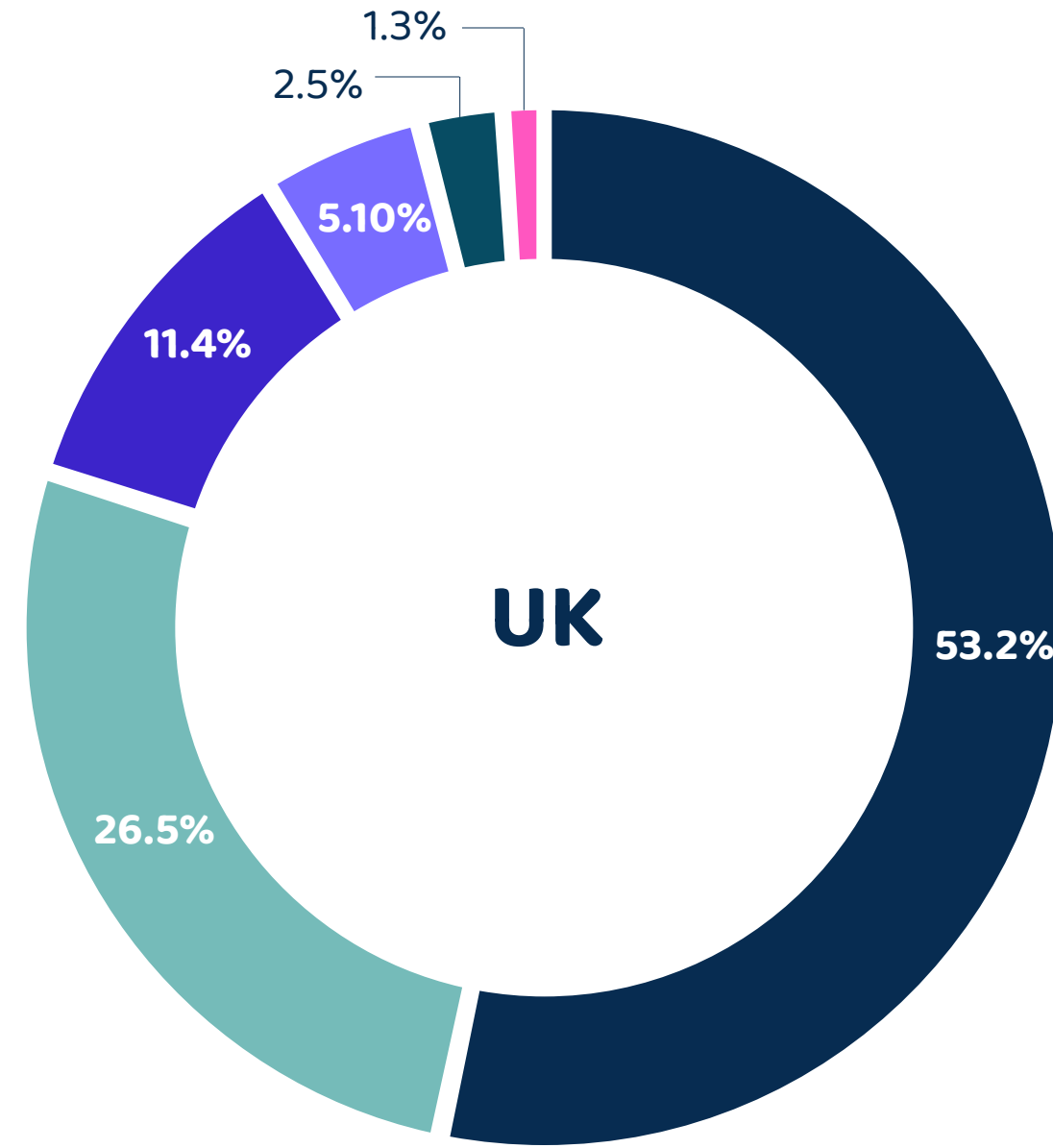




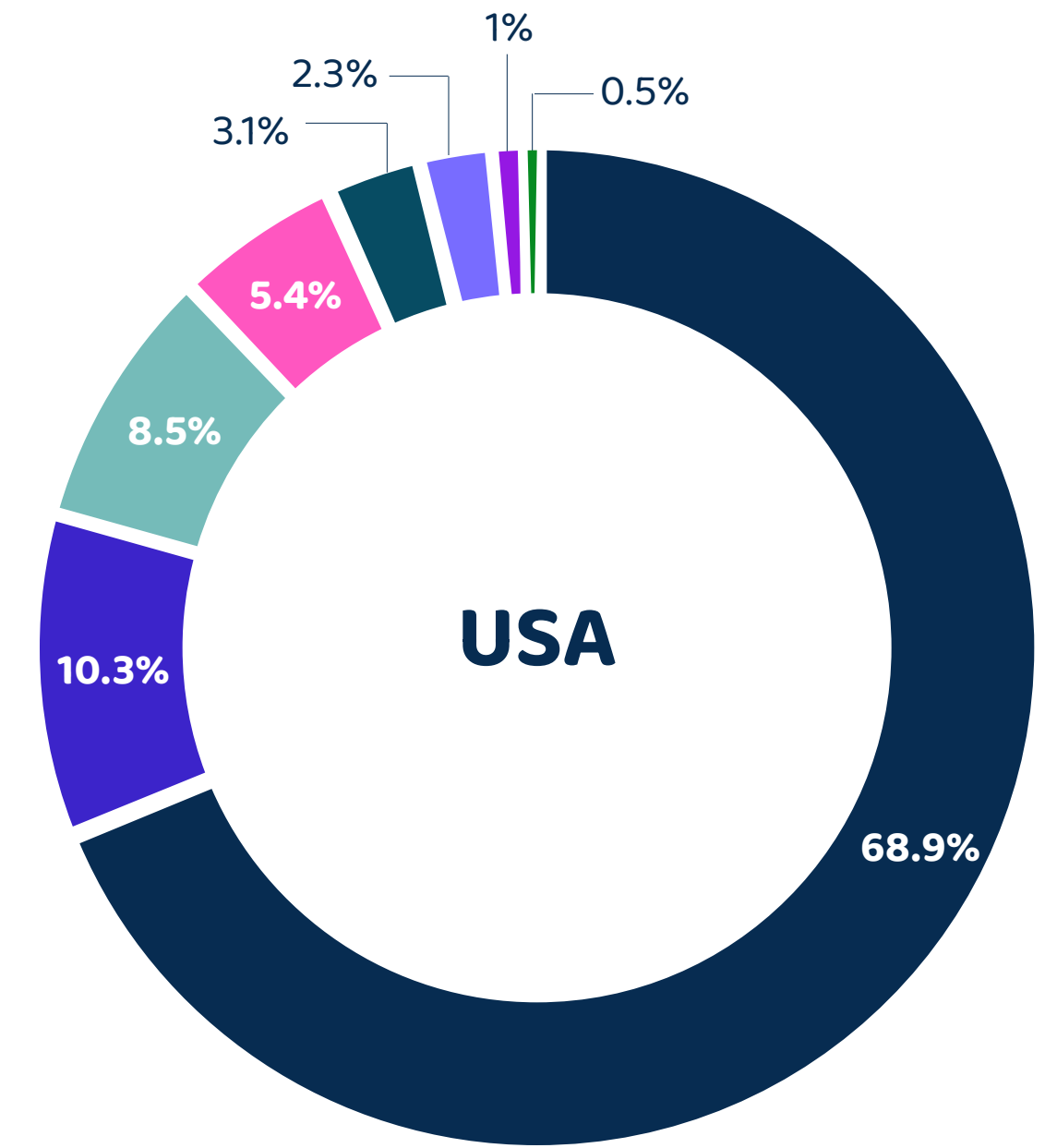
**Leader representation by race/ethnicity by region <sup>49</sup>** (as at 30 September 2024)



- White or European
- Not Declared
- Asian
- North African and Middle Eastern
- A race/ethnicity not listed
- Aboriginal or Torres Strait Islander



- White or European
- Not Declared
- Asian
- Two or more races
- Black or African
- A race/ethnicity not listed



- White or European
- Not Declared
- Asian
- Black or African
- Hispanic or Latino
- American Indian or Alaska Native
- Two or more races
- Native Hawaiian or Other Pacific Islander

49. Aristocrat leaders (management level 500 and above) in the US, Australia and UK.



## GRI 2-28 Membership Associations

<b>Key Associations</b>	<b>Position in Governance</b>	<b>Participation in Projects or Committees (Y/N)</b>
American Gaming Association (AGA)	Board member	Yes
Association of Gaming Equipment Manufacturers (AGEM)	Board member	Yes
Betting and Gaming Council (BGC)	Member	Yes
Gaming Technologies Association (GTA)	Chair	Yes
International Social Games Association (ISGA)	Chair	Yes
UK Interactive Entertainment (UKIE)	Member	Yes



# Voluntary Reporting Standards





# GRI<sup>50</sup> Content Index

**Statement of use** Aristocrat has reported the information cited in this GRI content index for the period of 1 October 2023 to 30 September 2024, with reference to the GRI Standards.

**GRI used** GRI 1: Foundation 2021

GRI Standard	Disclosure	Disclosure location/additional information	Page
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	Aristocrat at a Glance	10
	2-2 Entities included in the organization's sustainability reporting	All entities controlled by Aristocrat during financial year 2024 unless otherwise stated. In April 2024, the acquisition of NeoGames was completed.	
	2-3 Reporting period, frequency and contact point	About this Report	2
	2-4 Restatements of information	None	
	2-5 External assurance	None	
	2-6 Activities, value chain and other business relationships	Our Business Model & Value Chain	12
	2-7 Employees	Sustainability data	62
	2-8 Workers who are not employees	1422 Contingent workers worked for Aristocrat globally	
	2-9 Governance structure and composition	Sustainability Governance Aristocrat Annual Report	19
	2-10 Nomination and selection of the highest governance body	Aristocrat Annual Report	
	2-11 Chair of the highest governance body	Aristocrat Annual Report	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Aristocrat Annual Report	19

50. GRI refers to the Global Reporting Initiative.



GRI Standard	Disclosure	Disclosure location/additional information	Page
<b>GRI 2: General Disclosures 2021</b>	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	19
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance	19
	2-15 Conflicts of interest	Anti-bribery & Corruption Aristocrat Annual Report	23
	2-16 Communication of critical concerns	Anti-bribery & Corruption	23
	2-17 Collective knowledge of the highest governance body	Aristocrat Annual Report	
	2-18 Evaluation of the performance of the highest governance body	Aristocrat Annual Report	
	2-19 Remuneration policies	Remuneration Report, Aristocrat Annual Report	
	2-20 Process to determine remuneration	Remuneration Report, Aristocrat Annual Report	
	2-22 Statement on sustainable development strategy	Sustainability Strategy	17
	2-23 Policy commitments	Relevant policies addressing our material matters are stated in each of the relevant chapters.	
	2-24 Embedding policy commitments	Relevant policies and implementation detail is stated in each of the relevant chapters.	
	2-26 Mechanisms for seeking advice and raising concerns	Materiality Assessment	14
	2-27 Compliance with laws and regulations	Regulation & Compliance	22
	2-28 Membership associations	Membership Associations	66
2-29 Approach to stakeholder engagement	Sustainability Strategy	18	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment	14
	3-2 List of material topics	Materiality Assessment	14
	3-3 Management of material topics	Materiality Assessment	14
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Anti-bribery & Corruption	23
	205-2 Communication and training about anti-corruption policies and procedures	Anti-bribery & Corruption	23



GRI Standard	Disclosure	Disclosure location/additional information	Page
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Climate Action	45
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Action	45
	305-3 Other indirect (Scope 3) GHG emissions	Climate Action	45
	305-5 Reduction of GHG emissions	Climate Action	45
<b>GRI 308: Supplier Environmental Assessment 2016</b>	3-1 Process to determine material topics	Responsible Sourcing	39
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Sustainability Data	63
	401-3 Parental leave	Diversity, Equity & Inclusion	53
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Employee Health, Safety & Wellbeing	48
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health, Safety & Wellbeing	48
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health, Safety & Wellbeing	48
	403-5 Worker training on occupational health and safety	Employee Health, Safety & Wellbeing	48
	403-6 Promotion of worker health	Employee Health, Safety & Wellbeing	48
	403-8 Workers covered by an occupational health and safety management system	Employee Health, Safety & Wellbeing All Aristocrat employees including contingent workers.	48
	403-9 Work-related injuries	Employee Health, Safety & Wellbeing Our TRIR is 0.32; Top 3 Injury types are lacerations, sprain/strain and contusions; Main sources of injuries were tools, instruments, equipment, parts and material used in our production process.	48
	403-10 Work-related ill health	Employee Health, Safety & Wellbeing	48



GRI Standard	Disclosure	Disclosure location/additional information	Page
<b>GRI 404: Training and Education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	Talent, Engagement & Development	50
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent, Engagement & Development	50
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Diversity, Equity & Inclusion Sustainability Data	53 64 & 65
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	Responsible Sourcing Modern Slavery Statement	39
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Responsible Sourcing Modern Slavery Statement	39
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Responsible Sourcing Modern Slavery Statement	39
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None recorded during the reporting year.	



## Task Force on Climate-Related Financial Disclosures (TCFD)

The TCFD guidelines have been adopted into the International Financial Reporting Standards (IFRS). The Australian Sustainability Reporting Standards (ASRS) have subsequently been developed using IFRS S2 Climate-related Disclosures as the baseline. As required by our company status, Aristocrat will report in alignment with the ASRS from FY26. In the interim, we will continue to report on our climate-related disclosures in line with the TCFD guidelines.

Thematic	Recommended disclosures	Disclosure location/additional information
<b>Governance</b>	<p>Describe the board's oversight of climate-related risks and opportunities</p> <p>Describe management's role in assessing and managing climate-related risks and opportunities</p>	Climate Action, <a href="#">p. 43</a>
<b>Strategy</b>	<p>Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</p> <p>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning</p> <p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>Aristocrat has undertaken a qualitative review of its climate-related risks and opportunities over the short, medium, and long term. These risks were not considered with reference to specific climate scenarios. Examples of the risks and opportunities identified are presented below.</p> <p><b>Risks</b></p> <p><b>Physical impact of severe weather events on sites</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Inability to produce, repair or refurbish products or damage to products in storage due to extreme weather events (floods, bushfires), impacting our ability to fulfill customer orders/requests, our sales pipeline and/or insurance premiums.</li> <li>• <b>Category:</b> Physical - Acute</li> <li>• <b>Example actions:</b> Business continuity planning, emergency response plans.</li> <li>• <b>Timeframe:</b> Short-term</li> </ul> <p><b>Increased costs of doing business</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Government-mandated efficiencies and/or taxation of carbon increases our costs of operation directly and indirectly through costs passed on from suppliers and service providers.</li> <li>• <b>Category:</b> Transition – Policy/Regulation</li> <li>• <b>Example actions:</b> Supply chain decarbonisation, investment in lower-carbon technologies, implementing scope 1 and 2 abatement levers.</li> <li>• <b>Timeframe:</b> Short- and medium-term</li> </ul>





Thematic	Recommended disclosures	Disclosure location/additional information
		<p><b>Opportunities</b></p> <p><b>Sustainable product design</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Customer demand for more sustainable products (lower emissions, increased recycled content, longer-life) increases in the transition to a low-carbon economy. Products that meet this demand will capitalise on the opportunity.</li> <li>• <b>Category:</b> Product/Services</li> <li>• <b>Example actions:</b> Increase refurbishment and repair offering, stay ahead of regulations on waste/circular economy, exploration of lower-carbon parts.</li> <li>• <b>Timeframe:</b> Short- and medium-term.</li> </ul> <p><b>Access to capital/debt facilities</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Lenders and equity investors divert capital/debt facilities to organisations with low carbon footprints and/or with robust climate transition planning.</li> <li>• <b>Category:</b> Market</li> <li>• <b>Example action:</b> Compliance with mandated climate-related disclosures, progress towards SBTs.</li> <li>• <b>Timeframe:</b> Medium-term</li> </ul> <p>In future years we will undertake scenario analysis to support our assessment of the resilience of Aristocrat's strategy in reference to climate-related scenarios. This work will form part of our future climate-related disclosures.</p>
<b>Risk Management</b>	Describe the organisation's processes for identifying and assessing climate-related risks	
	Describe the organisation's processes for managing climate-related risks	Climate Action, <a href="#">p. 43</a>
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
<b>Metrics and Targets</b>	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate Action, <a href="#">p. 44</a>  Aristocrat does not currently have an internal carbon price or report on climate-related financial metrics.
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Climate Action, <a href="#">p. 45</a>
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Climate Action, <a href="#">p. 44</a>



# Sustainability Accounting Standards Board (SASB) Index: Casino & Gaming Standard

Accounting Metric	SASB Code	Unit of Measure	Comment
<b>Topic: Responsible Gaming</b>			
Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	SV-CA-260a.1	Percentage (%) by revenue	For our regulated gaming businesses we do not operate physical gaming venues.
Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	SV-CA-260a.2	Percentage (%) by revenue	Pixel United's social casino businesses adhere to the International Social Games Association's Best Practices Principles.  Further information on Aristocrat's Responsible Gaming program implementation, see <a href="#">p.75</a> disclosure with reference to Responsible Gambling Council (RGC) Standards.
<b>Topic: Smoke-free Casinos</b>			
Percentage of gaming floor where smoking is allowed	SV-CA-320a.1	Percentage (%) of gaming floor area	Not applicable. Aristocrat does not operate any land-based casino or gaming venues.
Percentage of gaming employees who work in areas where smoking is allowed	SV-CA-320a.2	n/a	Not applicable. Aristocrat does not operate any land-based casino or gaming venues.
<b>Topic: Internal Controls on Money Laundering</b>			
Description of anti-money laundering policies and practices	SV-CA-510a.1	n/a	Anti-bribery & Corruption. Aristocrat's anti money laundering policies and practices: Anti-Money Laundering Assurances, Anti-Money Laundering and Counter Terrorism - Financing (AMLCTF) Program - Australia, and <i>Anti-Money Laundering Policy</i> .
Total amount of monetary losses as a result of legal proceedings associated with money laundering	SV-CA-510a.2	Reporting currency	None recorded during the reporting year.

Activity Metric	Code	Comment/disclosure locations
Number of Tables	SV-CA-000.A	n/a
Number of slots	SV-CA-000.B	In FY24, Aristocrat sold 39,147 EGMs outright and has 71,131 under its North America gaming operations model
Number of active online gaming customers	SV-CA-000.C	In FY24, Aristocrat Interactive hosts 58 brands for iGaming & Sports, 95 White Label brands, 142 customers in Content and Aggregation, and 30 customers in the iLottery business. Pixel United (mobile gaming) had 3.9 million Daily Active Users in FY24.
Total Area of Gaming Floor	SV-CA-000.D	n/a



## Disclosure with Reference to Responsible Gambling Council Standards

Criteria	Comment/disclosure locations
<b>RG Index<sup>51</sup> Standard 1. RG Policy, Strategy and Culture</b>	
Commitment to Responsible Gambling: Policy statements outline corporate expectations and make a clear commitment to addressing harms related to gambling as well as mitigation and prevention measures.	CEO & Managing Director's Message Sustainability General Manager's Message Empowering Safer Play
Strategy for Responsible Gambling: The operator has a strategy for preventing and mitigating harm with defined objectives and a clear plan of action.	CEO & Managing Director's Message Sustainability General Manager's Message Sustainability Strategy Empowering Safer Play
Responsible Gambling Culture: Leadership sets a tone from the top that establishes responsible gambling as an organisational priority.	CEO & Managing Director's Message Sustainability General Manager's Message Empowering Safer Play
Responsible Gambling Integration: Responsible gambling is an integrated part of all job functions.	Empowering Safer Play
Employee Awareness: Employees are well-informed about the comprehensive and integrated approach to the venue's responsible gambling policies and practices.	Empowering Safer Play
<b>RG Index Standard 2. Employee Training:</b>	
Employees understand the importance of responsible gambling and how their jobs impact player protection as well as the fundamental concepts of responsible gambling and problem gambling.	
Reflecting Corporate Commitment: Employees understand the operator's commitment to responsible gambling and how it is integrated throughout operations.	Empowering Safer Play
Understanding Key Problem Gambling and Responsible Gambling Concepts: Employees understand the harms associated with gambling as well as essential prevention and mitigation concepts.	Empowering Safer Play
Understanding Job Skills and Procedures: Employees are taught skills and procedures required of them for assisting players who may be experiencing harm from gambling.	All Pixel United and Aristocrat Interactive customer support teams are taught skills and procedures required of them for assisting players who may be experiencing difficulties with game play.

51. In responding to the RG Index standards, reference is made to Pixel United games including social casino games which Aristocrat offers on a B2C basis. These games are not gambling games and while they are covered by our RG program any alignment to the RG Index should not imply, directly or indirectly, that these are gambling games.



Criteria	Comment/disclosure locations
Training Requirements: The venue has policies in place that require employees to be trained upon hiring and retrained regularly.	Empowering Safer Play
Training Execution: All employees are trained upon hiring and are retrained regularly.	Empowering Safer Play
Key Learning Principles Applied: Training involves a dynamic approach to learning including accommodating different learning styles, practice scenarios and regular reinforcement of concepts.	Empowering Safer Play Customer support teams in Pixel United and Aristocrat Interactive are provided with regular training to assist with customer interactions.
Training Evaluation: Training programs are regularly evaluated to include current best practice research and employee feedback	Empowering Safer Play RG training programs are periodically reviewed and updated to align with RG policy updates.
<b>RG Index Standard 3. Self-Exclusion</b> A well-managed and communicated self-exclusion program is in place that facilitates access to supports.	
Self-Exclusion Policy: A comprehensive and support-oriented self-exclusion policy is in place and available publicly	Pixel United has a dedicated Responsible Gameplay Support Pages Portal, available to players of our social casino games, that includes our Self Exclusion (SE) Policy.  Aristocrat Interactive's White Label player facing platforms also has a SE Policy for employees on how to deal with player support. RG support pages are publicly available on all our websites as well, providing responsible gameplay information to customers.
Promotion of the Self-Exclusion Program: The self-exclusion program is well-promoted	Pixel United promotes its Responsible Gameplay Support Portal (which includes the self-exclusion program) via regular in-game messages, on the social media pages on our games and via emails to players who have opted in.  Aristocrat Interactive has information on its SE program for players on the RG page, in addition to trained staff and signposting on email communications going out to players.
Registration Process: The self-exclusion registration process is efficient, well-managed and support oriented	Our social casino games allow players to self-exclude by contacting the Customer Support team.  Aristocrat Interactive SE program is available through the RG page. Players can also reach out to customer support for setting SE as well.
Ban Length: Players have options in term length	Our social casino games allow players to self-exclude for a minimum of 1 year or longer.  Aristocrat Interactive offers SE from 6 months to 5 years for UK, and 6 months – Permanent for other markets. We also offer cool off options under 6 months.



Criteria	Comment/disclosure locations
Advertising Restrictions: Excluded individuals do not receive any advertising or promotional materials	<p>When players of our social casino games self-exclude, they are automatically added to a list which prohibits the advertising of promotional materials.</p> <p>Aristocrat Interactive does not send marketing materials to self-excluded players.</p>
Access to Support Resources: Excluded individuals receive a wide range of information about where to get help	<p>Once a player is excluded from our social casino games, the player is provided with a list of support organisations.</p> <p>Aristocrat Interactive has signposting on the RG page, in addition to players who we set SE for receives a confirmation email with a wide range of self-help services (also listed on the RG Page)</p>
Conditions of Ban Explained: During the registration process, conditions of the program and consequences of breaching are thoroughly explained	<p>Conditions on banning players is clearly outlined in our terms of service for our social casino games.</p> <p>Aristocrat Interactive has this explained in the terms and conditions, which must be accepted on registration of the account.</p>
Registration Materials Provided: Clearly worded information about the conditions of the program and consequences of breaching is provided	As above.
Data Collection: Data collection during registration is comprehensive and enables effective detection and enforcement.	On registration of accounts data collection is undertaken in line with our privacy policy for both Pixel United and Aristocrat Interactive.
Enforcement: An effective enforcement process is in place to identify and remove excluded individuals from the gaming floor	<p>Once self-exclusion has been implemented, Pixel United takes reasonable steps to block any new accounts created by those who have self-excluded.</p> <p>Aristocrat Interactive has measures in place for detecting players who are trying to register new accounts whilst being on SE.</p>
Return to Play: There is a process in place for excluded individuals to safely return to play	<p>Our social casino games allow players to request the reopening of their account, at the end of their self-exclusion period, by contacting the Customer Support team.</p> <p>Aristocrat Interactive has a policy in place to ensure reopening requests after SE are handled properly. Full period must elapse, documents must be sent in, RG Interaction must be passed, and limits set before we consider reopening.</p>



Criteria	Comment/disclosure locations
<b>RG Index Standard 4. Assisting Players Who May Be Experiencing Harms from Gambling</b> Assistance for players who may be experiencing harms from gambling is readily available, systematically provided and documented.	
Policies and Procedures: Policies and procedures are in place to assess, detect and address situations where players may be experiencing harm	All Pixel United Customer Support employees are required to act where players display clear signs of distress.  Aristocrat Interactive have several processes in place for detection of gambling harm, this applies to all employees.
Responding to Help Requests: All employees are knowledgeable about a variety of help resources and are able to provide that information upon request from players or affected others	All Pixel United Customer Support employees are trained and knowledgeable about a variety of help resources and are able to provide that information upon request to players or affected others.  Aristocrat Interactive has pro-forma responses and signposting that employees know where to find, to direct players accordingly.
Responding to Players Experiencing Harm: Systems are in place for employees to respond appropriately to a player in distress, in crisis or disclosing a problem	All Pixel United Customer Support employees are trained and have systems in place to respond appropriately to a player in distress, in crisis or disclosing a problem.  Aristocrat Interactive employees are trained to handle players in distress. The Safer Gambling team in particular are very attentive to these, and we have protocol to follow to ensure we follow up with the players to check on their wellbeing.
Identifying and Responding to High-Risk Behaviour: Employees initiate discussions with players who show patterns or behaviours that may be signs of gambling-related harm	All Pixel United Customer Support employees are required to act where players display clear signs of distress.  Aristocrat Interactive has implemented technology to receive alerts based on financial triggers and risk levels based on player activity. RG team respond to these alerts, in addition to any escalations from customer support with players who are showing signs of concerning behaviour.
<b>RG Index Standard 5. Informed Decision Making</b> A systematic approach is used to support, integrate, and disseminate information to enable players to make informed decisions and encourage safer play.	
Information about Gambling: The venue provides comprehensive information that helps promote gambling literacy and instil responsible gambling behaviours. Information is widely available throughout the venue including on the gaming floor.	Pixel United has a dedicated Responsible Gameplay Support Pages Portal, available to players of our social casino games. This Portal is regularly promoted to players. The Portal promotes the Smart Mobile Gamers website that provides guidance, tips, and expert advice on how to have a positive social games experience. Aristocrat has been proactive in developing the website as part of its membership of the International Social Games Association.  Aristocrat Interactive has the Responsible Gameplay page for players online, with information on Responsible Gameplay Tools and how to set deposit limits directly through their accounts.



Criteria	Comment/disclosure locations
Dedicated Resources: The venue has a designated location for player information and/or support services (e.g., RG Centre).	<p>Pixel United has a dedicated Responsible Gameplay Support Pages Portal, available to players of our social casino games.</p> <p>Aristocrat Interactive has a dedicated Responsible Gameplay page on every website, in addition to a well-trained customer support and Safer Gambling teams ready to help players 24/7 through chat, email and phone.</p>
Play Feedback: The venue provides and promotes access to play feedback during play including the option to set time and money limits as well as access to play history.	<p>Pixel United has a dedicated Responsible Gameplay Support Pages Portal, available to players of our social casino games. It provides tips on how to limit money spent.</p> <p>For Aristocrat Interactive players can set deposit limits, reality check, SE and cool off from their own accounts. For loss and play limits they can also reach out to CS or RG for help. All players have access to transaction and play history through their accounts.</p>
<p><b>RG Index Standard 6. Marketing Communications</b> Marketing, including advertising and promotions, does not mislead players, misrepresent products, or target potentially vulnerable players.</p>	
Marketing Policy: A policy is in place that commits to marketing that does not mislead players, misrepresent products, or target potentially vulnerable players.	Empowering Safer Play Aristocrat has policies that help ensure that marketing that does not mislead players, misrepresent products, or target potentially vulnerable players.
Screening Process: A screening process is in place for all advertising to ensure adherence to the policy.	Empowering Safer Play Aristocrat has policies for marketing that are compulsory for all relevant employees. These policies are monitored for compliance.
Not Misleading: Marketing communications do not reinforce misconceptions about gambling.	Empowering Safer Play Aristocrat has policies that stipulate marketing communications should not reinforce misconceptions about gambling.
At-Risk Players and Minors: Marketing communications do not target at-risk groups or promote risky behaviours.	Empowering Safer Play Aristocrat's policies stipulate that marketing communications should not target at-risk groups or promote risky behaviours.
Marketing Controls: Precautions are in place to limit marketing communications to high-risk players.	Empowering Safer Play When social casino players exclude they are automatically added to a list which prohibits the advertising of promotional materials. Aristocrat Interactive does not send marketing materials to self-excluded players.



Criteria	Comment/disclosure locations
<b>RG Index Standard 7. Access to Money</b>	
Money and money services are provided to players in a responsible manner that helps prevent financial harm.	
ATMs: ATMs are placed in locations that encourage a break in play.	Not applicable
Credit: Access to credit is prohibited or restricted.	Not applicable
Cheque Cashing: Cheque cashing is prohibited or restricted.	Not applicable
Player Accounts: Players cannot access direct electronic fund transfers at machines or gaming tables.	Not applicable
<b>RG Index Standard 8. Venue and Game Design</b>	
Venue and game design helps prevent extended, continuous and impulsive play and enables low risk play behaviours.	
Passage of Time: Players have ample opportunities to take note of the passage of time.	Empowering Safer Play Dependent on regulatory requirements. Many jurisdictions require time to be displayed in venue and on EGMs. Platform tools (such as screentime) enable players to keep track of time (Pixel United). Aristocrat has also developed technology such as Flexi Play and pre-commitment in System 7000 to assist players to manage time and spend (Aristocrat Gaming and Aristocrat Interactive).
Breaks in Play: Features of the venue environment are designed to promote breaks in play and avoid excessive play.	Empowering Safer Play Dependent on regulatory requirements. Many jurisdictions, require measures to promote breaks in play and avoid excessive play. Platform tools (such as screentime) also enable players to keep track of time. Aristocrat has developed "take a break" functionality in System 7000.
Alcohol Restrictions: Access to alcohol is well-controlled and never free.	Not applicable
Display Credits as Cash: EGMs are designed to display spending as cash.	Dependent on regulatory requirements. For example, under the Australian National Standard, each player entitlement meter (Credit, Bet and Win) must be displayed in \$-and-¢ and credits (unless 1 credit = \$1).
EGM Features: EGMs display RG messaging during play. Stop buttons are disabled.	Dependent on regulatory requirements. Many jurisdictions require some form of RG related player information display.
New Game Screening: All new games are reviewed from a responsible gambling perspective.	Dependent on regulatory requirements. Many jurisdictions prescribe RG requirements for EGMs. Some jurisdictions review all new games from an RG perspective.  Aristocrat Gaming and Aristocrat Interactive have a Product Development Charter and Pixel United has a New Games Development Policy which stipulate internal requirements over and above regulatory requirements.
Gambling Literacy Features: Practices and procedures in the venue do not reinforce myths and misconceptions or encourage risky behaviour.	Dependent on regulatory requirements. Many jurisdictions prescribe RG requirements discouraging myths, misconceptions and risky behaviour. Aristocrat has also developed player information videos to educate players about how EGMs work, bust common myths, and ensure informed choice.





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