Sustainability Report 2025

For the year ended 30 June 2025

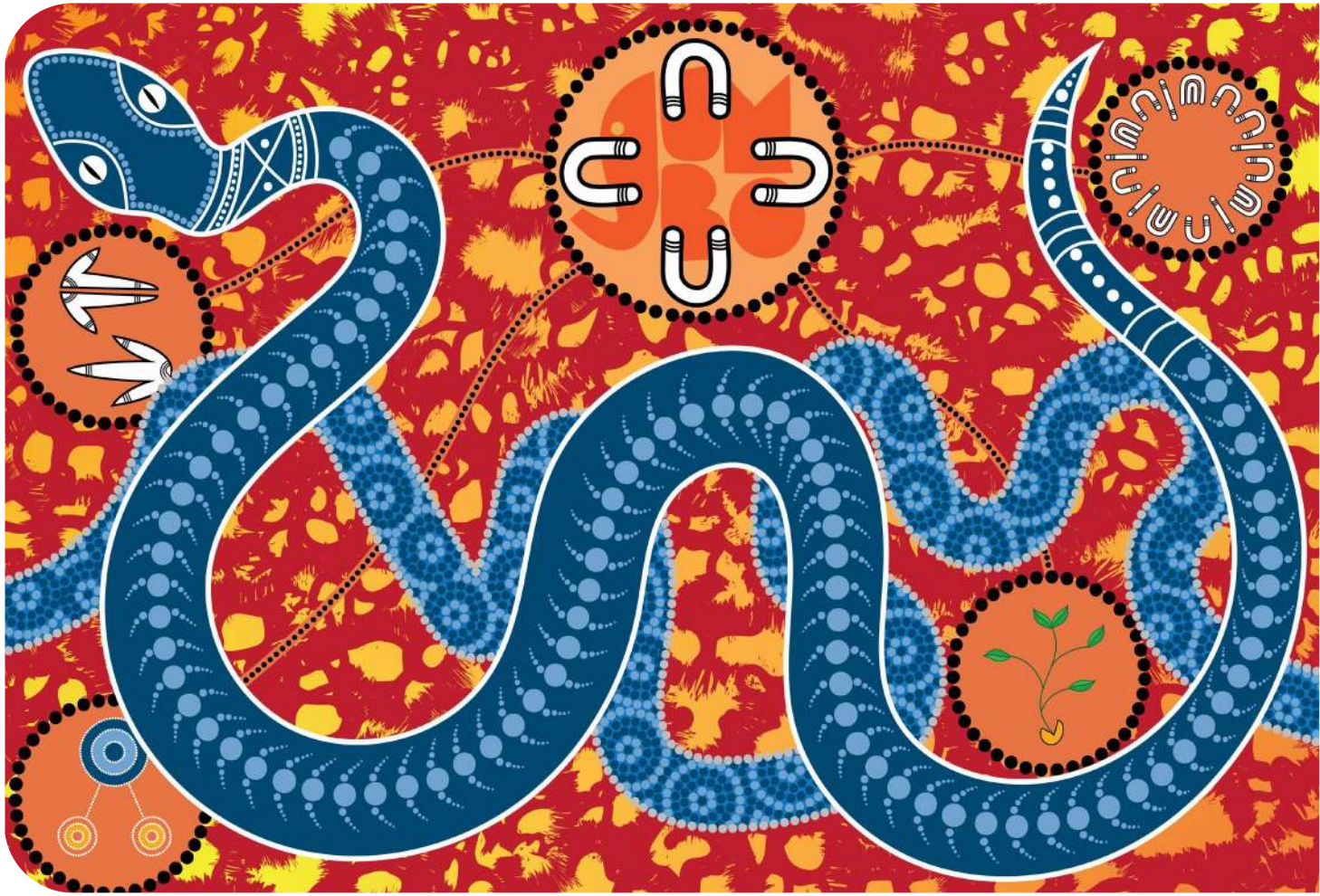
JUMBO

Jumbo Interactive Limited
ABN 66 009 189 128

Acknowledgement of Country

Jumbo Interactive Limited (Jumbo) and its subsidiaries (Group) would like to acknowledge the Turrbal and Yuggera People, the traditional custodians of the land on which our global business was founded. We pay our respects to Elders past and present, the keepers and storytellers of First Nations customs and culture. We would also like to extend our respect to any Aboriginal or Torres Strait Islander people engaging with this report.

Across the seas, we would also like to acknowledge the Blackfoot Confederacy, including the Siksika, Piikani and Kainai Nations; the Stoney-Nakoda Nation; and the Tsuut'ina Nation, upon whose land our subsidiary, Stride, operates.



Above: Chad Briggs, local Yugambeh artist partnered with Jumbo in creating this symbolic artwork that talks to Jumbo's origin story. Depicted in the art, you can see the Rainbow Serpent across the page representative of life and creation. Visible beneath is the Brisbane river, paying homage to our beginnings in Brisbane. Clockwise, starting on the bottom left, Bora's (circle images) depict threads of Jumbo's history. Our Australian region in blue, with trails connecting to our growing businesses in the UK and Canada; the kangaroo and emu, always moving forward; all of our people at Jumbo, in the centred Bora; our stakeholders and the lives of each person we impact through our services; and, an image of a green shoot, symbolic of our reconciliation journey.

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About this report

The 2025 Sustainability Report for Jumbo explains our approach and progress towards creating a socially and environmentally responsible and sustainable business that benefits our people, customers and communities. We uphold effective governance and deliver long-term value for shareholders.

We published this report on 26 August 2025 as part of our annual reporting suite of documents. It covers the period 1 July 2024 to 30 June 2025 and is focused on Jumbo's Australian business operations, unless otherwise stated. When selecting content for inclusion, including material topics relevant to Jumbo, we used resources such as the Sustainable Accounting Standards Board (SASB) Foundation, the UN Sustainable Development Goals (UN SDGs) and industry-specific standards.

All dollar values are in Australian dollars (A$), unless otherwise stated. The information enclosed in this report has not been subject to review by our external auditor. Please direct any questions on this report or topics related to sustainability to sustainability@jumbointeractive.com.

Our reporting suite

To understand the Group's total performance, this report can be read alongside the reports referred to in the below table. These documents can be viewed on our website by clicking on the links to the right.

Key area	Annual Report	Corporate Governance Statement	Modern Slavery Statement	Sustainability Report	Investor presentation
Governance	✓	✓	✓	✓	
Risk	✓	✓	✓	✓	
Strategy	✓			✓	✓
Financial Performance	✓				✓
Sustainability	✓			✓	✓

Annual Report

Corporate Governance Statement

Investor presentation

Modern Slavery Statement

Letter from our Chair and CEO

This year we strengthened our sustainability efforts by advancing Jumbo's responsible gambling processes, reducing our environmental impact and increasing our partnerships and investment in our community.

Welcome to the fourth edition of our Sustainability Report.

Jumbo is proud to operate sustainably and responsibly, upholding strong governance. We create positive outcomes for our people, customers and communities, and consistently provide long-term value to shareholders.

Our mission is to create positive social impact by making lotteries easier. Over the past year, we have made significant progress, improved our operations and embraced opportunities to evolve. This report outlines the initiatives and lessons that have shaped Jumbo's sustainability journey in the last 12 months.

Our highlights

Alongside continued business achievements, Jumbo is delighted to report significant progress on our sustainability initiatives.

Highlights of the year include:

- We engaged internal and external stakeholders in a materiality review to identify the most important sustainability opportunities for Jumbo. The review emphasised data protection and responsible gambling as core priorities, while also addressing emerging issues like the use of new technologies.
- We introduced a Responsible Gambling Framework to provide our player-facing team members with the necessary skills to identify and report indicators of player harm.
- We began value chain analysis work to understand our climate-related risks and opportunities in preparation for mandatory climate reporting.
- We moved Jumbo's headquarters to Milton, Brisbane which reduced our environmental impact, improved NABERS energy and water ratings, and implemented better waste management initiatives.
- We integrated enhanced knowledge into our analysis of modern slavery risks within our supply chain by using information provided by Sedex, strengthening our responsible procurement practices.
- We replaced our company car with an electric vehicle (EV) to eliminate Scope 1 emissions from our Australian operations from FY26 onward.
- Our team continued to prioritise cyber resilience. In response to increasingly sophisticated cyber threats, Jumbo's team directed efforts toward securing systems and protecting customer data.
- We welcomed our new Risk Manager, who will further strengthen our resilience to these threats in the FY26 financial year.
- We continued to invest in causes and initiatives aligned with our values to strengthen our connection to the communities in which we operate. We invested over $70,000 in sponsorships and donations in FY25.
- Our talent and development strategy earned multiple awards and industry recognition, demonstrating our commitment to a strong learning culture.
- We received our Great Place to Work certification in Australia, Canada and the United Kingdom (UK), reflecting our strong workplace culture and dedicated teams.

Looking ahead

As we continue to grow, we aim to balance growth with our impact on people and the planet. We believe that an integrated sustainability strategy builds long-term business resilience and value for our shareholders.

We are proud of the progress we've made and grateful for the contributions of our people who help us on this journey.

Thank you for your continued support.

Susan Forrester AM
Chair and Non-Executive Director

Mike Veverka
Managing Director, CEO and Founder

About Jumbo

Business mix

Jumbo is a digital lottery specialist. We provide our proprietary lottery software platforms and lottery management expertise to the charity and government lottery sectors in Australia, the UK and Canada.

Our innovative and player-centric approach to digital lotteries and online retailing make us the platform of choice for more than 4.4 million active players. Our platform and superior player experience is scalable and caters for causes ranging from local causes to large state lotteries.

Jumbo was founded by Managing Director and Chief Executive Officer (CEO) Mike Veverka in 1995 with a single computer. Since then it has matured into a leading digital lottery retailer and lottery software provider with over 250 employees across Australasia, the UK and Canada. Jumbo was listed on the ASX in 1999. In FY25, Jumbo helped our charity partners raise over $290 million for good causes[1].

1. Return to cause funds raised by our charity partners, excluding state-based lottery taxes from Lotterywest and The Lottery Corporation
2. Business mix (based on FY25 revenue)

Our strategy

Jumbo is on a mission to create positive social impact through making lotteries easier.

Our vision is to be the number one choice in digital lottery and services.

To deliver our strategy and move further towards our vision, we have three key strategic pillars:

- **Maximise** the potential of our existing businesses and proposition portfolio, particularly the Australian Lottery Retailing segment.
- **Replicate** best-practice operations and learnings from Lottery Retailing into our other operating segments and build for scale.
- **Diversify** the portfolio to unlock incremental Total Addressable Market (TAM) opportunities and create new revenue streams.

Mission	**To create positive social impact through making lotteries easier**			
Vision	**To be the number one choice in digital lottery and services**			
North star	**Active players**			
Strategic pillars	**Maximise** Potential of our existing businesses and proposition portfolio	**Replicate** Best practice operations and build for scale	**Diversify** Portfolio to unlock incremental TAM opportunities	
Enablers	**Lottery management expertise**	**Lead on governance and player protection**	**World-class approach to technology and software**	**Our People**
Targeted Outcomes	**Shareholders** Top quartile TSR[1] Targeted dividend payout ratio of 65% to 85% of statutory NPAT	**Players** Best player experience and advocacy Maximised community benefit from funds raised	**People** Top quartile employee engagement A Great Place to Work	**Community** A socially responsible and sustainable business, with positive social impact

1. Total Shareholder Return vs S&P/ASX300 Accumulated.

Highlights

Carbon Neutral

Australian operations from FY22-24

Employee EV car subscription program

launched

Multi-award winning

Learning and development programs

Great Place to Work

Certified in all regions

Over $70,000

donated to our community through sponsorships and donations

MSCI ESG AAA

rating

New Milton, QLD office

Enhanced

our waste, water and energy management

Implemented Sedex

as our supplier ESG screening tool

Sedex | Member

Introduced our new

Responsible Gambling Framework

Sustainability at Jumbo

Our approach

Jumbo is proud to operate sustainably and responsibly, upholding strong governance. We create positive outcomes for our people, players and communities, and consistently seek to provide long-term value to shareholders. We are continuously improving our sustainability efforts, and this report highlights our progress and the insights we have gained.

The report aligns with the SASB framework and the UN Sustainable Development Goals (SDG). Jumbo is preparing its disclosure under the Corporations Act to comply with the new Australian Sustainability Reporting Standards (ASRS). We have engaged an external consultant to guide our compliance with Australian Sustainability Reporting Standard AASB S2 - Climate Related Disclosures (AASB S2).

To remain compliant, we will continue to monitor international reporting developments led by the International Sustainability Standards Board (ISSB).

Sustainability governance

Board of Directors

Oversees sustainability strategic direction for Jumbo

Executive leadership team

Chief Financial Officer is the key sponsor

Audit and Risk committee

Supporting body that oversees:

- Privacy
- Governance
- Cybersecurity
- Regulatory compliance
- Risk management
- Audit (internal and external)
- Environmental management
- Financial management

People and Culture committee

Supporting body that oversees:

- Remuneration
- Diversity and Inclusion
- Employee experience
- Learning and development
- Culture

Sustainability team

A sub-set of the Finance team that provides the sustainability strategic direction and ensures compliance

Sustainability council

A key internal stakeholder group that provides feedback, insight for sustainability initiatives and ensures the effective implementation of key initiatives

Materiality

This year, we consulted internal and external stakeholders to identify key sustainability opportunities for Jumbo. The materiality review assessed their importance and business impact with results shown in the figure below. Throughout the year, we review peer benchmarking, the latest material issue trends, and stakeholder feedback to update our material issues.

In 2025, data protection, privacy and cybersecurity remained a top priority. To streamline our focus and reflect current trends, we consolidated several areas and introduced new material issues, such as reporting transparency. The increasing importance of New Technologies, Artificial Intelligence and Innovation was also highlighted in our updated results. Looking ahead, we will continue to evolve our sustainability strategy to align with these shifting priorities to strengthen our disclosures and enhance our resilience across our most material issues.

Stakeholder engagement

We work with our key stakeholders to track the progress of our sustainability goals and initiatives, and to assess the impact on our clients, communities and the environment. Stakeholders influence and are impacted by our operations, so we listen and respond to the material issues that matter to them. Please refer to our Reporting section for a detailed outline of our activities with stakeholders for this financial year.

Material topics of Jumbo

Overall survey top ranking

- ▲ 1. Data Protection, Privacy and Cybersecurity
- — 2. Governance, Ethics and Culture
- ▲ 3. Responsible Play, Marketing and Player Experience
- — 4. Employee Health, Safety and Wellbeing
- — 5. Reporting Transparency
- — 6. Fostering Talent
- ▲ 7. New Technologies, Artificial Intelligence and Innovation
- ▼ 8. Environmental Sustainability
- ▼ 9. Diversity, Equity, Inclusion and Belonging*
- ▲ 9. Community Engagement, Donations and Sponsorships*
- ▼ 10. Responsible Procurement

- Environment
- Social
- Governance

*Please note: Diversity, Equity, Inclusion and Belonging and Community Engagement attained the same score/ranking.

Our business

Governance, ethics and reporting

Enhancing our governance process

Given Jumbo's growth at home and abroad, we recognised that an additional Board member would strengthen our expertise and leadership. We appointed Michael Malone to the Board in September 2024 and he has brought extensive experience in strategy, operational, cyber and risk management roles, from his work with high-growth technology, telecommunications and media companies. Mr Malone's leadership complements the expertise of Jumbo's Board members and assists with oversight of issues identified in our materiality review this year.

Risk and internal audit

In FY25, Jumbo welcomed a new risk manager to the team. They will work with internal stakeholders to identify and assess technology, compliance and operational risks in the business. Over the next financial year, they will be enhancing our risk management controls and strategies to identify potential gaps in our cybersecurity and data privacy compliance. We aim to enhance our risk management framework to address key technology and operational risks, building business continuity and resilience.

Jumbo has outsourced its Internal Audit function to PwC, which reports directly to the Chair of the Audit and Risk Management Committee. Targeted audits are underway, following a comprehensive risk assurance mapping process with key stakeholders.

Our Board

Susan Forrester AM
Chair of the Board, Independent Non-Executive Director
BA, LLB (Hons), EMBA, FAICD

Mike Veverka
Managing Director, CEO and Founder
BEng (Hons), GAICD

Giovanni Rizzo
Independent Non-Executive Director
BCom (Hons), CA

Sharon Christensen
Independent Non-Executive Director
LLB (Hons), LLM, FAICD

Michael Malone
Independent Non-Executive Director
BScience (Hons), GradDipEd, FAICD, FACS

Policies and procedures

To maintain the high standard of integrity, responsibility and transparency expected from an ASX listed company, Jumbo has a suite of policies and procedures to govern our day-to-day interactions.

Last year, we monitored the ASX Corporate Governance Council's proposed fifth edition of the Corporate Governance Principles and Recommendations (CGPR) to prepare for potential updates. Although consultation on the draft fifth edition was withdrawn in February 2025, and the fourth edition remains unchanged, we adopted several elements from the draft fifth edition into our revised Board Charter. We also enhanced alignment with the fourth edition, especially regarding Board composition, Director independence, terms of appointment, conflict management and Board meetings. This improves clarity, guidance and transparency for stakeholders.

As part of our yearly policy review, Jumbo has engaged a new external reporting service to make it easier for employees to report concerns about potential breaches of Jumbo's Whistleblower Policy, Code of Conduct, Conflict of Interest Policy and Anti-bribery and Corruption Policy. This independent third-party option encourages open reporting without fear of retribution or rebuke and demonstrates our commitment to probity and transparency.

Data protection, privacy and cybersecurity

The dynamic environment of privacy, data protection and cybersecurity presents ongoing challenges for businesses who operate online. Both regulators and consumers expect robust safeguards to protect personal information from unauthorised access or misuse.

During the reporting period, ongoing privacy reforms continued to be implemented in Australia which reflect the focus on privacy and data protection. As Jumbo continues to develop and implement AI systems for use within its products and services, we are cognisant of these reforms and the new obligations being introduced to ensure players understand the interaction between their personal information and the use of AI and automated decision-making processes. We will continue to develop these practices and policies to ensure that Jumbo uses personal information with AI both responsibly and lawfully.

Jumbo's products and services are provided online through websites and apps, and we are vigilant in safeguarding against global cybersecurity threats. We actively guard against cyber-attacks and work to keep personal information secure. Throughout the year, we have enhanced our systems and processes to improve our response to threats and refine how we retain personal data.

Our technology platforms meet or exceed industry expectations, maintaining certification to the industry recognised ISO 27001:2022 international standard.

- We regularly audit our information security management systems using internal cybersecurity and risk management programs and partnering with independent third party reviews.
- We use robust monitoring and alerting to ensure platform and system integrity.

The Board and executive leadership continuously monitor cyber risks and undergo frequent education on cyber matters, using independent subject matter experts if required. Our senior leaders understand the need to disclose material cyber threats or incidents to the ASX.

New technologies, artificial intelligence and innovation

Jumbo is implementing AI in a way that is responsible, ethical, and aligned with our values of safety, transparency and accountability. Our focus is on building systems and practices that maximise benefit while minimising risk, both for our employees and our players.

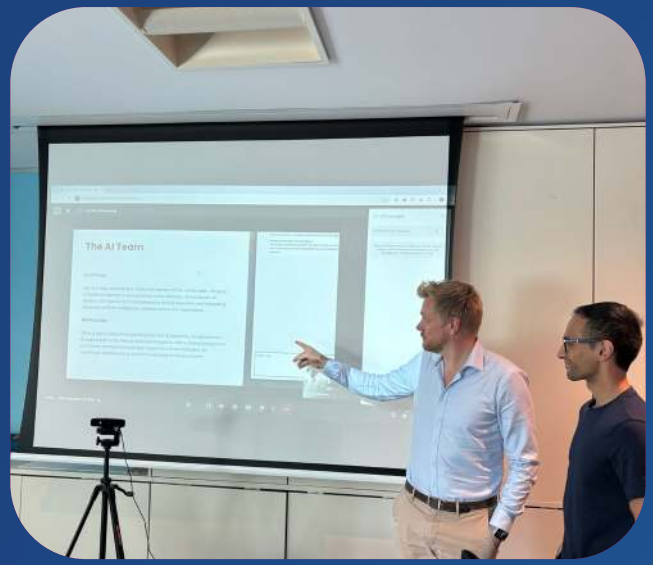
Leading with governance and safety

We are actively aligning our internal AI practices with the Australian Government's Voluntary AI Safety Standard, embedding responsible design, transparency, and privacy into our processes and deployment processes. All AI initiatives require meaningful human oversight at every stage to ensure safety, fairness, and accountability are a priority.

Empowering teams through AI augmentation

To support innovation and efficiency, we have rolled out AI tools to our software engineering teams, including access to GitHub Copilot and Cursor, a next-generation AI-powered Integrated Development Environment (IDE).

While still in the early stages, we are already seeing encouraging signs, including improved developer satisfaction, faster delivery cycles, and higher-quality output. These tools support our engineers, allowing them to prioritise creative and high-value work.



Enabling staff with secure, private AI access

In response to rising employee demand for generative AI tools like ChatGPT, we have launched a secure, company-managed AI assistant platform. This platform provides access to cutting-edge generative AI with strong controls over data handling, privacy, and storage. The solution is deeply integrated with our existing systems and knowledge base, supporting the safe and relevant use of AI within our operational environment.

Building smarter lottery operations

We have also introduced Sidekick, a new AI assistant built into our lottery administration platform. Sidekick helps our lottery operators access support, documentation, and guidance directly within the platform, reducing friction, improving responsiveness, and laying the foundation for smarter automation in the future. It represents a major step in integrating AI into our core products in a way that improves experience and operational resilience.

Looking ahead: supporting the future of AI integration

Application Programming Interfaces (APIs) are the standard for integrating third-party applications into our ecosystem, and we use them to connect with external partners and services. As AI capabilities evolve, we are seeing the Model Context Protocol (MCP) emerge as a leading standard for AI integrations.

To integrate with cutting-edge AI-powered solutions, we are introducing MCP alongside existing APIs within our core lottery platform. This will also allow our Sidekick AI assistant to integrate more deeply and connect better with platform features and data.

Using APIs and MCP will equip our operators with powerful tools to boost efficiency, improve decision-making, and increase their capabilities within our platform.

Our players and community

Responsible play, marketing and player experience

Lotteries are a form of gaming that generally present lower levels of risk compared to other gaming types. Charity lotteries, where participants may be motivated by supporting causes and where draws and payouts occur less frequently than in commercial lotteries, are associated with even lower measured risk.

In FY25, Jumbo introduced a new Responsible Gambling Framework to equip Australian player-facing team members with the necessary skills to identify and report indicators of player harm. It also provides guidance to team members responsible for developing processes and procedures for managing Responsible Gambling (RG) processes. Completion of RG training is a compulsory part of our Australian onboarding process for new player-facing team members.

To strengthen oversight, we have introduced case management for RG investigations, providing greater visibility and reporting capabilities. As a direct result of changes in process, training, and the introduction of proactive monitoring for RG trigger words in player feedback, there has been an increase in the number of players referred for review compared to the previous year.

We regularly monitor and update our player experience to include relevant resources and tools to minimise player harm. Players can self-manage their activity through features such as deposit limits, self-exclusion and spend limits and we ensure that gambling assistance resources are readily available on our websites and during interactions with our team.

Spectrum of gambling activities[1]

How "hard" the game is

Charity lotteries

- Even 'softer' than other lotteries
- Frequency of draws and payout often even lower than for lotteries
- Almost zero risk: less likely to gamble at all
- Motivated by charity and community
- About 'normal': may even be more agreeable than average

Lotteries

- Typically very 'soft' gambling, e.g., the UK National Lottery
- Slow pace and not stimulating; players believe it's (mostly) luck
- Low relative risk of problematic gambling
- Motivated by money and community fantasy
- Far less pathological than other gamblers; external locus of control

Betting

- Mid-to-high level of "hardness', e.g., sports betting, bingo
- Somewhat stimulating and fast-paced; players believe skill is involved
- Mid-to-high relative risk of problematic gambling
- Motivated by thrill
- Somewhat sensation-seeking, disagreeable, disorganised

Dissociative state

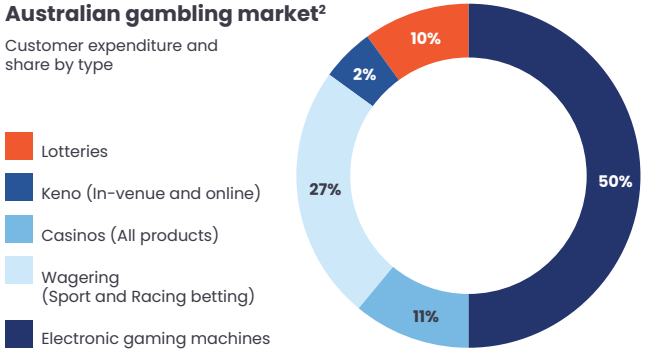
- The 'hardest' form of gambling, e.g., EGMs, online casinos
- Stimulating and fast- paced, with many near misses
- Higher relative risk of problematic gambling
- Motivated by escaping negative emotions
- More sensation-seeking, disagreeable, disorganised

Jumbo's approach to responsible gambling is grounded in compliance, collaboration and continuous improvement. We are proud to be a Gold contributor to the World Lottery Association (WLA). Our partners have achieved Level 4 certification against the WLA RG Framework. In addition, our Australian player-facing team members must complete our partners' training programs while also adhering to our own processes and procedures. We also monitor legislative changes to maintain compliance.

In FY26, we will improve our internal framework based on the WLA Responsible Gambling Principles and strengthen our reporting systems to better identify and support players at risk.

Australian gambling market[2]

Customer expenditure and share by type

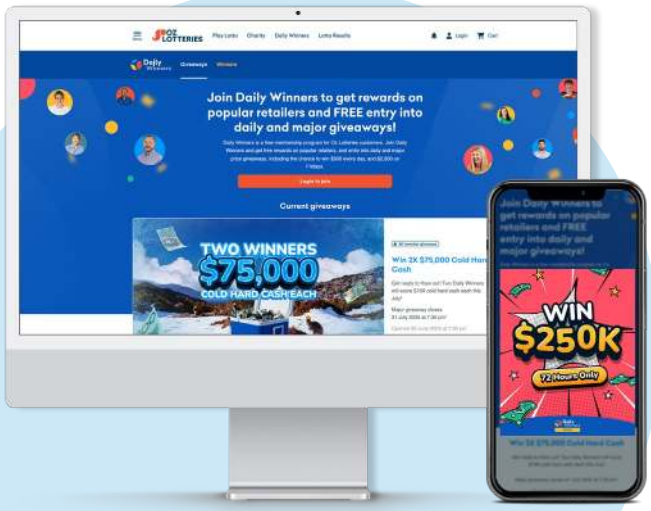


1. Source: Capuchin Behavioural Science, March 2021. Typically, two types of gambling are considered from a structural perspective: 'hard' gambling, which is considered to carry greater potential risks than others, usually because of the high or rapid staking associated with it (e.g., roulette, blackjack, fruit machines, instant scratchcards); and 'soft' gambling, such as lotteries (Griffiths, 1997; Home Office, 1996).
2. Source: Australian Gambling Statistics 2022-23, 39th edition

Daily Winners and Splash For Good

At Jumbo we value innovation and seek continuous improvement in the products we create. In FY24, we launched our sector-leading loyalty program, Daily Winners, designed to reward our loyal players with benefits like savings and discounts at popular retailers. In FY25, we moved to a two-tiered subscription base, offering a paid and free version of the product. We also lifted our maximum individual prize from $100,000 in FY24 to $250,000 in FY25. These changes reflect the success of our products and highlight how our commitment to innovation further strengthens our business.

In FY25, we strengthened our commitment to making a positive social impact. Our purpose-built platform, Splash for Good, has enabled our selected charity partners to raise funds online with ease.



GIVIT

Every 12 minutes, someone asks GIVIT for help, and thanks to Splash for Good, GIVIT is able to action thousands of requests to get goods to people in need.

GIVIT's mission is to ensure Australians experiencing hardship get the essential items and services they need, when they need them. GIVIT provides practical support – like groceries for people experiencing homelessness, whitegoods for women escaping domestic and family violence, school items for families experiencing economic hardship, construction services for people rebuilding after disaster, and much, much more.

So far in 2025 GIVIT has been activated to manage donations of essential goods and services for people impacted by disaster events such as Tropical Cyclone Alfred and the New South Wales Floods impacting the Mid North Coast and Hunter regions.

Powering Through Tropical Cyclone Alfred

As Tropical Cyclone Alfred approached the Queensland coast, Brisbane braced for wild weather. Among those most at risk were people experiencing homelessness - without safe shelter, even a passing storm can be life-threatening. In preparation, GIVIT acted quickly, delivering a generator to Emmanuel City Mission - a homelessness service in the heart of Brisbane. Thanks to this support, the centre was able to stay open 24/7 throughout the extreme weather event, providing a vital safe space for people who needed it.

Community engagement, donations and sponsorships

Jumbo is on a mission to create positive social impact by making lotteries easier.

Our non-profit fundraising lotteries have helped more than 17,000 non-profit organisations in Australia, the UK and Canada to raise more than $290 million in FY25.

Jumbo partnered with local organisations and invested over $70,000 in sponsorships and donations last year all in line with our sponsorship framework, core values and sustainability goals.

Destiny Rescue™
RESCUING CHILDREN

555
children rescued in 2024

Our current sponsorship highlights

Destiny Rescue is an international Christian organisation dedicated to rescuing children from sexual exploitation and human trafficking and equipping them to stay free. Operating in high-risk regions across Asia, Africa, and Latin America, trained agents work closely with local authorities to identify children in dangerous situations, remove them from harm, and walk with them on their journey to healing.

Thanks to Jumbo's support, 555 children were rescued in 2024—each given the chance for freedom, safety, and a future filled with hope.

Real Rescue: Meet Shanti

Shanti, a talented 15-year-old dancer from Nepal, was working as a waitress when a man offered her a "better job" overseas. Excited, she and her 16-year-old friend lied to their parents and set off toward the border.

Thankfully, Destiny Rescue agents intercepted the girls before they could cross. When questioned, they revealed the plan, and the trafficker vanished when Destiny Rescue staff tried to contact him.

Shanti spent a few days in a safehouse, where she received care and learned about trafficking risks. Grateful to be safe, she returned home with her mum and now dreams of becoming a professional dancer.

Because someone stepped in, Shanti still has the freedom to dream.

Impact Through Partnership

Jumbo's generous contribution has helped accelerate Destiny Rescue's work across borders. Every ticket sold in support of Destiny Rescue contributes to more undercover operations, more rescued children, and more futures rewritten.
The funds raised have a direct, tangible impact—changing not just individual lives but strengthening families and entire communities.

Together, we are part of a growing global movement that refuses to look away.

Naomi House & Jacksplace

18 years
lottery partnership

£8.6 million
net proceeds raised since launch

67,000+
lottery tickets sold

Naomi House & Jacksplace are hospices for life-limited and life-threatened children, young adults and their families. Based in Hampshire, UK, the nurses and medical employees provide personalised nursing care that is helping to enhance the quality of their short lives. The support enables 570 families from across the South of England to make the most of their precious time with their children.

For nearly two decades, StarVale has provided bespoke lottery software and external lottery management services for Naomi House Lottery, raising more than £8.6 million since opening 18 years ago.

Lottery management is a collaborative effort, with StarVale offering expert advice and guidance. StarVale's data analysis and intimate understanding of what makes a fundraising lottery succeed provides key insights for decision-making and finding new fundraising opportunities.

In 2011, StarVale recommended the hospices introduce a Super Draw to maximise opportunities from the success of the existing lottery.

- A further £500,000 has been raised in net proceeds as well as £180,000 in charitable donations.
- A £5 per month campaign was introduced raising £120,000 supplementary income.
- Starvale's advice has increased the overall lottery income raised to date, and resulted in over £1.2 million given away in prizes.

Thanks to their lottery with StarVale, Naomi House & Jacksplace raises vital funds to help ensure individualised care and much needed respite can be offered at the hospices.

"As a children's and young adult hospice, striving to increase the services we offer and increase the amount of care we provide, we face considerable cost increases in the coming years. We are delighted to work with StarVale. Experts in their field, they innovate and adapt but clearly understand and appreciate the environment that we work in."

Paul Morgan
Director of Fundraising and Communication

£500k
raised for good causes

2,800
active weekly players

17,314
winners so far

£107,300
total amount of prizes won

The Rainbow Lottery is the first lottery devoted entirely to supporting LGBTQ+ good causes, in the UK and has raised almost £500,000 in under 5 years.

Founded by Tom Gattos and David Murray, the Rainbow Lottery has over 2,800 active weekly players, supporting 241 good causes. The income generated from the lottery creates a sustainable and residual income with 60% of ticket sales going directly to LGBTQ+ causes.

The Gatherwell team worked with Tom and David to create a bespoke lottery solution, providing strategic advice on everything from prize draws to launch planning and promotional campaigns for the Rainbow Lottery.

For Tom and David, it's been a venture that's worth every minute and penny invested. Their success is proof that sometimes, one fresh idea – coupled with a lot of passion and determination – is all it takes to make a true impact where it really counts.

"The Rainbow Lottery is a new life for me, and it's a life that I'm loving. After all, what could be better than helping people – especially when those people are part of your own community. And, unlike all the major lotteries here where only 11.5p of £1 goes to good causes, we give 50p which is amazing. We give players the power. So, that's a key ingredient to our success."

Tom Gattos
Founder, The Rainbow Lottery

MACMILLAN CANCER SUPPORT

13 years
lottery partnership

£100m
raised since launch

Since 2012, the Macmillan Weekly Lottery has raised vital funds to support people living with cancer in the UK. Driven by a passionate team, it has grown into a significant fundraising stream.

Each year, proceeds help extend Macmillan's reach and impact. The lottery's success highlights the value of a well-managed, compliant society lottery.

As one of the UK's largest non-profits, Macmillan benefits from a loyal supporter base who recognise their contributions help change lives. This milestone marks a major achievement for both Macmillan and the wider charitable sector.

"We are incredibly proud to celebrate this remarkable milestone of £100M in lottery proceeds since launching our lottery in 2012. This achievement would not have been possible without the generosity of our dedicated supporters and the unwavering commitment of our valued partners, including the brilliant team at StarVale."

Emily Syron
Supplier Relationship Manager, Macmillan Cancer Support

"It has been an incredible honour to work on behalf of Macmillan Cancer Support for many years, running their lottery and helping raise over £100 million for such a vital cause. Macmillan holds a personal place in my heart; they were amazing when my mum was diagnosed with cancer in 2020 and helped her through it for almost 2 years."

Kirsty Gannon
Relationship Manager, StarVale

Responsible procurement

Training

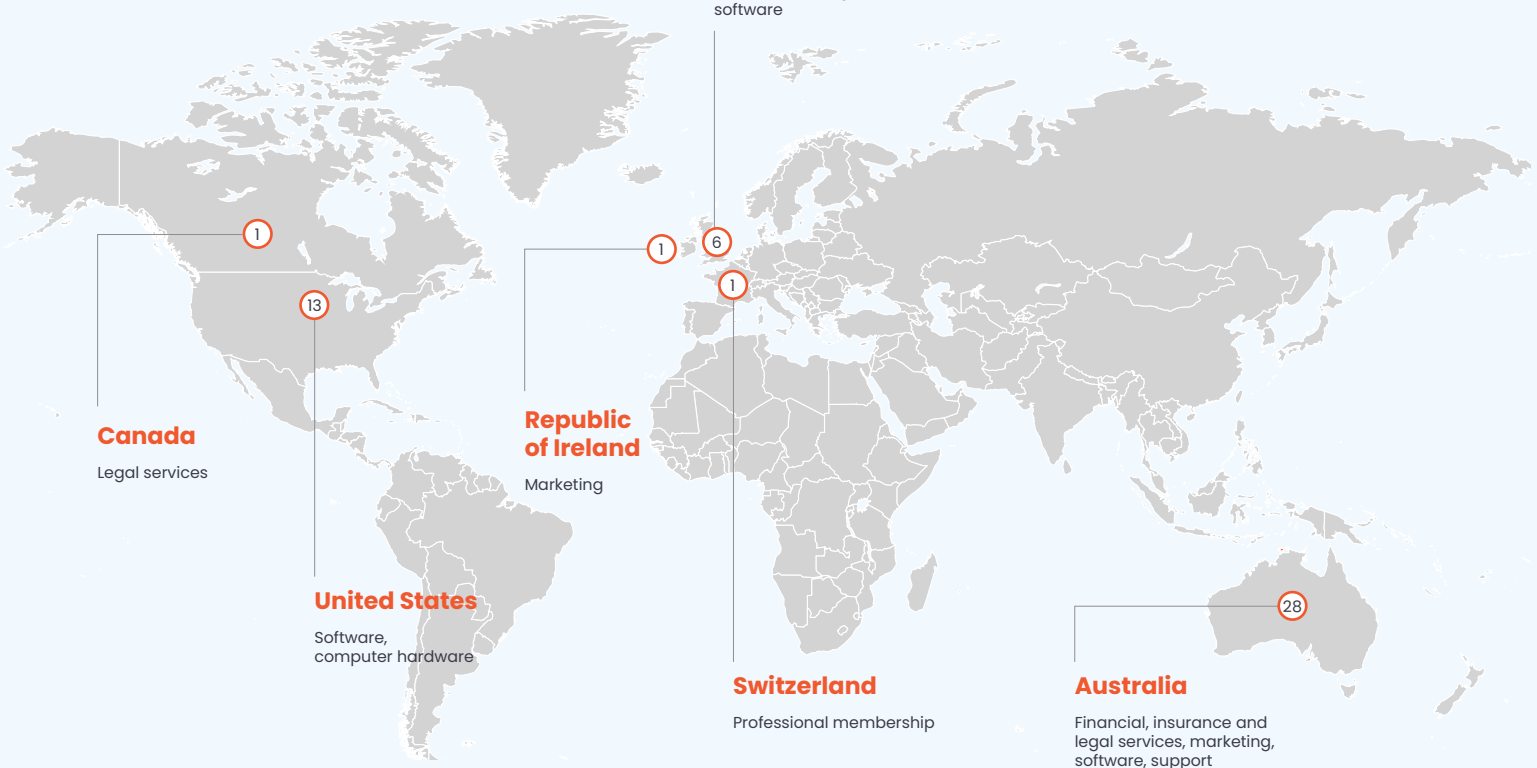
In FY25, Jumbo revised its mandatory modern slavery awareness training for all employees in Australia, the UK and Canada. As in FY24, the program aimed to enhance overall understanding of modern slavery, highlight Jumbo's specific risks and initiatives, and outline the procedures for reporting concerns.

Supplier engagement and screening

This year, Jumbo monitored ESG risk for all Group entities meeting our supplier spend threshold. We have recorded historic data, and will keep improving the supplier process with enhanced ESG data.

In FY25 Jumbo joined Sedex, an ESG data platform, to gain insight into our supply chain. As part of high-level screening, we mapped our top 50 suppliers based on Australian FY25 expenditure. In FY26, we will use Sedex to capture detailed social and environmental data from suppliers and look for improvement in our supplier processes, data collection and analysis methods.

Top 50 Suppliers for FY25[1]



1 Number of suppliers

1. Based on Australian FY25 expenditure.

Our people

Safe and supported

At Jumbo, the health, safety and wellbeing of our people is a top priority. In FY25, we refined our Safety and Wellbeing Framework to ensure alignment with evolving legal standards and emerging best practices.

Headcount*

260 Group
138 AU
26 CA
96 UK

Employees by function

Corporate services	48
Lottery Retailing	33
Managed Services	115
SaaS	64

Average tenure

<1 year	25%
1-3 years	35%
4-6 years	13%
7-10 years	10%
>10 years	17%

Age distribution

<25 years old	11%
25-39 years old	44%
40-54 years old	32%
>55 years old	13%

*Data as of 30 June 2025

In March 2025, we introduced new policies to address sexual, sex-based, and gender-based harassment, to ensure Jumbo is compliant with the Respect@Work reforms in Australia. The Hazard Identification and Risk Assessment Framework and the Sexual Harassment Prevention Plan establish robust standards for managing psychosocial risks and fostering a respectful workplace. These frameworks promote genuine employee consultation for a positive, inclusive environment. All staff received policies to acknowledge and training to complete.

Jumbo launched 'Speak Up', a confidential reporting platform that enables employees to raise serious concerns in a secure and structured way. This initiative builds trust and accountability by providing protected, accessible channels to speak up without fear of retaliation. Speak Up empowers employees to voice concerns, knowing that they will be heard and appropriately addressed.

Employee wellbeing remains a high priority. In October 2024, to mark Mental Health Awareness Month, we celebrated Jumbo's available support mechanisms such as our Mental Health First Aiders, the wellbeing reimbursement program, and self-care resources. Additionally, we introduced access to counselling services and a mental health app, to support our team's mental health.

We are continually collecting employee feedback about the wellbeing program to improve it. The aim is to create a psychologically safe, inclusive, and healthy environment, through robust governance, proactive consultation, and continuous improvement.

In Australia, following the introduction of the Right to Disconnect laws in August 2024, we updated our employment contracts and our On-Call Support Protocol to meet the new requirements. We clarified after-hours expectations and reaffirmed our commitment to work-life balance. These changes align us with legislation while supporting employees wellbeing and maintaining flexibility.

FY25 was the second year of our structured compliance training, designed to reinforce a safe, respectful, and accountable workplace. Delivered annually in three phases - corporate governance, workplace safety & wellbeing, and cyber & data security - the content is reviewed each year for relevance and effectiveness. FY25 updates addressed legal requirements, employee feedback, and best practices in psychosocial safety and workplace culture. This program embeds compliance into the everyday employee experience, fostering a culture of accountability and trust while ensuring we meet our governance obligations.

The way we work

Workplace culture and employee engagement

At Jumbo, we are proud of our high-performing, inclusive, and connected workplace. In FY25, we enhanced our culture and engagement based on employee feedback.

We held our annual Employee Engagement Survey in October 2024, gathering team feedback on leadership, communication, collaboration, and engagement. The results, shared with the People & Culture Committee, informed the FY25 Engagement Action Plan, launched in January 2025.

Key initiatives throughout the year included:

Relocated our office headquarters

We relocated offices to our new headquarters in Milton, Brisbane. This move reflects our continued growth and long-term commitment to building a modern, collaborative, and sustainable workplace. Learn more about our new Australian office headquarters

Enhanced internal communications

We launched a collaborative company newsletter, The Pulse, which delivers leadership updates, organisation-wide news, and recognises accomplishments and upcoming events to strengthen connection and visibility across teams.

Recognition

We introduced Jumbo Kudos, an employee recognition program aligned with our values and high-performance culture. This program includes peer-to-peer, manager-led, and business-wide recognition awards.

Employee-led engagement

We launched our first Employee Resource Group (ERG), Culture Crew, with representatives from across the business. This group leads morale-boosting events that celebrate diversity and foster a sense of belonging, driven by employee ideas.

Team development

Following a successful pilot, we rolled out Team Canvas workshops to help teams align on shared values, purpose, and ways of working.

Leadership transparency

Every six months, Jumbo's CFO holds a live forum to share Jumbo's financial performance, the market reactions, and business outlook. The aim is to build commercial awareness and strategic alignment.

Inclusion and belonging

Our Diversity, Equity, Inclusion, and Belonging (DEIB) vision is to ensure that every team member has an equal opportunity to contribute and succeed. We are embedding inclusion into Jumbo's systems, practices and culture and measuring progress against our four DEIB pillars: Accountability & Transparency, Equitable Access, Education, and Community.

These initiatives demonstrate the actions taken by Jumbo in FY25 to ensure all team members are heard, valued, and empowered to thrive.
Jumbo has made significant progress against our DEIB pillars this year.

Accountability and transparency

- We use employee feedback from our offboarding and engagement surveys to identify and act on DEIB opportunities.
- Our Speak Up platform boosts transparency and builds trust.
- We launched the Team Spotlight series – short, peer-led sessions that improve cross-team visibility and build connection around shared purpose
- We launched The Pulse newsletter to improve internal communication and transparency.
- We commit to pay transparency in job ads, reducing salary bias.

Equitable access

- We embed diversity in interview questions, interview panels and job ads using bias-reduction tools and inclusive language.
- We launched the Jumbo Scholarship for Women in Software Engineering in partnership with Queensland University of Technology in December, providing financial support, mentoring, and pathways to employment.
- We promote hybrid and flexible work options across our recruitment channels to attract a diverse range of candidates.

Education and awareness

- We offered Unconscious Bias Training to build awareness and promote comprehensive decision-making.
- We provided Neurodiversity Awareness Training and resource toolkits to enhance understanding and neuro-inclusive practice within teams.
- We marked Human Rights Day, spreading awareness about Jumbo's Modern Slavery commitments.
- We marked International Women's Day with an interactive roundtable focused on storytelling, allyship and actions to reduce gender inequity.
- We continued to support our Mental Health First Aiders program, improving early intervention and wellbeing support for all employees.

Community and belonging

- We celebrated cultural and awareness days throughout the year, helping to foster connection and honour the diversity within our teams.
- Our Culture Crew ERG contributes to building employee-led moments that matter across the calendar year.
- We sponsored the Women in Digital Awards to support visibility and advancement for women in technology and digital fields.
- We continued our sponsorship of Deadly Coders: an indigenous-owned and managed not-for-profit on a mission to ignite learning and career pathways in STEM for Indigenous students across Australia.

Great Place to Work certification

This year, we advanced our global culture strategy by participating in the annual, independent Great Place to Work (GPTW) survey. This anonymous feedback helps us benchmark globally, enhance our employer brand, and find ways to enhance employee experience.

In FY25, Jumbo and all subsidiaries – Gatherwell, StarVale and Stride – achieved GPTW certification.

Great Place to Work results*

81% AU
86% CA
75% UK

Flexible working model

Jumbo follows a flexible working model that balances individual autonomy, team collaboration and business needs. In Australia, most employees work three days in the office and two days remotely each week. Core collaboration hours are from 10am to 2pm, during which teams coordinate, and individuals can structure the rest of their day independently. We support work-life balance and global mobility by allowing team members to work from almost anywhere in the world for up to 16 weeks within a 12-month period.

*65% or greater is needed to obtain a Great Place to Work certification for all regions.

Growing together

Supporting women in technology

We partnered with Queensland University of Technology (QUT) to launch the Jumbo Women in Software Engineering Scholarship to support female students who are studying software engineering or information technology. This initiative aims to contribute to the development of a balanced and highly skilled technology workforce by supporting early education opportunities for women in STEM fields.

Improving candidate experience and fairness

Our approach to hiring is built on respect, transparency, and listening to feedback. In FY25, Jumbo's efforts were recognised with 2 industry awards:

- Benchmarcx, Excellence in Candidate Experience (inaugural winner)
- ITA's (Internal Talent Awards) for Excellence in Candidate Experience

We achieved Benchmarcx's Triple R (Responsive, Respectful Recruitment) certification, based on anonymous candidate feedback.

Key results

97.4% of candidates rated their interviewers as professional

Industry benchmark: 95.8%

94.9% of candidates were satisfied with their recruitment experience

Industry average: 76.4%

Resource efficiency through AI-powered digital tools

We continue to enhance the efficiency, effectiveness, and sustainability of our talent acquisition processes by integrating advanced AI-powered digital tools into our recruitment strategy:

Teamtailor

Teamtailor uses AI to streamline recruitment, from application screening to candidate matching, significantly reducing manual administrative tasks. Its communication tools keep candidates informed and engaged, delivering a positive experience while improving operational efficiency.

Metaview

Metaview transcribes interviews and screening calls in real time, generating summaries that highlight key themes. This lets interviewers focus on the conversation and removes bias from self-recorded notes, supporting fair, consistent and data-driven hiring decisions.

Checkmate

Checkmate automates pre-employment checks, reducing turnaround time from weeks to days and allowing our team to focus on higher-value activities.

Benchmarcx

This software measures the entire recruitment experience in real-time and provides data for improvement, eliminating the need for printed forms and supporting a paperless workflow. Benchmarcx have also developed industry performance awards and benchmarks using the insights.

In FY25, AI-powered tools have reduced administrative tasks and enhanced the speed and quality of our hiring decisions. Our team can focus more on engaging with candidates, while advancing our operational sustainability.

Supporting our sustainability goals

By investing in education, treating candidates with respect, and using technology to reduce bias and inefficiency, we are making our business stronger and more sustainable. A fair and inclusive workplace helps us attract and retain talented people and supports our long-term success as a company that values people and performance.

Talent development

Jumbo University (JU), our award-winning learning ecosystem, continues to drive a culture of ongoing, self-directed development. In a fast-paced technology environment like Jumbo, developing top talent is critical. JU provides the framework to help every employee grow – whether through mastering technical skills, building leadership capability, or sharing knowledge with peers.

JU's content is created with input from employees, using feedback, skills data, and business needs as our guide. Through our AI-powered learning experience platform, JU Hub, team members can access tailored development opportunities relevant to their region, department, and role.

Jumbo's talent development strategy was recognised by the industry this year for its approach to building a high-impact, future-ready learning culture.

- **Best Learning & Development Program** – HRD Australian HR Awards
- **Best Leadership Development Program** – AITD Excellence Awards
- **Best Learning & Development Strategy** – AHRI Awards
- **Best Talent Development – Learning Impact** (Diamond Winner) – LearnX Awards
- **Best Talent Development – Learning & Development** (Diamond Winner) – LearnX Awards

We are incredibly proud of these awards which recognise the importance we place on learning and development at Jumbo.

We facilitate knowledge-sharing by organising peer-led sessions such as JU Tutes, where our internal experts provide insights on relevant topics including Artificial Intelligence, Agile practices, and ASX performance. In FY25, we expanded these efforts with the launch of our Team Spotlight Series, Book Club and Hackathons designed to increase cross-functional visibility and spark thoughtful conversations.

To support technical and professional growth, JU Hub launched a wide range of new content, including:

- **Technical**: Golang, PHP, React, Jira, Looker, Clean Coding
- **Business and AI**: Agile, Product Management, Prompt Engineering, SEO
- **Human Skills**: Psychological Safety, Neuro-inclusion, Change Management, Cultural Sensitivity

From compliance to culture, Jumbo University continues to embed learning in the flow of work, transforming the way we grow, lead, and harness our talent.

As part of our broader talent development strategy, the Executive Leadership Team participated in a custom High Potential (HiPo) talent mapping process, using a 9-box matrix to identify and support emerging talent across the business.

Online learning hours

9,552 Group
7,000 AU
820 CA
1,732 UK

Leadership development

Jumbo is developing confident, capable leaders who inspire high performance and lead with clarity, empathy, and purpose. In FY25, we invested in leadership by offering a well-received leadership program: "Dealing with the Tough Stuff". Attended by 40% of leaders in Australia, this session equipped participants with strategies to handle difficult conversations, navigate team challenges, and foster accountability.

To further support leadership capability, we upskilled a member of our People & Culture team as an accredited leadership coach. As a result, in-house coaching is now available to support leaders navigating complex challenges, building confidence, and pursuing professional growth.

Women in leadership

We invest in female leaders at Jumbo and support women to thrive in senior roles.

Our bespoke leadership program, ElevateHER, is strengthening capability, visibility, and influence. Spanning five months, it combines executive coaching, targeted workshops, and a powerful support network.
This year's curriculum covered:

- building self-awareness
- enhancing leadership presence
- strengthening commercial acumen
- developing practical strategies for career progression

Jumbo was named an Excellence Awardee for Best Diversity & Inclusion Program category at the 2025 Australian HR Awards, recognising our commitment to inclusion. Our flagship women's leadership development program, ElevateHER, was a major factor in this achievement.

Jumbo is a proud signatory to HESTA's 40:40 Vision, which seeks gender balance in executive leadership across ASX300 companies. We are committed to achieving gender progression across the organisation and have met our overall gender diversity target of 40% across all regions.

Gender*

Female	44%
Male	55%
Non Identified / Non Binary	1%

Leadership gender split (Women)

Board	40%
Senior leadership	60%
Group	44%

*Data as of 30 June 2025

Our planet

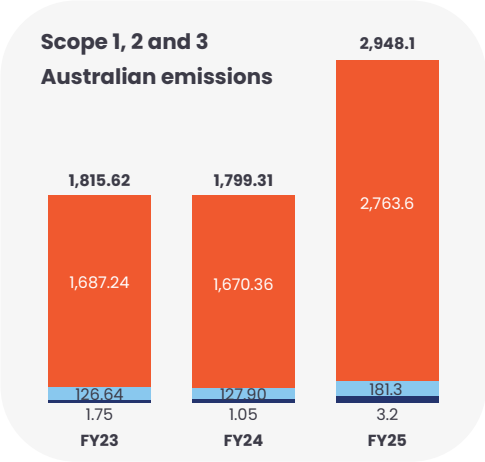
Environmental sustainability

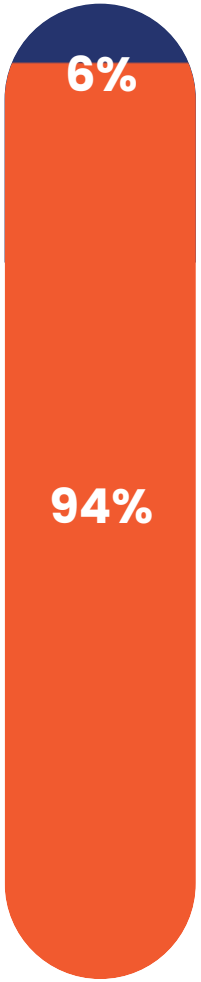
Year in review

Manage our impact

Our FY22-24 emissions were carbon neutral for our Australian operations. In a shift towards compliance with AASB S2 reporting standards, our FY25 emissions have been measured to align with the Greenhouse Gas Protocol.

Our FY25 emissions have increased primarily due to our office move, and changes to how we calculate our emissions to align with the Greenhouse Gas Protocol. In FY26, we will develop an emissions reduction plan to reduce our impact and look forward to sharing this plan in our FY26 Sustainability Report.





Our Australian emissions

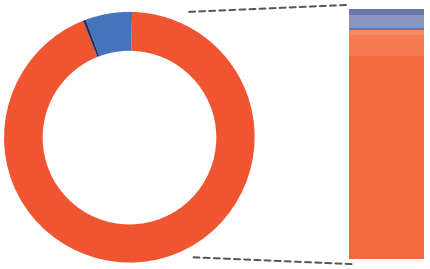
Scope 1 and 2

Our Scope 1 and 2 emissions are those directly under Jumbo Australia's operational control. Scope 1 emissions arise from the use of our company vehicle, while Scope 2 emissions result from the electricity consumed at our Australian offices.

Scope 3

Scope 3 emissions are indirect emissions that occur across our value chain, largely associated with the goods and services we procure. A significant portion of these emissions are linked to our expenditure on professional services and software subscriptions.

Scope 1 and 2 by category	%
1. Business travel	0.1
2. Buildings	6.1



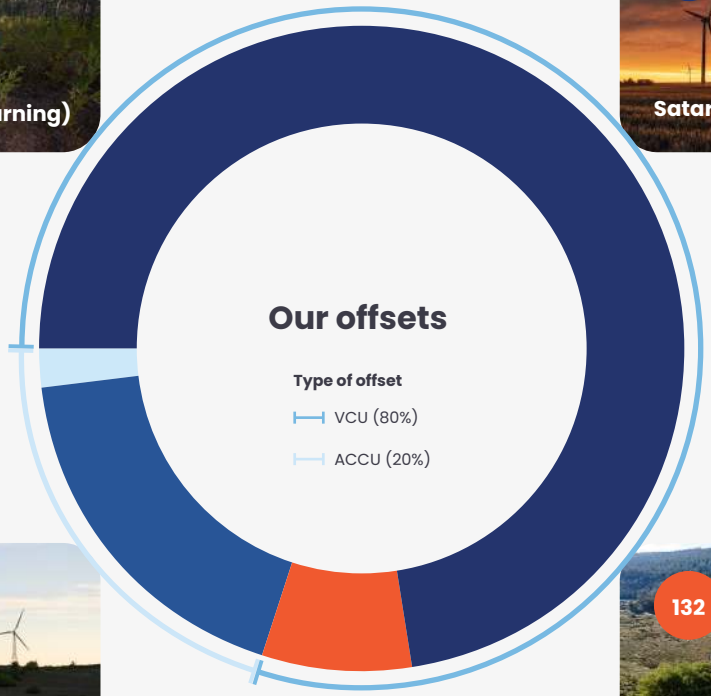
Scope 3 by category	%
Purchased Good and Services	76.1
a. Water and wastewater	0
Fuel and energy related activities	7.8
Upstream transport and distribution	2.0
Waste generated in operations	0.5
Business travel	5.1
Employee commuting	2.1
a. Working from home	0.2

Offsets

We offset our FY24 emissions using international and domestic carbon credits. We also reviewed our previous carbon offsets to understand how we could enhance the integrity of our purchases and improve biodiversity. The domestic offsets that were purchased focused on protecting important Australian ecosystems and managing the land through traditional indigenous savanna burning.

We are updating our emissions and offsets approach. To comply with mandatory climate reporting standards, we now report in alignment with the Greenhouse Gas Protocol.
In FY26 Jumbo will focus on measuring our Group emissions with the goal of attaining real carbon reductions. Initially focusing on our Australian operations, we will invest in future-focused technologies to drive true emissions reduction to help our economy move towards net zero by 2050.

We take pride in our historical contribution to projects in Australia and around the world, having avoided and removed 5,820 tonnes of greenhouse gas emissions over the past three years.



Managing our office impact

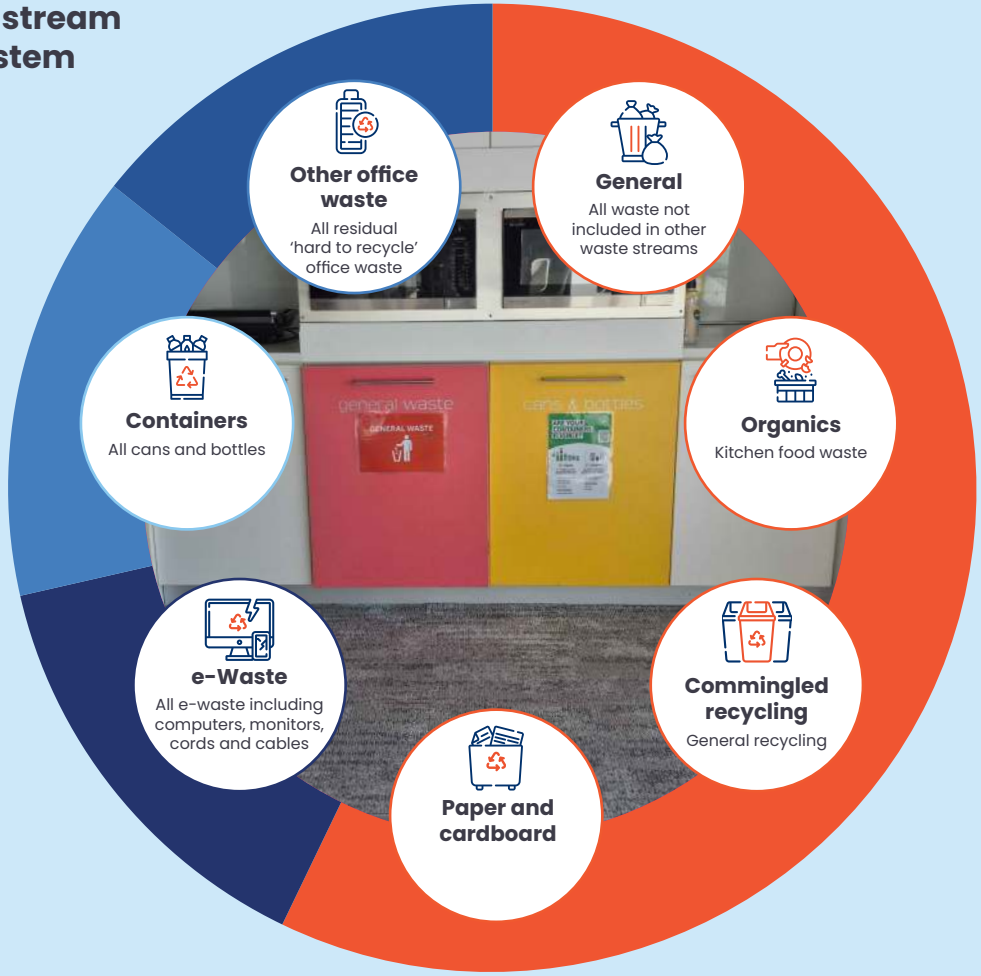
In June, we relocated to our new headquarters in Milton, Queensland. To reduce our environmental impact, we used a removal company focused on recycling office furniture.

Our new building has a 5.5 STAR Energy and 4.5 STAR Water NABERS rating for improved water and energy efficiency. The building's ESG Committee will drive sustainability efforts, with our Sustainability Lead participating in quarterly meetings.

To further reduce our emissions, we have integrated more waste streams into our waste management system and applied circular economy principles. Our goal is to reduce our single use impact, try new ways to reduce waste and report our progress.

In an effort to promote low-emission transportation, Jumbo Australia has collaborated with Origin Energy to introduce an electric vehicle (EV) subscription program for employees. This program utilises the EV Fringe Benefit Tax exemption. We have also upgraded our company car to an electric vehicle, negating our Scope 1 emissions from FY26 onwards.

New office waste stream management system



Managed by

- Building management
- eWaste connections
- Containers for change
- RecycleSmart bins

Inspire positive change

Throughout FY25, Jumbo has continued to engage with our employees on sustainability through events and training. Jumbo partnered with Brisbane City Council (BCC) to host a waste management event and to take care of our local environment. This involved BCC training employees on waste management and a group of employees picking up litter from the area surrounding our old Toowong office. In addition to this, an internal workshop was hosted by the Sustainability Lead in early FY25 as an informal introduction to sustainability concepts. In FY26, Jumbo will continue to engage with employees to build internal knowledge and awareness of our initiatives.

Our fully remote business in the UK, Gatherwell, combined a Christmas meal with a team building session. The team travelled to Stockport in Manchester where they spent the afternoon at Plastic Shed, a Community Benefit Society. The team enjoyed working together to sort and colour coordinate plastic lids in various shapes and sizes, whilst learning about plastic pollution. After sorting the plastic, the team made crafts and jewellery from the repurposed plastic lids. By participating in this workshop, the team was inspired by how creative methods can help tackle the plastic waste problem.

In FY25, our team in the UK have also taken steps to reduce their environmental footprint. StarVale has updated their recycling policy to include food waste and now use Forestry Stewardship Council (FSC) approved stationery.

This financial year, Gatherwell trialled an alternative 'green' prize option for their monthly Super Draw: planting 1,000 trees. The team signed up to Treeapp for Business and planted 100 trees in Ethiopia, an initiative that is likely to expand in FY26.

In April, our Canada business, Stride, commemorated Earth Day by hosting a team-building event promoting environmental stewardship. Our employees built desk terrariums, and potted an office tree. In FY26, we will continue to grow environmental awareness across our global operations.

Future steps

FY26 actions

Make change across our entire operations

Manage our impact

Energy and emissions

- Measure our Australian, UK and Canadian emissions (Scope 1 and 2)
- Target 50% renewable energy use in our new Australian office headquarters

Waste and water

- Adopt an integrated approach to our waste and segment our waste data in Australia
- Understand the water and waste consumption of our UK and Canada operations

Inspire positive change

Community

- Contribute 250 employee volunteering hours with local organisations that align with our values

Standards

- Expand our reporting data to ensure we capture more information on our most material issues

Suppliers

- Streamline our supplier process to capture more ESG data

Reporting

SASB index

Topic	Accounting metric	Measurement	Unit of measure	Code
Energy management[1]	(1) Total energy consumed	1,272	Gigajoules (GJ)	SV-CA-130a.1
	(2) Percentage grid electricity	100%	Percentage (%)	SV-CA-130a.1
	(3) Percentage renewables[2]	18.72%	Percentage (%)	SV-CA-130a.1
Responsible gaming	Percentage of gaming facilities that implement the Responsible Gaming Index	In Australia, lotteries are categorised separately from "gaming facilities". For additional information on our responsible play activities, please see Responsible Play, Marketing and Player Experience "Responsible play, marketing and player experience" on page 17.	Percentage (%) by revenue	SV-CA-260a.1
	Percentage of online gaming operations that implement the National Council on Problem Gaming (NCPG) Internet Responsible Gaming Standards	In Australia, online gaming operations are separated into wagering and lotteries. For additional information on our responsible play activities, please see Responsible Play, Marketing and Player Experience on page 17.	Percentage (%) by revenue	SV-CA-260a.2
Smoke-free casinos	Percentage of gaming floor where smoking is allowed	0% - No gaming floor.	Percentage (%) of gaming floor area	SV-CA-320a.1
	Percentage of gaming staff who work in areas where smoking is allowed	0% - No gaming floor.	Percentage (%) of man-hours	SV-CA-320a.1

1. FY24 data
2. Percentage of grid electricity powered by renewables

Topic	Accounting metric	Measurement	Unit of measure	Code
Internal controls on money laundering	Description of Anti-money laundering policies and practices	Jumbo does not provide 'designated services' and is therefore not a 'reporting entity' for the purposes of the Anti-Money Laundering and Counter-Terrorism Financing Act 2006 (Cth). However, it does maintain policies and practices to monitor suspicious and fraudulent transactions within its system.	n/a	SV-CA-510a.1
	Total amount of monetary losses as a result of legal proceedings associated with money laundering	$0	Reporting currency	SV-CA-510a.2

Activity metrics

Activity metric	Measurement	Unit of measure	Category	Code
Number of tables	0	Number	Quantitative	SV-CA-000.A
Number of slots	0	Number	Quantitative	SV-CA-000.B
Number of active players online gaming customers	857,685[1]	Number	Quantitative	SV-CA-000.C
Total area of gaming floor	0	Square metres (m^2)	Quantitative	SV-CA-000.D

1. FY25 active Oz Lotteries players

Sustainability data

Metric	Measurement	Unit of measure
Environment (for year end 30 June 2024)		
Scope 1 emissions	1.05	GHG emissions (t CO2-e)
Scope 2 emissions	127.90	GHG emissions (t CO2-e)
Scope 3 emissions	1,670.36	GHG emissions (t CO2-e)
Total	1,799.31	GHG emissions (t CO2-e)
Electricity consumption	353,221	kWh
Water usage	1,088	kL
Waste generated	12	T
Carbon offsets purchased	1,800	GHG emissions (t CO2-e)
Environment (for year end 30 June 2025)		
Scope 1 emissions	3.2	GHG emissions (t CO2-e)
Scope 2 emissions	181.3	GHG emissions (t CO2-e)
Scope 3 emissions	2,763.6	GHG emissions (t CO2-e)
Total	2,948.1	GHG emissions (t CO2-e)

Metric	Measurement	Unit of measure
Electricity consumption (Scope 2)	254,932	kWh
Water usage	909.05	kL
Social (for year end 30 June 2025)		
Total employees	260[3]	Number
Employees by region • Australia • Canada • UK	 138 26 96	Number
Employees by function • Corporate Services • Lottery Retailing • Managed Services • SaaS	 48 33 115 64	Number
Gender composition • Female • Male • Non Identified/Non binary	 44 55 1	%
Women on the Board	40	%
Women in senior leadership	40	%
Women in the Group	44	%

3. Group data

Metric	Measurement	Unit of measure
Age distribution		%
• <25 years old	10.51	
• 25-39 years old	43.84	
• 40-54 years old	32.25	
• >55 years old	13.41	
Average tenure		Number
• <1 year	28.89	
• 1-3 years	34.65	
• 4-6 years	11.91	
• 7-10 years	9.03	
• >10 years	15.52	
Group voluntary attrition	14.62	%
Employee engagement score		%
• Australia	77	
• Canada	60	
• UK	70	
Great Place to Work results (Certified in all regions)		%
• Australia	81	
• Canada	86	
• UK	75	
Work-related fatalities	0	Number
Material workplace injuries reported during the year	0	Number
Lost Time Injury Frequency Rate (LTIFR)	0	Number

Metric	Measurement	Unit of measure
Total community investment	73,965	$ (AUD)
Governance (for year end 30 June 2025)		
Notifiable data breaches	Nil	Number
Whistleblower reports	Nil	Number
Material Code of Conduct breaches	Nil	Number
Material legal or regulatory compliance failures	Nil	Number
Annual internal audit plan delivered	75	%
Corporate funds used for the purposes of political advocacy, including lobbying, campaign contributions, and contributions to tax-exempt groups including trade associations	0	$ (AUD)

Stakeholder engagement

	Customers including our players	Clients	Employees	Investors and analysts	Government and regulators	Suppliers	Communities	ESG Rating Agencies
Engagement methods	• Customer Support interactions including surveys • Electronic direct mail (EDMs), push notifications, and in-app messages • Focus groups and player interviews • App store reviews (Apple and Google Play)	• Formal client proposals and contracting • Regular performance reviews • Ad-hoc meetings and surveys • Collaboration on enhancements, marketing, and product planning	• Internal communications and collaboration platforms • Employee surveys • Company events and online training	• Results briefings • Investor roadshows and individual meetings • Participation in investor conferences • Annual and Sustainability Reports • Annual General Meeting (AGM)	• Industry events and conferences • Permits and licences • Development consultations • Virtual correspondence	• Regular operational and service level meetings • Contract management and renewals • Supplier information channels	• Meetings, events, and conferences • Volunteering • Engagement through the Sustainability Council	• Targeted ESG submissions and engagement
Purposes	• Player experience and satisfaction • Product design and features • Responsiveness and issue resolution • Data privacy and security	• Regulatory and legal compliance • Platform performance and service reliability • Cybersecurity and data protection • Governance and responsible business practices • Lottery expertise	• Diversity, equity, inclusion and belonging • Talent attraction and development • Safety and wellbeing • Work-life balance	• Financial performance • Strategy execution • Governance and board matters • Sustainability strategy and ESG performance • Mergers and acquisitions • Transparency and risk (including cyber)	• Responsible play • Regulatory compliance • ISO certifications • Anti-fraud controls • Corporate governance	• Regulatory and ethical compliance • Cybersecurity and data handling • ESG data	• Community impact • Sponsorships and partnerships	• ESG strategy, data and disclosures • Governance and risk management

UN Sustainable development goals

Goal	Activities in FY25	Targets
4 QUALITY EDUCATION	Providing financial support to students through the QUT Scholarship for Women in Software Engineering program. Continuing our partnership with Deadly Coders - an Indigenous owned and managed not-for-profit on a mission to ignite learning and career pathways in STEM for Indigenous Australian students across Australia.	4.3; 4.4; 4.5
5 GENDER EQUALITY	We continued to be committed to HESTA's 40:40 Vision aimed at achieving gender balance in executive leadership. We introduced two new policies to address sexual, sex-based, and gender-based harassment. We achieved our overall gender diversity target of 40% across all regions.	5.5; 5.b
8 DECENT WORK AND ECONOMIC GROWTH	Onboarded Sedex to improve to reduce our risk of modern slavery in our supply chains. We launched "Speak Up," a confidential reporting platform that enables employees to raise serious concerns in a secure and structured way We are certified as a Great Place to Work for Australia and all our subsidiaries. Our talent development strategy received significant industry recognition, highlighting our commitment to our learning culture.	8.2, 8.5; 8.7; 8.8
10 REDUCED INEQUALITIES	Utilised AI software to help remove bias from our hiring process. We continue to prioritise and embed our DEIB actions into our everyday operations.	10.2; 10.3; 10.4
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Reducing our office waste by introducing new waste streams in line with our new office move.	12.5; 12.6
13 CLIMATE ACTION	Carbon neutral for our FY24 emissions Australian operations Reduced our environmental impact by enhancing our NABERS rating via our head office move. Internal training for our employees conducted by our Sustainability Lead. Reporting our emissions against the Greenhouse Gas Protocol.	13.3
15 LIFE ON LAND	Purchased carbon offsets that focus on native regeneration in Australia. Engaging our employees and caring for our local environment through a waste management event.	15.5

Glossary

ACCU Australian Carbon Credit Unit	**SBTi** Science-Based Targets Initiative
CO_2 Carbon dioxide	**Scope 1 emissions** Emissions released into the atmosphere as a direct result of operations.
CO_2-e Carbon dioxide equivalent. Used to measure the global warming potential (GWP) of all greenhouse gases, such as methane, using carbon dioxide as the reference.	**Scope 2 emissions** Indirect emissions released into the atmosphere outside of operations to produce electricity used in operations.
GHG emissions Greenhouse gas emissions such as carbon dioxide, methane and nitrous oxide.	**Scope 3 emissions** All other indirect emissions not included in Scope 2 emissions that occur in the company's value chain.
GJ Gigajoule (1 GJ = 109 joules). Usually used to measure gas.	**TCFD** Taskforce on Climate-related Financial Disclosures
GRI Global Reporting Initiative standards.	**t CO_2-e** Tonnes of CO_2-e
kL Kilolitres (1 kL = 1000L). Usually used to measure water.	**UN SDGs** United Nations Sustainable Development Goals
MWh Megawatt hours (1 MWh = 1000 kW). Usually used to measure electricity.	**VCU** Verified Carbon Unit
SASB Sustainability Accounting Standards Board	**YoY** Year-on-Year

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