



SUSTAINABILITY REPORT 2021/22

Putting sustainability at the heart of what we do

WHO WE ARE

The European Gaming and Betting Association (EGBA) is the Brussels-based trade association representing the leading online gambling operators established, licensed, and regulated within the EU, including bet365, Betsson Group, Entain, Flutter, Kindred Group, and William Hill. EGBA works together with national and EU authorities and other stakeholders towards a well-regulated and well-channelled online gambling market which provides a high level of consumer protection and takes into account the realities of the internet and online consumer demand.

For more information about EGBA and its activities, please visit www.egba.eu.

OUR MEMBERS

bet365

betsson group

Σntain

Flutter™

 kindred



ABOUT THIS REPORT

This report outlines the joint efforts and progress made by EGBA and its members to promote safe and sustainable gambling and contribute positively to society in Europe. This report aims to track yearly progress, support transparency, and reinforce a strong culture of safer gambling and corporate social responsibility.

Included in this report are EGBA's key sustainability highlights from the past year and data points from our members related to customer service topics, the use of safer gambling tools, the promotion of safer gambling, social contributions, support for European sport, as well as a section dedicated to their key corporate social responsibility initiatives.

The initiatives and data points presented in this report relate to the 2021 calendar year and the online gambling operations of our members in the EU and UK.

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FOREWORD: PUTTING COOPERATION INTO ACTION TO PROMOTE SAFER GAMBLING

This year has been a busy one for EGBA. We have been pushing ahead with our sustainability agenda and are pleased to present our second yearly sustainability report.

This year's report shows that we are making good progress. Our members have invested heavily in various sustainability initiatives to provide their customers with the safest gambling experience possible.

I am particularly proud to share a joint letter from our members' CEOs, which outlines their personal commitment to driving sustainability in their businesses through a focus on safer gambling. The commitment of the highest management is essential for the push for safer gambling by the companies and demonstrates that our members take our collective sustainability drive seriously.

EGBA has also been stepping up its efforts. One of the key objectives for our organisation this past year was to contribute to improving the understanding of problem gambling. Without good knowledge of what the actual problem is, tackling it is even more difficult. A study we mandated showed that knowledge and approaches in Europe are very fragmented, and a more common understanding and framework would be valuable.

We are therefore pleased to have recently submitted a proposal to the European Committee for Standardisation to enable all stakeholders to come together and jointly develop a European standard on markers of harm.

The sector should deepen its cooperation with the research community, experts by experience, harm prevention organisations, and technology providers so that it can more effectively identify the signs of possible at-risk behaviour, and the best tools to prevent it from developing in the first place.

Cooperation between industry bodies on safer gambling is also crucial and it is encouraging that the European online gambling associations platform, which we jointly established with national associations in 2019, continues to grow. The platform brings together 23 trade bodies across Europe and meets regularly. It provides a vital launch pad for joint industry actions, including the annual European Safer Gambling Week, which aims to raise awareness of safer gambling in Europe.

This year's edition took place on 17-23 October, and we had many open, honest, and constructive conversations about safer gambling during the week. It was the second year of the initiative, and we are delighted with the progress the initiative has already made.

More stakeholders participated this year, more events were organised, and our members activated a social media campaign to share safer gambling messages to their social media audiences across Europe. There were 1.5m impressions of this content on Instagram, Facebook, Twitter and LinkedIn, a 400% increase from the first edition in 2021.

Through these open conversations on safer gambling, we aim to encourage meaningful cultural change in our sector. For their part, our members are putting this into action. They are working together to promote a strong culture of safe and sustainable gambling and to be transparent and accountable for their efforts - which is the very spirit of this report.

I hope you enjoy reading our second sustainability report.



Yours sincerely,

Maarten Haijer
Secretary General, EGBA

KEY SUSTAINABILITY HIGHLIGHTS IN 2021/22



Contributed to the fight against financial crime with AML guidelines

We published the first ever pan-European, self-regulatory guidelines to strengthen the anti-money laundering efforts of Europe's online gambling operators and support the sector's contribution to the fight against money laundering. The publication of the guidelines continues EGBA's commitment to promote the highest level of industry responsibility.



Improved the understanding of how problem gambling is reported

To support a better understanding of problem gambling in Europe we published a study on how problem gambling is monitored and reported in European countries, which found significant differences in the national survey methods.



Reinforced our efforts to promote responsible advertising

The first independent monitoring of EGBA's pan-European responsible advertising code was completed and it found that the code provides a solid basis for responsible advertising, due to its comprehensive and detailed content, and EGBA members already correctly apply most of its measures.



Introduction of the European safer gambling week initiative

We launched the annual European Safer Gambling Week initiative to support safer gambling awareness and education in Europe. The initiative is cross-border and promotes a range of practical activities and events across European countries to promote safer gambling.

PRINCIPLES AND OBJECTIVES IN 2022/23



Protect customers

EGBA is committed to promoting a strong culture of safer gambling and to work with its members and other stakeholders to prevent harmful gambling.

Objectives

Promote the development of a common European standard on "markers of harm" to support and inform the safer gambling policies of gambling companies, national authorities, and other stakeholders.

Progress

ONGOING
In October 2022, EGBA submitted a proposal to the European Committee for Standardisation for a European standard on markers of gambling harm.

Update EGBA's internal responsibility standards to take into account technological developments.

ONGOING

Publish annual data about our members' activities to promote safer gambling, in a transparent and honest way.

COMPLETE

Develop a centralised resource of information for players about the self-exclusion registers and problem gambling support helplines available in European countries.

ONGOING



Promote responsible advertising

EGBA is committed to encouraging its members to conduct their advertising in a socially responsible way.

Objectives

Commence the monitoring and compliance of EGBA's pan-European code of conduct on responsible advertising. Monitoring of the code will be commissioned to an independent third party.

Progress

COMPLETE
In July 2022, EGBA published the high-level [conclusions of the first monitoring exercise](#) of the code.



Contribute to greater research and understanding of online gambling behaviour

EGBA is committed to publishing research about online gambling behaviour and having open and honest dialogues with other stakeholders about this.

Publish an academic study reviewing the available data on the prevalence of problem gambling in Europe.

COMPLETE

In April 2022, EGBA published a [study](#) which reviewed the monitoring and reporting of problem gambling in Europe, which included the available prevalence data.

Publish an academic study on the various consumer protection regulations for online gambling that exist in European countries.

COMPLETE

In December 2021, EGBA published a [study](#) which reviewed the consumer protection regulations for online gambling in European countries.

Publish a consumer survey of gambling behaviour and attitudes towards gambling in Europe.

ONGOING



Safeguard customers privacy and data

EGBA is committed to encouraging its members to ensure that the privacy and confidentiality of their customer data is maintained and protected from unauthorised or unnecessary disclosure.

Objectives

Achieve formal approval of [EGBA's code of conduct on data protection](#) by EU authorities and formal recognition of the code as an official industry code under the GDPR.

Progress

ONGOING
The code is awaiting approval by Malta's Information and Data Protection Commissioner.

Upon its formal approval, commence the monitoring and compliance of EGBA's code of conduct. Monitoring of the code will be commissioned to an independent third party.

NOT COMPLETE

The code is awaiting approval by Malta's Information and Data Protection Commissioner.



Combat fraudulent and criminal behaviour

EGBA is committed to encouraging its members to implement and apply the strictest measures to prevent fraudulent activity, money laundering or other criminal activity.

Objectives

Develop and publish industry guidelines to tackle money laundering in Europe's online gambling sector and further support the sector's compliance with EU anti-money laundering (AML) legislation.

Progress

COMPLETE
In September 2022, EGBA published [pan-European guidelines](#) on anti-money laundering to support the online gambling sectors compliance with AML rules.

JOINT CEO LETTER: DRIVING SUSTAINABILITY THROUGH A FOCUS ON SAFER GAMBLING

Over the past year, we have seen the gaming and betting sector's commitment to protecting its customers come under close scrutiny from politicians and regulators across Europe. Now, more than ever, the entire sector must come together and redouble its efforts to promote safe and sustainable gambling.

Be it having a bet on the World Cup, or playing a game of poker, gambling is still one of Europe's most popular forms of entertainment and it is enjoyed safely by many millions of adults across Europe. But we know that for some, it can lead to harm to them and their immediate social circle.

As Europe's leading online gaming and betting companies, it is entirely in our interest to have long-term customers who enjoy a bet, do so within their means, and consider gambling for what it is – a great form of entertainment. We therefore take our responsibilities to protect our customers very seriously.

Our teams are constantly working to provide our customers with a safe and sustainable experience through the promotion of safety tools, messaging, and information to help consumers be protected and well informed about the risks of gambling.

This not only helps us to build trust with our customers as responsible and trustworthy businesses, but also with other important stakeholders in society. It is the right thing to do by our customers and the commercially sound thing to do. Safe and sustainable gambling is good for all.

Investing in a strong culture of safer gambling

We are investing heavily in the latest tools and technologies to provide our customers with the safest and most personalised experience possible. It is therefore positive and encouraging that half of our European customers - nearly 15 million of them - are now using the safer gambling tools we provide.

A fundamental part of our efforts is the use of behavioural science to help identify and intervene with customers where there are markers of harm. We are doing more to educate our customers about these behaviours and signpost the appropriate self-help tools available to them, such as helplines.

In fact, we are now communicating more than ever to our customers about safer gambling - and in an increasingly personalised way. Last year, we collectively sent 38 million communications to our customers to promote safer play, with 60% of these communications being tailored to the customer based on their own individual playing behaviour.

Through these preventative actions we aim to promote a strong culture of safer gambling across the entirety of our businesses. To embed this culture even further, we have stepped up internal trainings for employees - 80% of our 57,000 employees in Europe have now received dedicated safer gambling training - and many of our companies now link corporate remuneration to this objective.

Working towards a better understanding of problem gambling

It is a learning curve, and we strive to learn from past mistakes, implement changes when needed, and improve our efforts to protect our customers, including by contributing to improvements in research and greater understandings of problem gambling.

For example, earlier this year the EGBA published a [study](#) on how European countries monitor and report problem gambling. The study highlights the clear diversity in national approaches. It showed that many European countries still lack national surveys and there is a need to move towards a more common approach, based on evidence, best practices and markers of harm.

Going a step further to promote responsible advertising

Working towards sustainability also means taking public concern about the volume and placement of advertising seriously. Ahead of the upcoming World Cup, we took stock of our obligations as responsible advertisers, publishing the [results](#) of the first independent monitoring exercise of EGBA's [responsible advertising code](#), which we apply across our European operations.

The exercise found the code to be a strong baseline for responsible advertising practices and EGBA members' already correctly apply most of its measures, particularly on content moderation. It also identified ways to improve the code and we are now considering these.

We want to raise the bar and set a positive example for the rest of the sector – because we cannot drive change alone. We invite Europe's other licensed operators to join us in our sustainability agenda.

At the same time, we also need regulatory frameworks that are predictable, stable, evidence based, and mindful of customer behaviour. These frameworks should benefit customers and ensure they remain within the regulated market – because this is where they are best protected against unaccountable black-market operators who offer none of the protections of the regulated industry. So that customers always receive the best protection, regulation should be designed in a way that ensures the regulated market is always more attractive to them than the black market.

Our collective ambition is to set a course towards a more sustainable online gambling sector through a focus on safer gambling and a commitment to taking meaningful action. Through this report we aim to lead by example and be transparent about our efforts and, by doing so, demonstrate that we are committed to providing sustainable entertainment for many more years to come.




John Coates
Joint Group Chief Executive, bet365




Jesper Svensson
CEO, Betsson Operations




Jette Nygaard-Andersen
CEO, Entain Group





Peter Jackson
CEO, Flutter Entertainment PLC




Henrik Tjärnström
CEO, Kindred Group



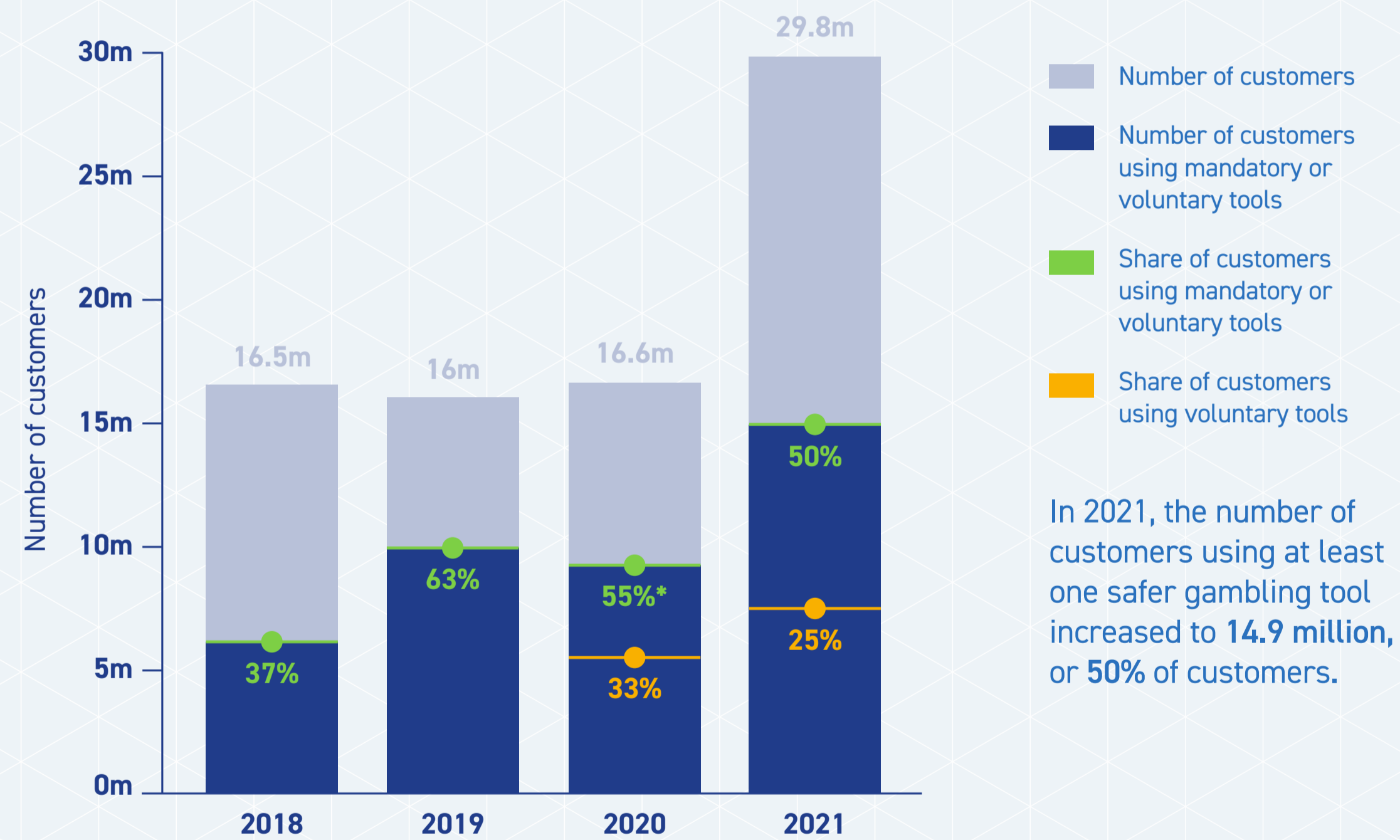

Nir Hakarmeli
Managing Director WH International,
CEO, Mr. Green

¹ EGBA members as of 1 May 2021.

MEMBERS DATA: KEY PERFORMANCE INDICATORS (2021)

Customers

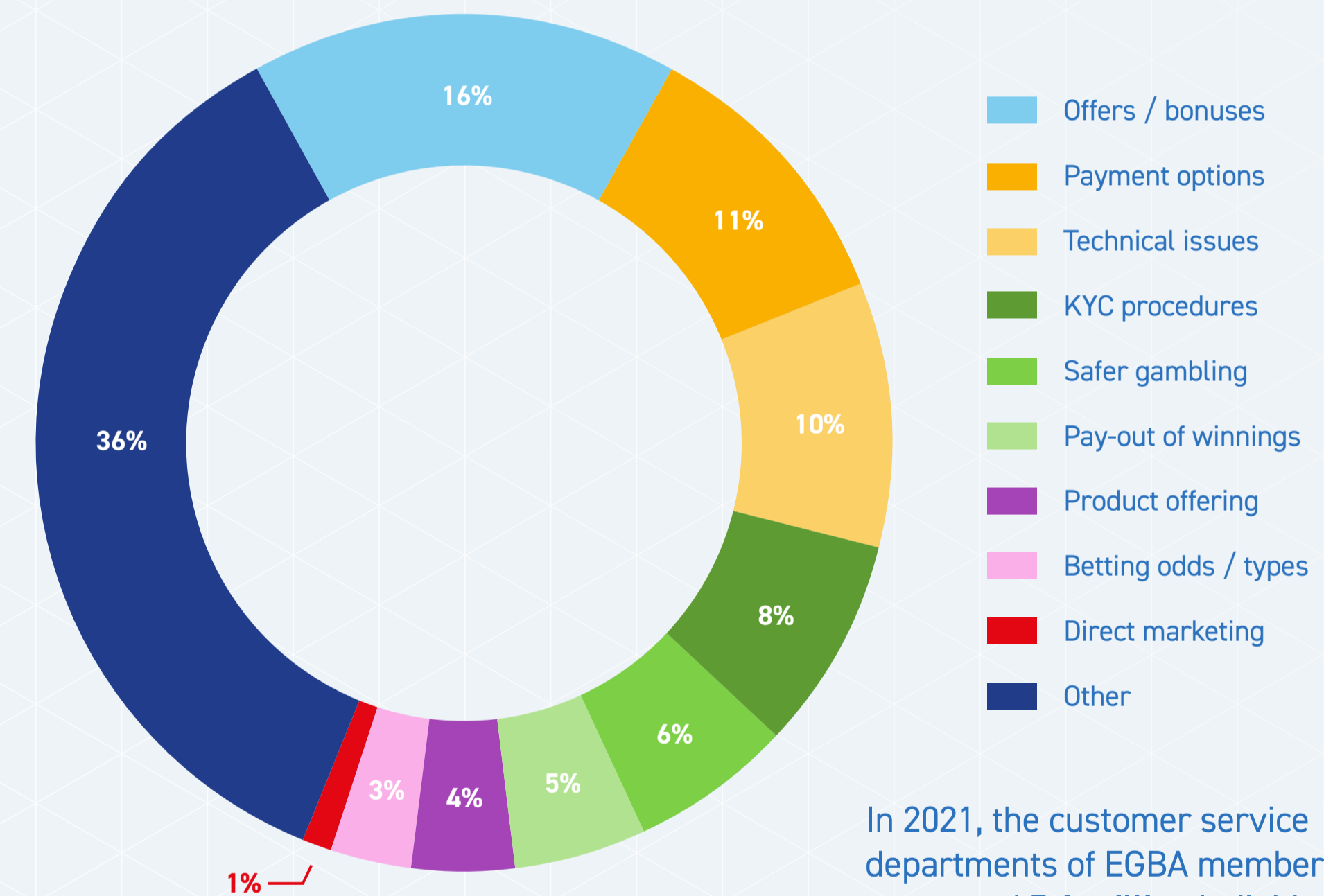
Use of safer gambling tools



In 2021, the number of customers using at least one safer gambling tool increased to 14.9 million, or 50% of customers.

* The number of customers using mandatory safer gambling tools was over reported in 2020, due to internal misclassifications. This is now corrected in this year's edition.

Customer service topics



In 2021, the customer service departments of EGBA members processed 5.1 million individual customer service inquiries, with the most common topic being offers / bonuses (16%).

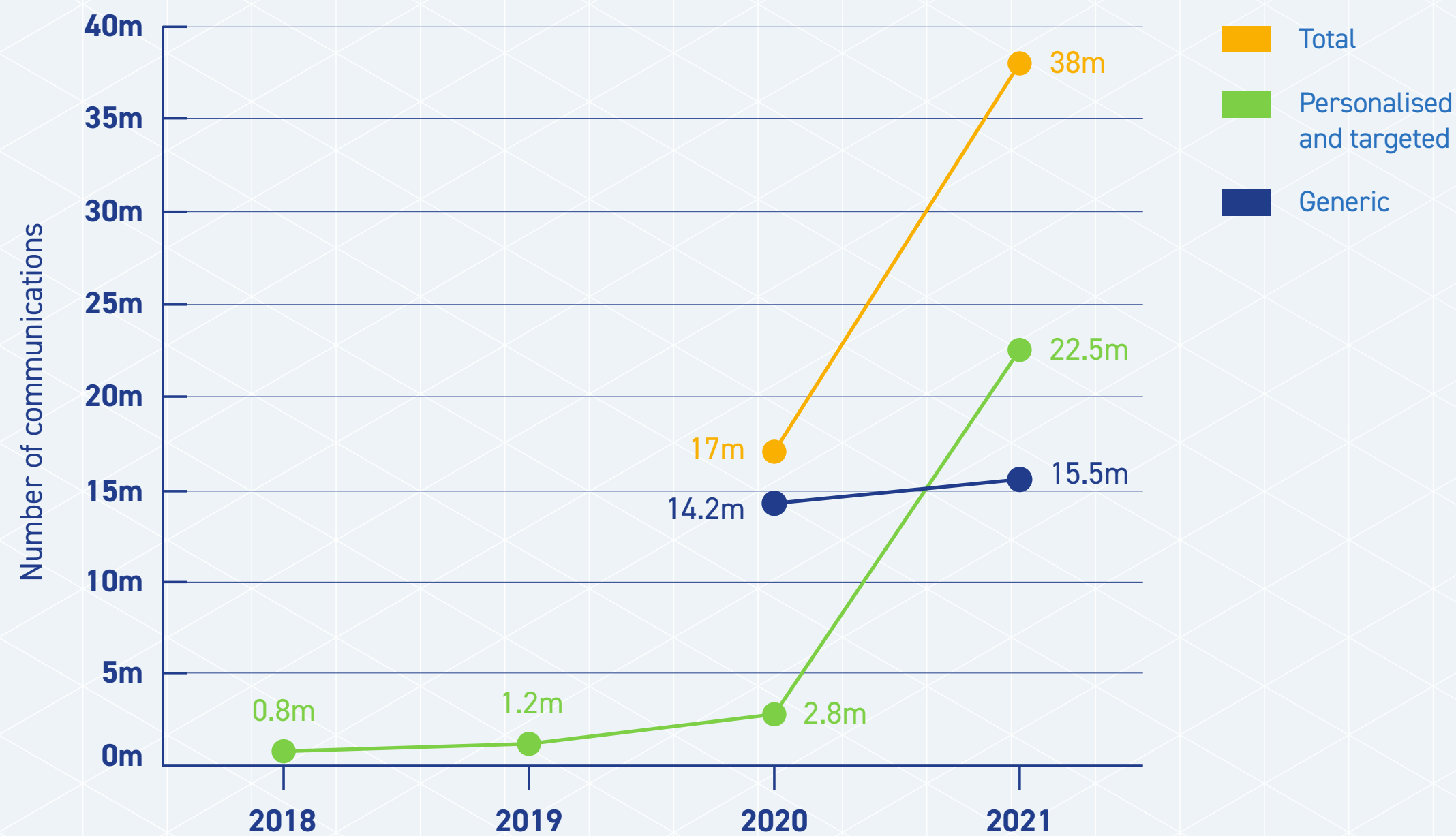
Safer gambling tools

Types of voluntary tools used by customers

by % share of customers		2020	2021
Customers using voluntary tools		33%	25%
Of which 2 tools or more		5%	4%
Deposit limits	Helps customers to stay in control of their spending	22%	16%
Time limits / reality checks	Helps customers to stay in control of their time spent playing	5%	3%
Product blocks	Helps customers to take a break from specific gambling products	1%	1%
Self-exclusion < 6 months	Helps customers to stay in control by blocking access to their account for a set period of less than six months	2%	2%
Self-exclusion ≥ 6 months	Helps customers to stay in control by blocking access to their account for a set period of six months or more	3%	3%
Total Self-Exclusions in 2021		5%	5%

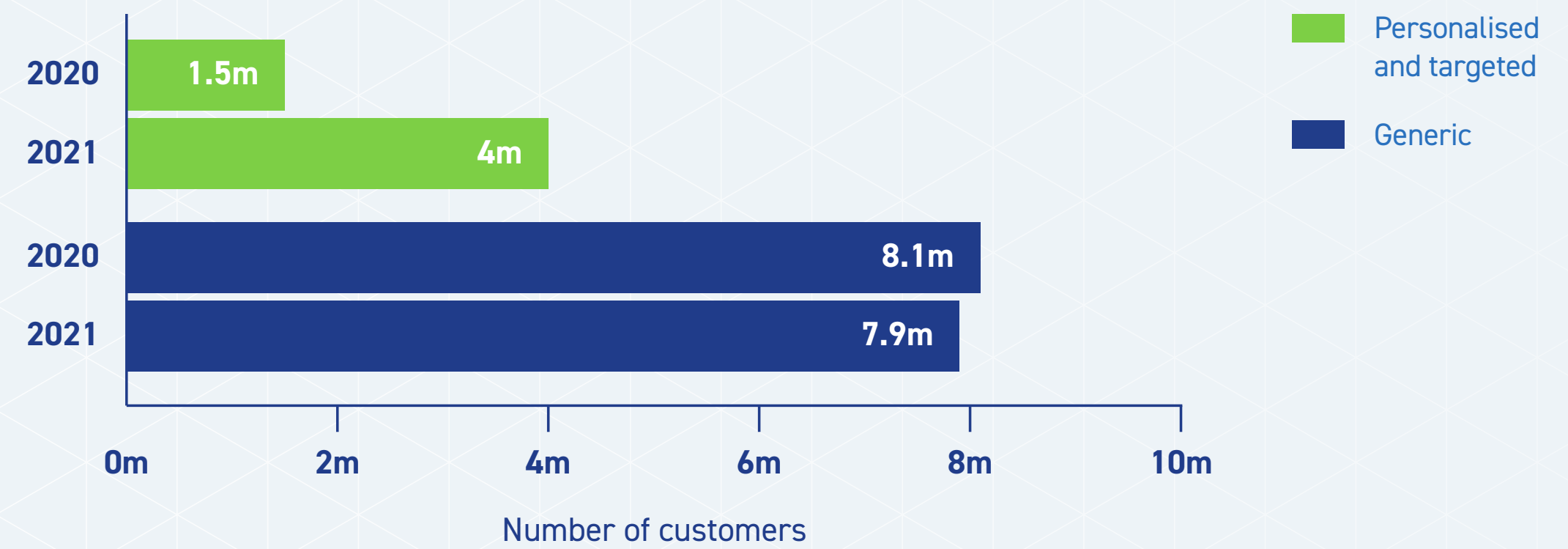
Promotion of safer gambling

Safer gambling communications sent to customers



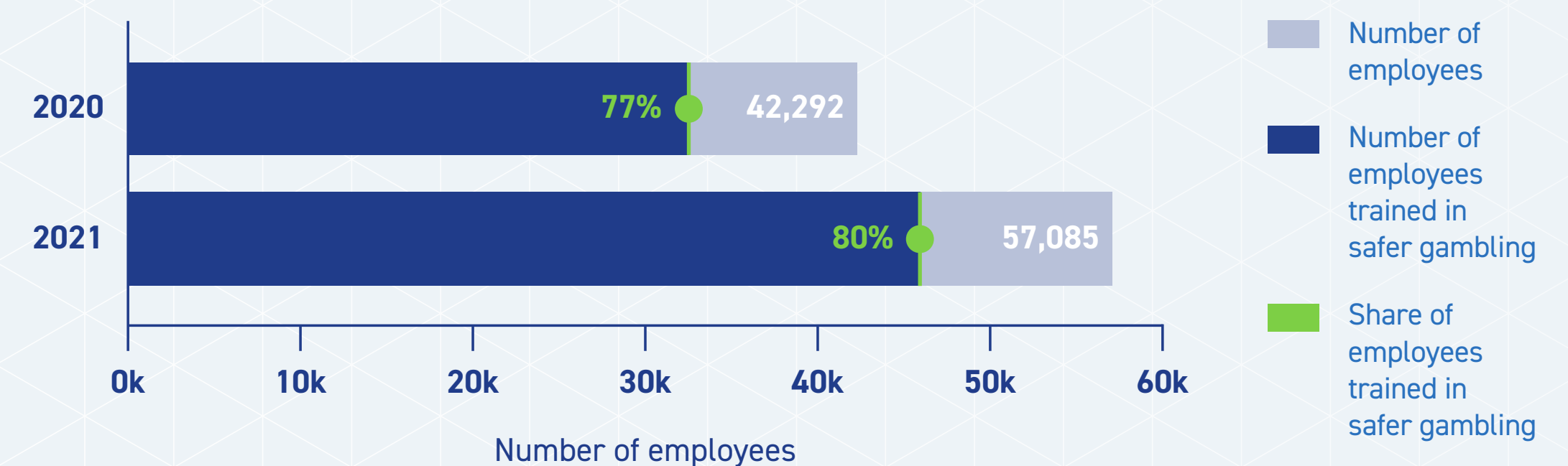
In 2021, EGBA members ramped up their safer gambling communications to customers, with **38 million** different communications sent, a **123%** increase from the previous year. These communications are also becoming increasingly personalised: **60%** of all safer gambling communications were personalised and targeted based on a customer's individual gambling behaviour, compared to **16.5%** in the previous year.

Customers who were sent safer gambling communications



In 2021, EGBA members sent personalised and targeted safer gambling communications to **4 million** customers, representing a **160%** yearly increase in the number of customers who were sent personalised and targeted safer gambling communications.

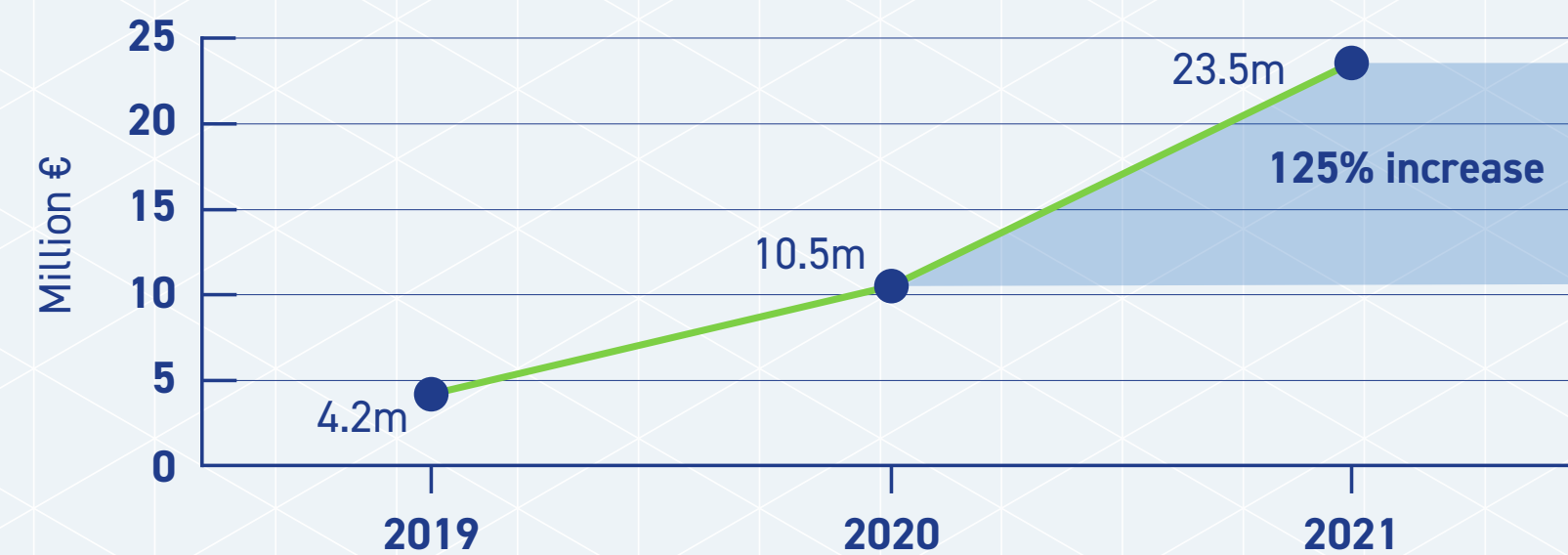
Employees who received dedicated safer gambling training



In 2021, **80%** of the European employees of EGBA members had received dedicated safer gambling training, an increase from **77%** of employees the previous year.

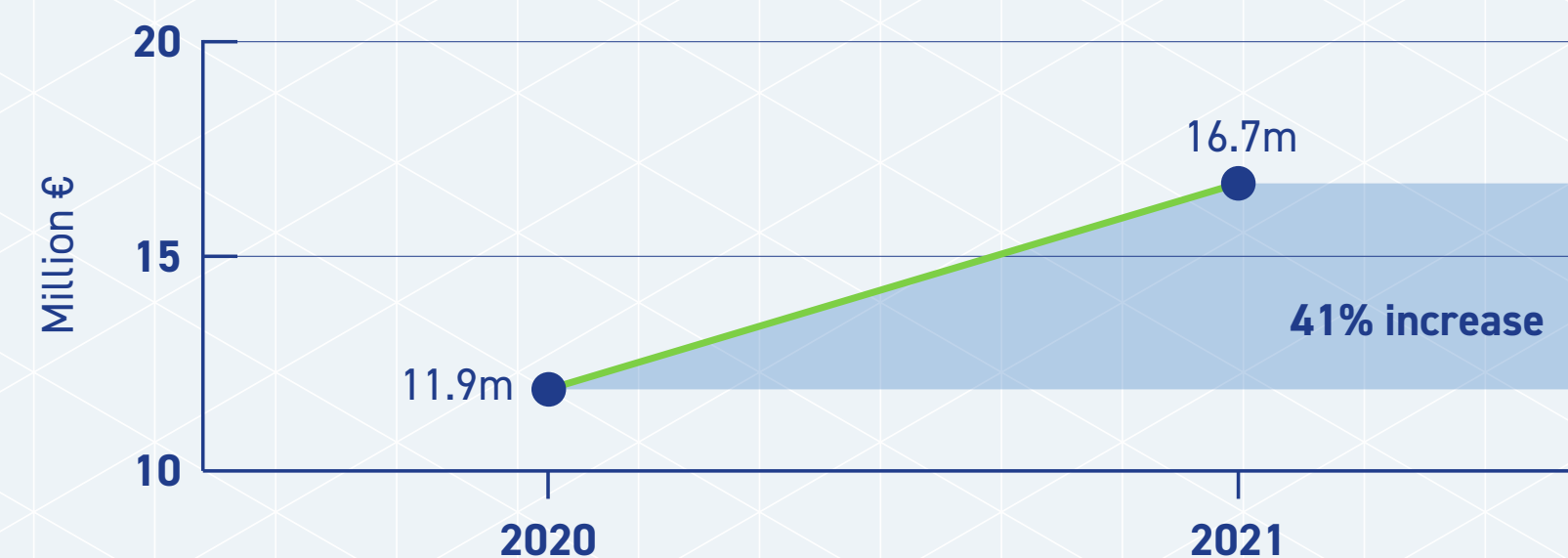
Social contributions

Support for problem gambling research, education, and treatment (RET)



In 2021, EGBA members contributed €23.5 million to problem gambling research, education, and treatment (RET), a 125% increase from the previous year.

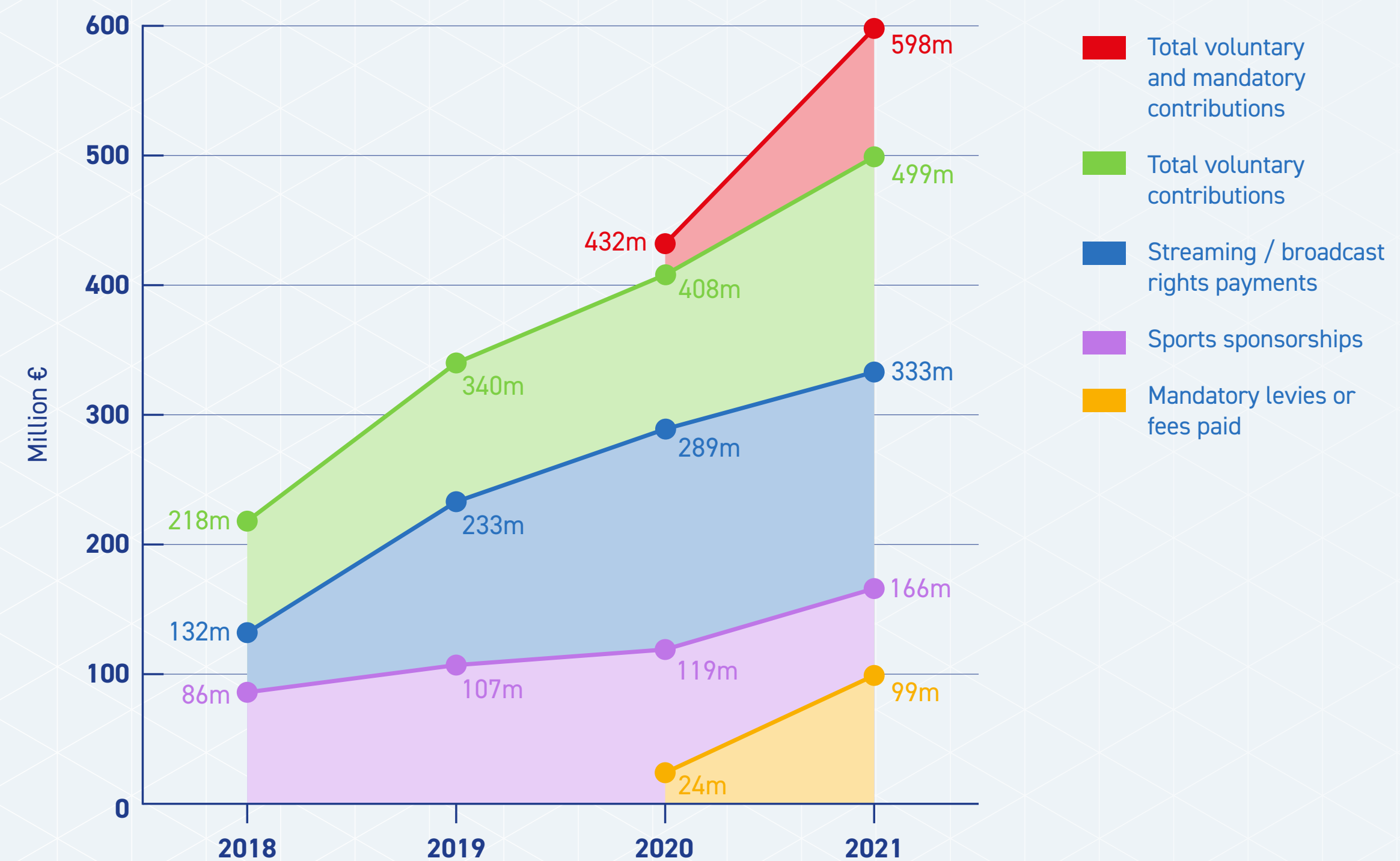
Donations to charities and community initiatives



In 2021, EGBA members donated €16.7 million to various charities and community initiatives in Europe, a 41% increase from the previous year.

Sports

Contributions to European sport



In 2021, EGBA members contributed €499 million to European sports through voluntary contributions such as sports sponsorships and streaming rights payments, a 22% increase from the previous year. When mandatory levies or fees are considered, EGBA member made total contributions of €598 million to European sports, a 38% increase from the previous year.

HIGHLIGHTS FROM OUR MEMBERS

Our members are putting sustainability at the heart of what they do. In 2021, they launched many key initiatives to support safe and sustainable gambling and contribute positively to society in Europe. These initiatives included projects to test the effectiveness of safer gambling tools, the rollout of pioneering safer gambling technologies, the launch of new game-changing sustainability strategies, and investments into much-needed research about markers of gambling harm. In this section, you will find the sustainability highlights from our members this past year.

bet365

betsson group

Σntain

Flutter™

k kindred

William HILL



Using evidence to deliver the most effective safer gambling tools

Evidence-based measures are the foundation of the safer gambling initiatives at bet365. Last year, bet365 partnered with the Behavioural Insights Team (BIT) to understand how safer gambling tools can be designed to help people who gamble to control their spending more effectively. Our work focused on deposit limits, a key safer gambling tool used by thousands of customers to keep track of their spending, and the impact of displaying numerical options to customers on the decisions they make.

With BIT, bet365 conducted the first field trial of its kind, using real customers to determine whether reducing the 'anchors' people see when setting deposit limits could in turn reduce risky play. 'Anchoring' is a term used to describe how people's decision making can be influenced by the numbers presented to them. With safer gambling tools, the hypothesis was that high amounts presented in the dropdown menus of standard industry deposit limit tools were subconsciously causing people to set deposit limits at higher levels.

Working with BIT, bet365 invited 45,000 existing customers who do not use deposit limits to set a limit in order to evaluate 3 different versions of a standard deposit limit tool:

- **No anchors:** a free text box to enter any deposit limit of a customer's choosing
- **Lower anchors:** a dropdown menu to choose a deposit limit, with an upper amount offered of £250
- **Control:** a dropdown menu to choose a deposit limit with denominations from £5 to £100,000 and an option to choose 'no limit'

The findings showed that industry standard deposit limit tools led people to set higher limits. Compared to a control group, the deposit limits set were 46% lower with the free text box option.

As deposit limits are an important safer gambling tool that bet365 proactively encourages customers to make use of, we have now implemented the key recommendation that customers should be presented with a free text box – no anchors – when setting deposit limits. This means customers are not presented with any suggested monetary amounts when setting deposit limits.

We will be monitoring the impact of these changes going forward to ensure we are encouraging positive behavioural change across our player base and are encouraged that our work provides a starting point to examine further meaningful interventions on safer gambling.

More information:

- bet365's [safer gambling website](#)

A healthy relationship to gaming

Betsson has been in the gaming industry for 60 years, so having a long-term approach to business is built into the company DNA. Sustainability is therefore an integral part of our business strategy, as it is crucial for generating value for shareholders while taking long-term responsibility for customers, employees, and the communities where we operate. Betsson's sustainability framework has five focus areas with related ambitions, goals and KPIs.

Responsible Gaming

Responsible gaming is at the heart of the framework and our most important sustainability area. During 2021, Betsson launched an updated version of our Responsible Gaming Prediction Tool, which looks at a customer's profile in an even more holistic manner, focusing on parameters identified in academic studies. The tool provides a 360-degree view of the customers' gaming behaviour, identifies patterns, and alerts staff to signs of risk for problem gambling.

Through the alerts provided by the system, the dedicated Responsible Gaming team can tailor their interactions and support individual customers through the provision of tools for sustainable gambling. Betsson has a high level of interactions with customers. We do not only monitor, but also take action, meaning our competent Responsible Gaming Team has the expertise, resources, and mandate to truly support customers in having a healthy relationship with their gaming.

Business Compliance

Betsson operates in many European countries and holds a number of gaming licenses with significantly varied legal and regulatory requirements. To ensure long-term sustainable operations and profitability, compliance with laws, regulations and ethical standards in these jurisdictions is crucial. We constantly work to counteract and mitigate any risks of money laundering, terrorist financing and corruption as well as match-fixing. For this we have internal, proprietary monitoring tools and also tools from third-party suppliers, and the proper policies and procedures in place.

Employee Impact

Betsson's ambition is to be the Employer of Choice – top of mind for both current and potential employees. Attracting talent with the right skills, retaining, and further developing employees is an important part of our winning concept, and we have a strong and healthy company culture with unifying, shared values.

To provide a great employee experience, great leadership as well as a focus on diversity and inclusion is key. The 2021 Employee survey showed that 88% of our employees are proud to work at Betsson and as many would recommend Betsson as an employer to family and friends.

Social Impact

Betsson has always been involved in the local communities where we have offices and aim to make a positive impact. We direct our support where it's most needed, and as a result during the height of Covid in 2020 and 2021, our efforts were focused on supporting frontline healthcare workers and vulnerable groups in society, whereas in 2022 we have directed our support towards humanitarian aid for Ukraine.

Climate Impact

Betsson is a 100% climate neutral company and compensates for its emissions by investing in climate positive projects. We also climate compensate for the electricity used by our customers when they are playing on our brands.

Betsson has set official climate targets for how much we will reduce our emissions by 2030 and has developed a climate roadmap to reach our goals.

International recognition

In 2021, Betsson received several awards for its work within sustainability and customer care:

- Customer Services Operator of the Year at the EGR Nordics Awards
- Socially responsible Sportsbook of the Year at the SBC Awards
- Safer Gambling Operator of the Year at the International Gaming Awards
- Responsible Gaming of the Year at the Europe Gaming Awards
- Diversity & Inclusion Award at the Women in Gaming, Diversity Awards
- Workplace of the Year at the Europe Gaming Awards
- Employer of the Year at the SBC Awards

More information:

- Read more about [Betsson's sustainability efforts](#)

Advanced Responsibility & Care™ (ARC™)

We have long held the view that the most sustainable business in our industry will be the most successful. Which is why throughout 2021, we have continued to push forward our ARC programme that was launched last year. ARC has continued to deliver cutting-edge, industry leading technology that aims to limit customer exposure to risk at an individual level and enhance their enjoyment across all our products and brands.

By owning our own technology, this enables us to continuously upgrade and personalise our protections for customers and allows us to move player protection from being reactive to proactive and avert potential problems before they occur. Furthermore, to show the level of importance that we hold ARC to, we have included a metric in our annual group bonus scheme, that will link remuneration to the success and effectiveness of the programme.

ARC uses data science, behavioural indicators, and analytics to assess risk in betting and gaming. The results displayed to us through ARC so far have been encouraging. Our combination of automated systems and real time interceptors are seeing real change – with 91% of our highest risk customers setting - and keeping - a limit in place within 7 days of interaction with ARC. There has also been a 28% decrease in deposit amounts in the first 8 weeks after receiving safer gambling intervention.

In the coming months we aim to introduce more elements to the ARC system. We are adding functionality to present tailor-made stake limits on slots, based on the customers risk score, as well as creating a chasing losses algorithm for this feature, and we have begun development on a set of product-specific initiatives that will provide customers with support at a more granular level. Our efforts to remain the safest and most trusted operator for our customers has been a key element driving our success. Due to this, we have plans to extend ARC internationally in 2022, to several markets across Europe, and Canada.

More about Entain:

An exclusive focus on regulated markets

- Over 99% of Group revenues coming from regulated markets in 2021. We aim to solely operate in regulated or regulating markets by the end of 2023.
- Increased the number of domestically regulated jurisdictions to 31.
- Exited ten markets where we did not see a pathway to sustainable regulation.

Continuing to take the lead on safer betting and gaming

- Awarded the Advanced Safer Gambling Standard by GamCare, the leading UK safer betting and gaming charity.
- Successful roll-out of our pioneering ARC™ player protection programme across all UK online products.
- First operator to commit to donating 1% of GGY to RET initiatives.

Pursuing the highest standards of corporate governance

- Implementation safer betting and gaming metric into the 2021 Group Bonus scheme, with customer satisfaction metric added for 2022 scheme.
- 40% of Board members are female.
- Comprehensive independent third-party review governance policies and procedures completed review.

Investing in people and our communities

- Launch of EnTrain, a multi-million-pound diversity and inclusion project with the aim of reaching 1 million people by 2030.
- Delivery of Pitching In, grassroots sports investment fund.
- #1 position in the All-in Diversity Index, the industry's DE&I measure.
- 7% reduction in absolute GHG emissions from 2020, with 100% renewable energy in the UK and ROI retail estate.
- Developed near-term science-based greenhouse gas reduction target, for verification by the Science-Based Targets initiative.
- Commitment to net-zero target carbon emissions target by 2035, which will be verified by the SBTi.
- Delivery of wellbeing programmes to support colleagues, particularly those affected by the COVID-19 pandemic.

Entain has continued to receive widespread recognition for these efforts, having achieved AA status with leading ESG ratings agency MSCI, and through its continued membership of both FTSE4Good and the Dow Jones Sustainability Indices. Entain was also runner-up in Management Today's 'Britain's Most Admired Company' list. Entain is EGR's current Operator of the Year, EGR North America's Safer Gambling Provider of the and Safer and SBC Awards North America's Socially Responsible Operator of the Year.

More information:

- Read more about [Entain's sustainability efforts](#)

Our mission to lead betting and gaming into the future, responsibly and sustainably

By Sue Albion, Group Director of Sustainability and Regulatory Affairs, Flutter Entertainment PLC

In 2021, we set about opening a new and exciting chapter in Flutter's history with the development of our first global sustainability strategy, our [Positive Impact Plan](#).

Built on the strong foundations laid by each of our divisions over the years, this new strategy leverages our global scale and positions us at the forefront of meaningful change. By bringing together our achievements, the strategy gives Flutter brands better access to the insight, skills, and capabilities of the global Flutter Group to create the biggest impact.

Our Positive Impact Plan identifies three core areas of focus, with a fourth pillar focused on Environmental Impact.

Helping customers to Play Well

- Extending our leadership in safer gambling, our [Play Well](#) strategy aims to provide customers with a positive, entertaining, and safe experience at all times.
- As a leading online global operator, we know there's no "one-size-fits-all" solution. Instead, we believe there are universal principles we can employ across our divisions to help our players Play Well.
 - By 2030, we aim to have 75% of our active online customers globally using one or more of our Play Well tools, with over 50% using one or more tools by the end of 2026.
- During 2021 we invested over £45 million to support and promote safe play. In the UK, across all our brands, we introduced new measures such as a £10 staking limit trial and introduced a ban on credit card deposits in Ireland. We also set safer gambling targets linked to bonus by division for all colleagues, implemented from 2022.
- Earlier this year, we successfully introduced a £500 per month net deposit limit for all customers under the age of 25 years in the UK and Ireland.
- In 2022, Flutter's Sky Betting & Gaming, Paddy Power and Betfair, were [awarded](#) the Advanced Safer Gambling Standard by GamCare for their progressive approach and continuous focus toward safer gambling.

Empowering colleagues to Work Better

- We want to create dynamic, inclusive, and equitable workplaces for our [colleagues](#). In 2021, we launched our first global Diversity, Equity and Inclusion ("DE&I") strategy and announced the first goals in 2022.
 - Our equity goal is that by the end of 2023, all our divisions will be measuring and reporting on pay performance, progression, and retention across different diversity demographics.
 - For inclusion, we'll measure the difference in colleague engagement across different diversity demographics by the end of 2022.
 - By 2026 we want to have 40% of women in top leadership roles, and by 2030 aim to build a business that is more reflective of the communities we work in and the world around us.
- In September 2022, Flutter launched its [Global Advocacy Programme](#), an initiative led by members of its Executive Committee, to champion different diversity groups and amplify their voices on a global scale, driving forward the Group's DE&I strategy.

Working with communities to Do More

- We're building on our long history of [community support](#). We invested £3.7 million in community initiatives in 2021 and our goal is to improve the lives of 10 million people by the end of 2030.
- In 2021, we announced our commitment to donate the full £4.79 million of business rates to charity, including our grassroots fund, Cash4Clubs, for the #ClubsInCrisis campaign. In total, £4 million was granted to over 1,600 community clubs, supporting over 230,000 young people.
- Our community investment is global. This year we provided emergency relief support to CARE International to help the aid efforts in Ukraine. We contributed over £400k, taking our donations since we first partnered with CARE in 2013 to over £2.5m.
- We continue our long-term support of the charity Right To Play. We focused our support on their 'Save Her Seat' campaign, which aims to get 50,000 girls back into education post-Covid and have contributed over \$50,000, saving over 1300 seats for girls in school.

We know these goals are ambitious, and we know we've got more to do, but we believe it's only by stretching ourselves as a business that can we make a real difference to those around us.

More information:

Read more about [Flutter's sustainability efforts](#)



Using research to establish best practice

By Anna Jein
Sustainability Manager

Identifying correct and reliable markers of harm is critical to limiting harmful gambling and any research into establishing best practice is in the interest of the entire industry and beyond. While work is ongoing to build a CEN standard for markers of harm, Kindred has for several years been working with leading researchers to develop an approach that can accurately identify harmful gambling.

In 2021, Maris Catania and Professor Mark Griffiths published a [peer-reviewed research paper](#) in the Journal of Gambling Studies. Maris is Head of Responsible Gaming and Research at Kindred Group, while Prof. Griffiths is a Chartered Psychologist and Distinguished Professor of Behavioural Addiction at the Nottingham Trent University, and Director of the International Gaming Research Unit. Their paper looks at how markers of problem gambling can be identified online through behavioural tracking. Reliable markers of harm are critical to limiting harmful gambling - we must be able to identify the behaviour so that we can act. Most responsible online gambling operators have been trying to identify problem gamblers by tracking their account-based data. However, there is currently no agreed definition of markers of harm and the approach to identify markers of harm varies across operators.

Having reliable markers of harm is essential as through the identification of these markers, the operators can identify and then in turn act on reducing the potential gambling harm. The Diagnostic and Statistical Manual of Mental Disorders (DSM-5) is the handbook used by health care professionals across the world as a standard classification of mental disorders. In the study, each DSM-5 criterion for gambling disorder is translated into an online marker of harm. The study looked to operationalise the nine criteria using actual gambling behaviour rather than the consequences of it. The study found that most of the DSM-5 criteria for gambling disorder can be operationalised this way. This is the first study that examines the application of the DSM-5 criteria of gambling disorder to actual gambling behaviour using online gambling transaction data, and it suggests ways that operators can identify problem gamblers online through the analysis of secondary data which is objective and not based solely on self-reporting.

This ideology and the markers of harm identified were the basis for the development of a new version of Kindred's in-house monitoring system Player Safety Early Detection System (PSEDS) at the beginning of 2021.

Key take-aways

This study highlights how important it is that we work collaboratively with different stakeholders such as research, community, and operators. The identification of these online markers of harm came from different discussions with experts by experience, treatment centres, and regulators. Kindred engages with these different stakeholders regularly. It shows how markers of harm can be identified to intervene with gamblers before things escalate. The fact that this is peer-reviewed and published not only encourages transparency but also validates the methodology. The paper provides different examples of how many of these markers of harm can be operationalised for use by online gambling operators to help identify problematic gambling and our hope is that the findings and markers of harm will be used by other operators in their consumer protection efforts.

The next step for Kindred is to learn more about what the best interventions are, so that we can further support customers from developing a harmful gambling behaviour.

More information:

- Read more about [Kindred's sustainability efforts](#)



Making a positive contribution to communities

At William Hill, we have a long and productive history of giving back to the communities where we live and work. Making a positive contribution to the areas where we are based is ingrained in the culture of the company, with opportunities across the year for colleagues to lead on and contribute to our community approach.

Alzheimer's society partnership

In 2021, we continued our work towards becoming a dementia-friendly organisation in partnership with Alzheimer's Society in the UK.

Despite the ongoing challenges posed by the pandemic, colleagues participated in a range of activities across the year to raise funds for the charity. As a company we raised over £250,000 for Alzheimer's Society and Alzheimer's Scotland combined, a testament to our colleagues' commitment to the partnership, and a figure that will support a range of vital care and services that the charity provides for those living with the disease. Over 3,000 colleagues completed the bespoke Dementia Friendly training module, which provided guidance and information to help support people living with dementia.

Rugby league Cares

In 2021, we continued our support for Rugby League Cares. Rugby League Cares is a UK-based charity that touches upon the lives of people involved at every level of the sport, from junior clubs to current and former players. They provide targeted health and wellbeing support to members across the Rugby League community, both during their careers and post-retirement. We worked with the charity to deliver bespoke mental fitness sessions to our colleagues. The sessions were led by a number of ex Rugby League players, including Keith Senior and Robbie Hunter-Paul, and provided everyday tips to encourage positive mental wellbeing.

Switch the Play

We continued to support Switch the Play, a charity dedicated to supporting all sportspeople to successfully transition to life outside of sport. William Hill's contribution to the charity this year supported their efforts to expand their mental health service, which was launched in 2020, and supported the development of their employability programmes.

Lead IT, Lady

In 2021, the William Hill Foundation created and rolled out Lead IT, Lady, a digital skills programme in Krakow, Poland, focussed on developing the next female leaders in the field of technology. In collaboration with the organisation Women in Tech, the programme involved both current William Hill employees and external candidates from other organisations.

Alongside undertaking individual learning and development modules, participants of the programme also ran pro-bono volunteering projects to share the wide range of skills they had acquired on the course. These projects enabled participants on the programme to share a wide range of skills with over 850 individuals in the community. Projects including creating a mobile application for a local charity and delivering an IT skills conference for young people.

Sustainability and Environment

We reached a significant goal of becoming a certified carbon-neutral business in 2022. We want to ensure as a business we are doing all we can in the global fight against climate change. We have a commitment to become a Net Zero business by aligning to the 1.5% goal of the Paris Climate Agreement. We recognise every company has a part to play by minimising its environmental footprint. The journey to Net Zero has already begun and, in 2022, we achieved the first milestone of that journey by achieving carbon neutrality. The decarbonisation of the business over the last 4 years has and will give us the learnings to apply a Net Zero target timescale.

More information:

- Read more about [William Hill's sustainability efforts](#)

BEYOND GAMBLING: CONTRIBUTING POSITIVELY TO EUROPEAN SOCIETY

Whether supporting local causes, helping community projects, donating to charities, or providing crucial funds for grassroots sports, our members have a strong track record of contributing positively to the communities where they operate in Europe. In 2021, they supported a range of practical, community-focused activities in many European countries. Highlights of these can be found below.

Europe



Ongoing support of [Fair Sport 4 All](#), along with the European Football for Development Network (EFDN), to sponsor the development of a programme to raise awareness and prevent match-fixing.

Greece



Supported the construction of a residential home for adults living with cerebral palsy, in Athens, through an ongoing [partnership with Open Door](#).

Italy



Partnership with [Sport Senza Frontiere Onlus](#) to support underprivileged young people and their families across Italy, through the provision of community sports and tutoring.

Lithuania



Donation of long-lasting food to a [food bank organisation](#) which distributes the supplies to people and families in need.

Austria



Supported [Kicken ohne Grenzen](#) which empowers young, disadvantaged women and men re-entering the education system and planning their careers.

Belgium



Ongoing partnership with the gambling clinic at Brugmann University Hospital to help people with a gambling problem, cyber-addiction, or compulsive shopping, and support scientific research.

Denmark



Supported the [2021 WorldPride event](#) which promotes LGBTQ+ issues by donating the shirt sponsorship rights of a local football team for one match to display the rainbow colours.

Estonia



Support of the local [Food Bank](#) through a donation of food supplies to support families and people in need.

France



Ongoing sponsorship of 300 local grassroots football teams through the [Au Coeur du Football](#) programme.

Germany



Partnership with the [Berlin University of Technology](#) and the [Nexus Institute](#) to enhance diversity in research and development.

Hungary



Donation of several tandem bikes to [LÁSS Egyesület](#), a sport and leisure association for visually impaired people.

Latvia



Sponsorship of the National Football Federation's [Responsible Gambling Cup](#) to raise awareness of match fixing, support fair play, and promote safer gambling.

Malta



Sponsored [Allied Rainbow Communities for Malta Pride 2021](#) to support their mission to foster a sense of belonging and growth within the LGBTQ+ community in Malta.

Donations to the [Women for Women Foundation](#), a social fund run by women for women is to empower and support women.

[Support of bBrave](#) - Malta's first anti-bullying NGO - through a donation of laptops.

Spain



Contribution to [Deporte sin Barreras](#) to help provide financial support to athletes that compete in high-level adapted disability sports.

Sweden



Supported the work of NGO [Nolla Utanförskapet](#) which works to increase access for young people to relevant tech skills such as programming.

Continuation of the [Hemmaklubben](#) campaign which allows football club supporters to vote on how to share a 20 million SEK donation to local football clubs.

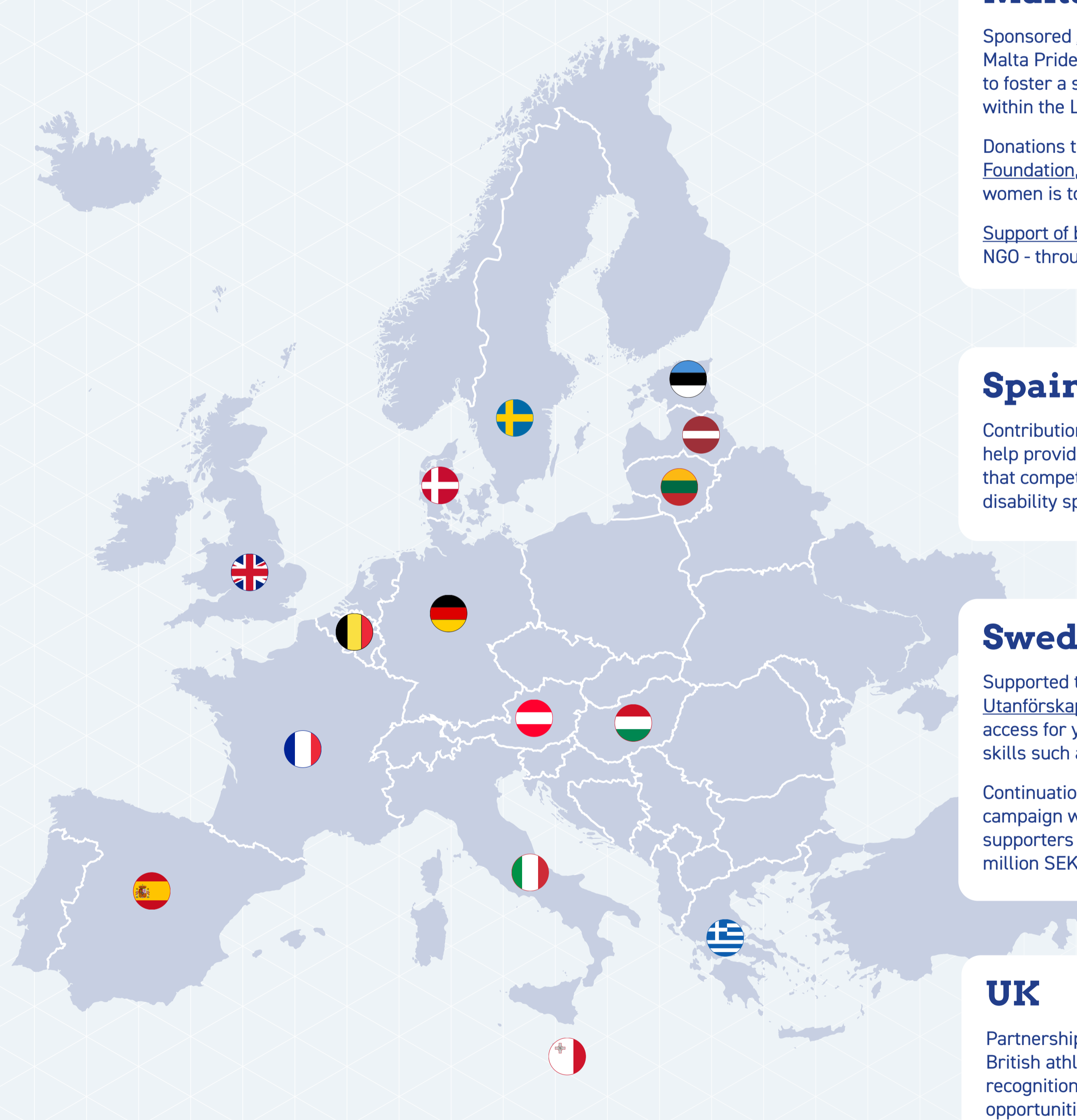
UK



Partnership with [SportsAid](#) to provide British athletes with financial support, recognition, and personal development opportunities.

Continued support of [#GoRacingGreen](#), a horse racing project that aims to make racing accessible to those who suffer from mental health.

Contribution to [Switch the Play](#), a charity dedicated to supporting all sportspeople to successfully transition into life outside of sport.



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