

**WE'RE RAISING THE GAME**



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# ACKNOWLEDGEMENT OF COUNTRY



Tabcorp recognises Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of the lands we live, learn and work. We pay our respects to their Elders past, present and emerging.

Tabcorp commissioned this digital artwork by Ngarraindjeri Indigenous artist Jordan Lovegrove of Dreamtime Creative to mark Tabcorp's commitment to NAIDOC Week 2022. The artwork represents Tabcorp combining its deep experience with embracing new horizons and ways of working together, with the large central meeting place symbolising Tabcorp while the bottom left section represents its history, and the smaller meeting places depict coming together to find new ways forward, while the right section is the present and future which is bright and fresh.

# ABOUT THIS REPORT

This is the 2022 Sustainability Report (**Report**) published by Tabcorp Holdings Limited (ABN 66 063 780 709).

## Report scope and boundary

This Report covers the Tabcorp Group (**Tabcorp** or **Group**), which comprises Tabcorp Holdings Limited, a public company listed on the Australian Securities Exchange (**ASX**), and its subsidiaries and the Group's interests in joint arrangements and associates, including the Group's 50% interest in the Victorian wagering business which is operated as a 50:50 joint venture with the Victorian racing industry. Refer to page 8 for a map showing the extent of the Group's operations, and Tabcorp's 2022 Annual Report for further details.

## Reporting period

This Report is dated 6 December 2022 and relates to the sustainability activities of the Group for the financial year from 1 July 2021 to 30 June 2022 (**FY22**). In certain sections of the Report, data has been included for prior financial years to provide context for the reader.

## Organisational changes

Tabcorp successfully implemented the demerger of its former Lotteries and Keno businesses on 1 June 2022 (**Demerger**). Following the Demerger, Tabcorp operates two businesses: its Wagering and Media business; and its Gaming Services business. Tabcorp's former Lotteries and Keno business is now operated by The Lottery Corporation Limited. For FY22, this Report includes 11 months contribution from the former Lotteries and Keno business prior to the Demerger, and 12 months contribution from its continuing businesses.

In addition to changes resulting from the Demerger in FY22, when comparing data with prior financial years, it is noted that:

- in FY21, the Group acquired the remaining 50% interest in the Premier Gateway International (**PGI**) wagering pooling hub business located in the Isle of Man, and effective from February 2021 the Group has a 100% interest in this business;
- FY19 represented the first full year contribution from Tatts Group Limited (**Tatts**) following the Tabcorp-Tatts combination which was implemented in December 2017 (**Combination**). The integration of the Tabcorp-Tatts businesses was largely completed by the end of FY20. Data for FY18 included six and a half months contribution from Tatts (from 14 December 2017, unless otherwise indicated); and
- the Group's operations were impacted by the COVID-19 pandemic and related government restrictions during FY20, FY21 and FY22.

## Reporting framework

This Report was prepared with reference to the Global Reporting Initiative (**GRI**) Standards. We have also aligned this Report with additional standards and reporting frameworks, including the Sustainability Accounting Standards Board (**SASB**) Disclosures; the Task Force on Climate-Related Financial Disclosures (**TCFD**), the United Nations Global Compact (**UNGC**) and the United Nations Sustainable Development Goals (**UN SDGs**). Refer to page 43 for more information. We have reviewed our sustainability activities against each of these standards and frameworks, with relevant disclosures contained in the Appendix section of this Report.

This Report is published electronically and is available on our website ([www.tabcorp.com.au](http://www.tabcorp.com.au)).

Our website provides additional information about the Group and its sustainability activities that supplement the disclosures in this Report.

This Report should be read in conjunction with Tabcorp's 2022 Annual Report and Corporate Governance Statement, and key policies and governance documents which are published on our website.

# CHAIRMAN'S AND MANAGING DIRECTOR'S MESSAGE



**Bruce Akhurst**  
Chairman and independent  
Non-Executive Director



**Adam Rytenskild**  
Managing Director and  
Chief Executive Officer

“Our mission is to deliver experiences safely and responsibly and set the benchmark for sustainability in our industry.”

Sustainability is at the heart of our business operations. We are Australia's most trusted wagering company, and with this trust comes a responsibility to our customers, stakeholders and shareholders.

Despite another challenging year with COVID-19 and navigating the complexities of the Demerger, we continued to make good progress towards our goal of being a leader in sustainability in our industry.

We adopted a new Sustainability Framework that is now overseen by the Risk, Compliance and Sustainability Committee. We also became a participant of the UNGC Network Australia, expressing our public commitment to support the Ten Principles of the UNGC on human rights, labour, environment, and anti-corruption.

Our continuing progress in sustainability was recognised in FY22, with Tabcorp ranked first globally in the Casinos and Gambling sector in the Dow Jones Sustainability Index (**DJSI**) World and DJSI Australia Indices for the second successive year. We also remained a member of the FTSE4Good Index, which demonstrates our strong Environmental, Social and Governance (**ESG**) practices.

(i) Based on all job offers accepted during FY22.

## Customer care

We continued to enhance our customer care technology and human-led tools, creating an early intervention model to proactively contact customers and offer responsible gambling tools to assist them.

We remained strong advocates for the introduction of tougher restrictions on gambling advertising, in particular during prime-time free to air television. We are committed to working with governments, and advocate for the introduction of additional restrictions around gambling advertising to protect young children, teenagers and vulnerable Australians. We look forward to participating in the Federal Government's inquiry into online gambling and continue to support a ban on television gambling advertising during certain hours.

## Community

We continued our strategic partnerships with many local racing and community organisations and remained one of the largest financial contributors to the Australian racing and wagering industry.

We contributed almost \$2.5 billion to our community by paying \$1.5 billion in taxes, creating 327 new jobs<sup>(i)</sup>, spending \$957 million in local businesses and providing \$7.5 million to charities and community organisations across Australia.

We're proud of the role we play supporting a vibrant local racing industry, Australian jobs and venues such as pubs and clubs.

## Our people

Our people are one of our greatest strengths and assets. They have done an outstanding job in successfully delivering the Demerger while also working through the ongoing challenges of COVID-19. Throughout this period our people have remained committed to delivering outstanding experiences for our customers and progressing our business strategy.

# CHAIRMAN'S AND MANAGING DIRECTOR'S MESSAGE CONTINUED

## Health, safety and wellbeing

We remained committed to the health, safety and wellbeing of our team members, contractors and visitors. We delivered an individually tailored wellbeing app to our team members and their families, called 'The Arena', and reduced our lost time injury frequency rate from 2.3 to 1.3 (per million hours worked) in FY22. This reduction is a result of enhanced risk and control reviews, early intervention and enhancements in injury management.

## Inclusion and diversity

We progressed our Inclusion and Diversity Strategy and exceeded our 40% target for female representation in the Senior Leadership Cohort by reaching 42% at the end of FY22. We were also named an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA) for the seventh straight year.

## Environment

We formalised our commitment to minimising our environmental impact and responding to climate change in our Environment and Climate Change Position Statement. We've started delivering on this commitment and are using the TCFD framework for the first time this year to support our reporting. This is an important step to elevate the maturity of our climate-related disclosures.

We continued to work towards our Net Zero target and following the Demerger we initiated work to re-establish our emissions baseline for the 2019 year. This is the foundation work to develop our Net Zero Roadmap.

## Human rights and modern slavery

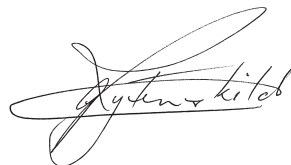
We remained committed to upholding human rights in our operations and our supply chains. We established a new

cross-functional Modern Slavery Working Group, developed a Responsible Procurement Plan for Modern Slavery, and created a stand-alone 'Modern Slavery' Essential Learning module for our team members.

We're pleased with the progress we've made in FY22, but recognise the need to keep improving. We are committed to **Raising the Game** and will continue to set the benchmark for sustainability in our industry.



**Bruce Akhurst**  
Chairman



**Adam Rytenskild**  
Managing Director and  
Chief Executive Officer

## WE SUPPORT



Tabcorp is a signatory to the United Nations Global Compact (UNGC) and a participant of the United Nations Global Compact Network Australia. We strongly support the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption, and aim to contribute to the UN SDGs through our operations and supply chains.

# ABOUT TABCORP

We are a multi-branded, diversified wagering, media and gaming services operator. We have national scale and reach across Australia with our leading TAB, Sky Racing and MAX brands, and international wagering and broadcasting operations through Sky Racing World and Premier Gateway International.

## Wagering and Media



783,000

Active registered TAB customers

4,000+

Wagering retail venues

## Gaming Services



3,500+

Venues serviced

85%

of Australian EGMs serviced<sup>(ii)</sup>

(i) Data as at 30 June 2022 or in respect of the financial year ended 30 June 2022 (FY22), as applicable.  
(ii) Based on total number of electronic gaming machines (EGMs) that MAX provides at least one product or service to.



# WE ARE THE BIG AUSTRALIAN PLAYER

### Broad national footprint across Australia

TAB is one of the most recognised wagering brands in Australia. Customers can wager with TAB anywhere in Australia online and by phone, and in more than 4,000 retail venues including pubs, clubs, agencies and on-course (except Western Australia).

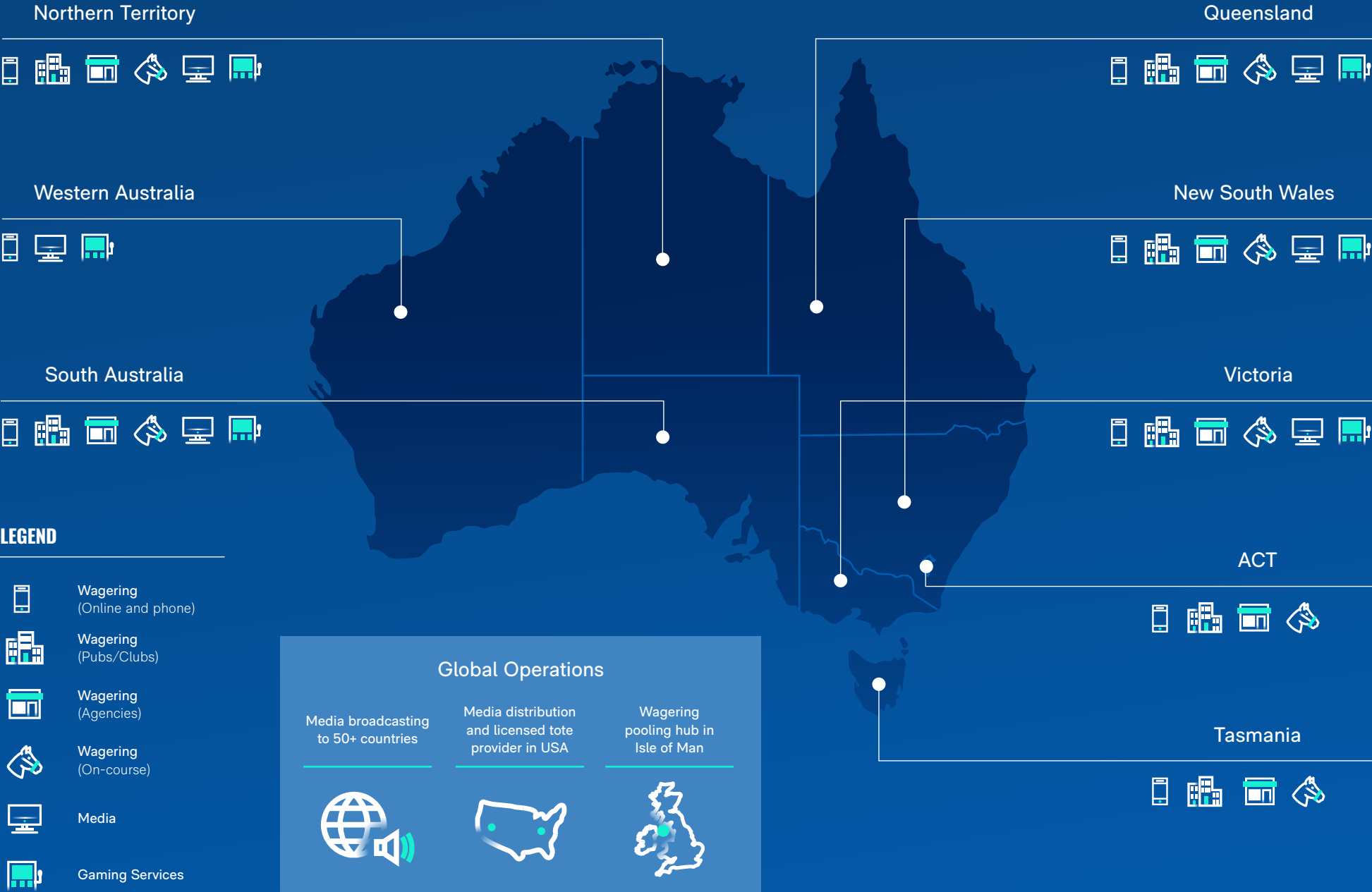
Our Sky Racing business provides racing and sports vision to 4,875 venues across Australia and via pay TV and over various digital platforms.

Our Gaming Services business provides regulatory monitoring and related services across New South Wales (**NSW**), Queensland and Northern Territory, and in-venue EGM services across more than 3,500 venues in NSW and Victoria, as well as other technology and value-added venue services in NSW, Victoria, Queensland, Western Australia, South Australia, Tasmania, Australian Capital Territory (**ACT**) and Northern Territory.

### Complementary international businesses

Our domestic Wagering and Media business is complemented by Sky Racing World, a US-based international racing content distributor and facilitator of associated tote pools, and Premier Gateway International (**PGI**), one of the largest global tote hubs based in Isle of Man.



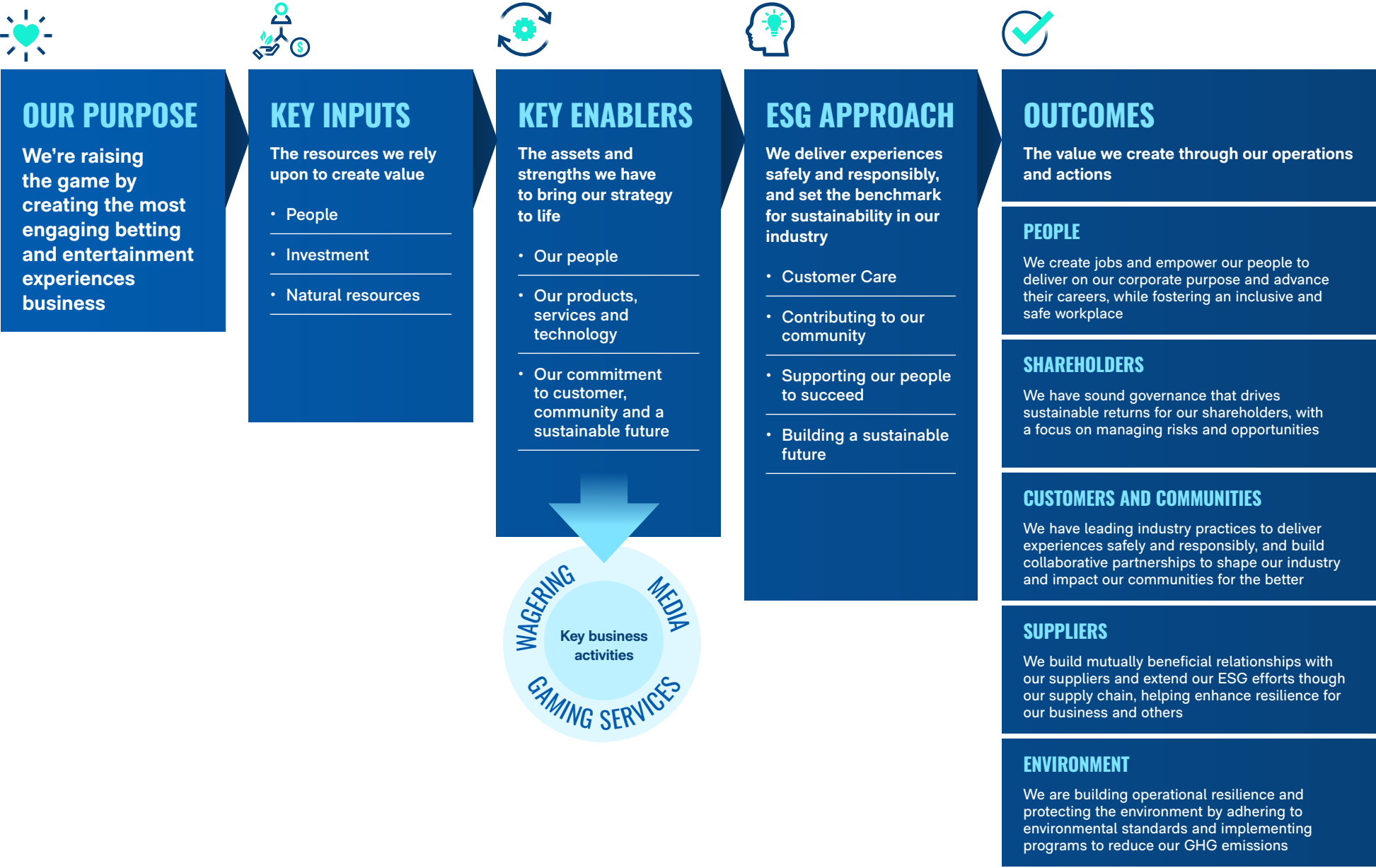




Our strategy



How we create value



## Tabcorp at a glance

	FY22 \$m	FY21 \$m	Change %
<b>For the financial year ended 30 June or as at 30 June (as applicable)</b>			
<b>Key financial indicators:<sup>(i)</sup></b>			
Net assets (\$m)	4,048.7	11,867.8	(65.9)
Revenue (\$m)	5,605.5	5,685.7	(1.4)
Net profit after tax (\$m)	6,775.9	269.4	NM <sup>(iii)</sup>
Dividends per share <sup>(iv)</sup> (cents per share fully franked)	13.0	14.5	(10.3)
<b>Economic value generated:<sup>(ii)</sup></b>			
State and territory gambling taxes and GST (\$m)	2,227.9	2,239.6	(0.5)
Income tax (benefit)/expense (\$m)	(17.8)	214.2	NM <sup>(iii)</sup>
Returns to racing industry (\$m)	946.5	1,036.8	(8.7)
Shareholder dividends <sup>(iv)</sup> (\$m)	289.4	321.8	(10.1)
<b>Other indicators:<sup>(i)</sup></b>			
Market capitalisation (\$m)	2,370.4	11,508.0	NM <sup>(iii)</sup>
Voluntary community investment (\$m)	7.5	9.1	(17.6)
Safety (LTIFR) <sup>(v)</sup>	1.3	2.3	(43.5)
Females in senior management roles (%) <sup>(vi)</sup>	42	43	(1.0)

(i) Includes 11 months contribution from the former Lotteries and Keno businesses prior to the Demerger being implemented on 1 June 2022.

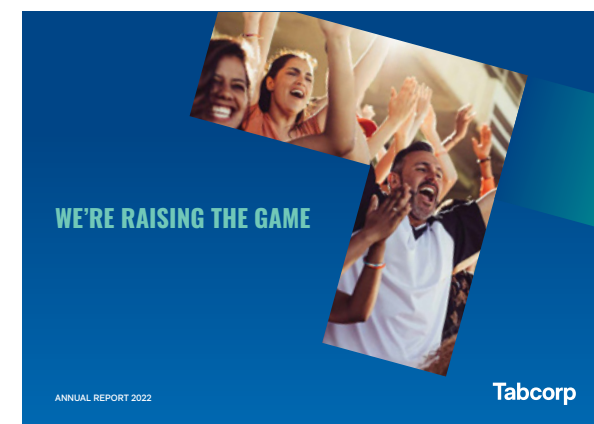
(ii) From continuing operations – excludes the discontinued Lotteries and Keno businesses.

(iii) Percentage change is not meaningful.

(iv) Attributable to the year, but which may be payable after the end of the period.

(v) Lost time injury frequency rate (**LTIFR**) is the number of lost time injuries per million hours worked.

(vi) Comprises the Executive Leadership Team (**ELT**) and the senior management team (direct reports to the ELT and their direct reports, as determined by meeting a minimum role size).



Refer to the Tabcorp 2022 Annual Report for further information.

# STAKEHOLDER ENGAGEMENT

## Our approach

We recognise that effective stakeholder engagement and management play an important role in enabling us to deliver our strategy, and in supporting the long-term sustainability and success of Tabcorp and our industry.

We have a Group-wide stakeholder engagement approach that recognises all those stakeholders which have an impact on our business or are impacted by our operations and decisions. Our aim is to engage with each stakeholder group and consider their interests and views as part of our strategic and operating decision making processes.

## Stakeholder groups

Having an extensive geographic reach and diverse business portfolio in a highly regulated and complex gambling industry means that we have relationships with a diverse group of stakeholders.

Key areas of interest raised by our stakeholders include government policy, licensing, compliance, responsible gambling, industry representation, investment returns, employment, access to products and services, and commercial partnerships.

Our key stakeholder groups are shown in the diagram opposite, and include our customers, shareholders, suppliers, team members, industry partners, governments, regulators and communities in which we operate.

We are a member of a number of industry and professional associations and our team members attend events that promote stakeholder engagement. Refer to the Memberships of Associations section on page 62 for further details.

## OUR STAKEHOLDERS



Governance

Our approach to stakeholder engagement is overseen by the Chief Industry and Corporate Affairs Officer and his team. This team manages engagement with industry bodies and business partners, government relations, media and corporate communications, and works with other teams such as investor relations, customer teams, internal communications, regulatory strategy and Company Secretariat. This team is responsible for overseeing strategic stakeholder engagement across the Group and advising on stakeholder issues. The team provides centralised support and governance to ensure that stakeholder management is undertaken in an informed, consistent and coordinated manner, with regular reporting to the Executive Leadership Team (ELT) and business units.

Key performance indicators and objectives relevant to stakeholder engagement are included in the balanced scorecards of senior executives, managers and team members who have specific responsibilities to support and drive engagement with their relevant stakeholder groups.

Stakeholder engagement strategies, activities and feedback are also regularly reported to the Board and its Committees. Directors are regularly involved in engagements with key stakeholder groups and representing Tabcorp at stakeholder events. The Board skills matrix includes experience in sustainability, government/ stakeholder relations and public policy as relevant areas of collective expertise required for the Board.

Implementation

In developing and implementing specific stakeholder management activities, the Industry and Corporate Affairs team provides guidance and advice regarding the identification, relevance and prioritisation of stakeholders, the key issues relevant to stakeholder groups, the method and frequency of engagement, the capacity and responsiveness of stakeholders, mechanisms for receiving and providing feedback, resourcing needs, and associated risks and mitigation strategies.

Stakeholders are identified and senior managers within relevant business units are assigned to manage the relationships with their specific stakeholders. Stakeholders' needs, objectives and concerns are identified and managed by the relevant business unit with oversight and support from the Industry and Corporate Affairs team.

We have a range of channels available for stakeholders to raise concerns and provide feedback. Stakeholders can engage directly with relevant relationship managers within our businesses, through Tabcorp's corporate website, customer facing branded websites, call centres, social media, and other available channels and resources.

Policies

We have policies in place to support our people in managing stakeholder engagement, in line with leading governance practices and community expectations. They include our Code of Conduct, Supplier Code of Conduct, Anti-Bribery and Corruption Policy, Political Contributions Policy, Human Rights Policy, Whistleblower Policy, Privacy Policy and Shareholder Communications Policy.

Our key policies are available on our website at [www.tabcorp.com.au/company/corporate-governance](http://www.tabcorp.com.au/company/corporate-governance).



# MATERIALITY

Understanding the issues that matter most to our business and stakeholders allows us to focus our efforts on what is important and most relevant. We do this through undertaking a materiality assessment based on the GRI Standards for sustainability reporting. Our key stakeholders include team members, customers, shareholders, suppliers, community partners, governments and industry partners.

We use the following process to determine materiality:

## Stage 1. Identify

We regularly collect information from a broad range of internal and external sources including team member, community and customer insights, industry, retail partners, investor and government engagement, sustainability ratings and relevant external sustainability frameworks and standards. Refer to the Stakeholder Engagement section on page 12 for additional information.





## Stage 2. Prioritise

We analyse and prioritise this information to develop a list of material topics, which are reviewed regularly to confirm they remain relevant for our business and our stakeholders, and that we continue to maintain appropriate focus on what is important.

## Stage 3. Validate

We review the priority material topics to validate the findings and develop strategies and plans to address them.

This year's materiality assessment confirms that our material topics remain consistent with those identified in previous years. These topics are grouped under four key pillars aligned with our recently adopted Sustainability Framework.

OUR PRIORITIES	 Customer Care	 Contribute to our Community	 Support our People to Succeed	 Build a Sustainable Future
MATERIAL TOPICS	<ul style="list-style-type: none"> <li>• Responsible products</li> <li>• Responsible marketing</li> <li>• Data security and privacy protection</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate citizenship and philanthropy</li> <li>• Economic contribution</li> <li>• Animal welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion and diversity</li> <li>• Learning and development</li> <li>• Health, safety and wellbeing</li> <li>• Talent attraction and retention</li> <li>• Fair working conditions</li> </ul>	<ul style="list-style-type: none"> <li>• ESG governance and transparency</li> <li>• Business integrity</li> <li>• Human rights</li> <li>• Responsible procurement</li> <li>• Environmental management</li> <li>• Climate resilience</li> </ul>
SECTION	Caring for our customers	Community contribution	Supporting our people to succeed	Building a sustainable future
PAGES	19 to 24	25 to 31	32 to 39	40 to 51

Refer to the Sustainability Framework section on page 15 to learn more about how we are addressing these topics.





# SUSTAINABILITY FRAMEWORK










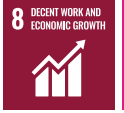






## Approach and framework

Sustainability is at the heart of our business operations and our vision of **Raising the Game**. Our mission is to deliver experiences safely and responsibly and set the benchmark for sustainability in our industry.





Following the Demerger, and an extensive process of engagement across our business with key stakeholders, we adopted a new Sustainability Framework (**Framework**). The Framework is aligned with our new enterprise strategy, with customer care at the centre and a strong focus on community, our people and sustainable business practices. The Framework builds upon our good progress in recent years and will help us create long-term value in the management of our ESG risks and opportunities.

The structure of this year's Report is aligned with the four pillars of this Framework, and the issues and opportunities identified during our materiality assessment. Refer to the Materiality section on page 14 for additional information.

OUR PRIORITIES	 <p>Customer Care</p>	 <p>Contribute to our Community</p>	 <p>Support our People to Succeed</p>	 <p>Build a Sustainable Future</p>
OUR GOALS	<ul style="list-style-type: none"> <li>• Deliver customer-centric responsible wagering and gaming initiatives designed to prevent and minimise harm</li> <li>• Build and maintain cyber security controls that protect our customers' privacy and security and drive competitive advantage through customer and stakeholder trust</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the strength of our stakeholders through shared economic benefits and industry support</li> <li>• Deliver strategic community partnerships and investment to support the communities we operate in</li> <li>• Engage on key industry issues such as animal welfare and sports integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Foster a diverse, equitable and inclusive workplace</li> <li>• Invest in the health, safety and wellbeing of our team</li> <li>• Attract the best talent and support our team to shape their careers</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a robust, transparent and effective approach to ESG</li> <li>• Develop a Net Zero roadmap to support our emission reduction targets</li> <li>• Source products and services responsibly and sustainably</li> </ul>

OUR PRIORITIES	 <b>Customer Care</b>	 <b>Contribute to our Community</b>	 <b>Support our People to Succeed</b>	 <b>Build a Sustainable Future</b>
OUR TARGETS	<ul style="list-style-type: none"> <li>• Customer Care strategy design and implementation</li> <li>• No. 1 trusted wagering brand for customer care</li> <li>• Protect our customer's data and personal information</li> <li>• Maintain cybersecurity defences that build competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to a stronger local economy</li> <li>• Invest in strategic programs and causes that deliver benefit to our local community</li> <li>• Build strategic partnerships to help address key industry issues by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion and Diversity strategy design and implementation</li> <li>• Balanced and diverse leadership team: 40:40:20 gender representation in our Board, Executive Leadership Team (ELT) and Senior Leadership Cohort by 2030</li> <li>• 70% engagement score by 2025</li> <li>• Provide a safe workplace to our people, contractors and customers</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain membership and inclusion in the DJSI (World and Australia) and the FTSE4Good Indices</li> <li>• 45% reduction in scope 1 and 2 emissions by 2030 from 2019 levels. Net zero by 2050</li> <li>• Responsible Procurement Action Plan delivery and implementation (Human Rights/Modern Slavery focus)</li> </ul>
ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS			    	    

# FY22 OVERVIEW

 <h2>Customer Care</h2>	 <h2>Contribute to our Community</h2>	 <h2>Support our People to Succeed</h2>	 <h2>Build a Sustainable Future</h2>
<p>Implemented a new automated monitoring system to improve detection and prevention of self-excluded customers attempting to open new accounts</p> <hr/> <p>Delivered an early intervention model to proactively contact customers that may be exhibiting early signs of gambling harm and offering responsible gambling <b>(RG)</b> tools</p> <hr/> <p>Rolled out enhanced RG training for key customer facing teams to assist in recognising indicators of gambling harm and improve quality of RG conversations with customers</p> <hr/> <p>Completion of 11 security projects in FY22, enhancing cyber defence and reducing cyber risk to Tabcorp's products, systems and data</p> <hr/> <p>Implementation of a governance program to mitigate potential risks in respect of data during and after the Demerger</p> <hr/> <p>Enhanced crisis management arrangements, including disaster response planning and testing</p> <hr/>	<p>Generated \$1.5b in taxes, levies and payments to state and federal governments, the Australian racing industry, and venue partners<sup>(i)</sup></p> <hr/> <p>Contributed \$7.5m to charities and community organisations<sup>(ii)</sup></p> <hr/> <p>Supported the racing industry's animal welfare efforts through various campaigns, initiatives, and sponsorships</p> <hr/> <p>Continued strategic partnerships with Prostate Cancer Foundation of Australia, Australia New Zealand Gynaecological Oncology Group (Team Teal) and National Jockeys Trust</p> <hr/>	<p>Signatory to HESTA 40:40 Vision gender diversity initiative</p> <hr/> <p>Named an Employer of Choice for Gender Equality by the WGEA for seven consecutive years</p> <hr/> <p>Reached 42% female representation in the Senior Leadership Cohort at the end of FY22</p> <hr/> <p>Lost Time Injury Frequency Rate for the year was 1.3, falling from 2.3 the previous year<sup>(iii)</sup></p> <hr/>	<p>Ranked first globally in the Casinos and Gambling sector in the 2021 DJSI World and DJSI Australia Indices</p> <hr/> <p>Reduced Scope 1 and 2 greenhouse gas emissions by 17.1% from our 2019 baseline year<sup>(iii)</sup></p> <hr/> <p>Commenced the foundation work to support the development of our Net Zero Roadmap</p> <hr/> <p>Published our third Modern Slavery Statement in December 2022</p> <hr/>

(i) Based on FY22 TAB revenue including Victorian Racing Industry interest. Excludes GST.

(ii) Includes 11 months contribution from the now discontinued Lotteries and Keno business before the Demerger was implemented.

(iii) FY22 includes 11 months contribution from the former Lotteries and Keno business. Work is underway to re-establish our 2019 baseline for our continuing operations following the Demerger.

# INDEPENDENT RECOGNITION



Member of the DJSI World and DJSI Australia Indices



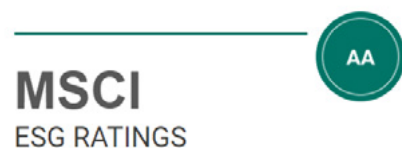
Constituent of the FTSE4Good Index Series, which demonstrates our strong ESG practices



Recognised as an Employer of Choice for Gender Equality by the WGEA for the seventh consecutive year



We disclose our climate change impact through CDP, a leading global environmental disclosure platform



Rated as a leader among 17 companies in the casinos and gaming industry since 2019



Corporate ESG performance rated as Prime by ISS ESG, which demonstrates leadership in our industry peer group



Recognised as having good relative ESG performance and above average degree of transparency in reporting material ESG data publicly (71/100 rating)





# CARING FOR OUR CUSTOMERS

# CARING FOR OUR CUSTOMERS

## Our approach

Customers are, and always will be, at the heart of our business. We're committed to putting our customers first, delivering experiences safely and responsibly, and supporting a well-regulated and responsible industry.

Responsible gambling is integral to our long-term success. We know that gambling can potentially cause harm and our industry has a big role to play in protecting customers and the community. More than simply following the letter of the law, we aim to be a leader in gambling harm prevention and minimisation.

We equip our customers with the tools, information, and resources to help them make informed decisions about how they gamble. Our approach to customer care and the responsible provision of our products is underpinned by our Customer Care Principles for responsible gambling and supported by privacy protection and information security controls.

## Customer Care Principles

Our Customer Care Principles for responsible gambling demonstrate our commitment to the responsible provision and use of our products, empower our team members to support responsible gambling, raise awareness about responsible gambling through sharing information and encourage wider use of responsible gambling tools.

Through our responsible gambling microsites, and other interactions with customers (whether by phone, in-venue, on an app, or online), we provide customers with information and resources to help them make informed decisions about how they use our products and services to prevent and minimise potential harm.

We are continuously enhancing our systems, processes and services to further protect our customers. Some of the controls our customers can use to manage their account include taking a break, setting deposit or spend limits, and self-exclusion.

## Our Customer Care Principles



### RESPECT THE CUSTOMER DECISION

- ✓ We always respect the customer decision, however, there are times when we will take action including proactively closing a customer's account for problem gambling



### ENABLE INFORMED CHOICE

- ✓ Responsible gambling microsite on tab.com.au
- ✓ One stop shop responsible gambling information
- ✓ Responsible gambling signage and information in our retail venues



### CREATE TOOLS THAT CARE

- ✓ Take a break, deposit limits, self-exclusion



### INTERACT RESPONSIBLY

- ✓ Provision of Responsible Gambling Training to all Tabcorp team members
- ✓ Additional specialised Responsible Gambling training for customer facing teams including Customer Service Centre, VIP team, Retail and On-course Operators



### CUSTOMER CARE BY DESIGN

- ✓ Responsible gambling assessments when implementing new products and customer initiatives
- ✓ Responsible gambling review of marketing collateral and promotions



### ANALYSE CUSTOMER BEHAVIOUR

- ✓ Early Intervention Program
- ✓ Player Tracking



### PROVIDE A SAFETY NET

- ✓ Online Self-Exclusion
- ✓ Retail Self-Exclusion



### CYBER SECURITY

- ✓ Best-in-class cyber security to protect customers' privacy and security

## Human-led tools

We offer several responsible gambling tools to help customers manage their time and spend on gambling. A summary of these tools is outlined in the table opposite.

## Technology-led tool

In addition to human-led tools, we continue to invest in technology to help us identify potential problem gambling behaviour. We use a player tracking model that assesses every account-based customer daily for high-risk behaviours.

The tool helps identify customers displaying potential problem gambling signs based on over 1,200 data points. For example, customer demographics, account and betting transactions.

Where we identify customers that are "at risk", we conduct a review of their activity. Depending on the result of the review, customers may be contacted to complete a Responsible Gambling (RG) check and learn more about our RG tools.

Where a customer acknowledges having a gambling problem or we believe the customer is no longer able to hold an account responsibly, we may close the account temporarily or permanently.

## Human-led tools



### TAKE A BREAK

Customer can Take a Break from account/betting. During the break, customer is unable to access their TAB account. Can be set for 1, 2, 3, 7, 14, 30, 90 or 180 days.



### DEPOSIT LIMIT

Customer can set a maximum amount to deposit into their betting account. Can be set for 1, 7, 14, 28 days.



### SPEND LIMIT<sup>(i)</sup>

Customer can set a limit on the amount they can spend within a nominated time period. Can be set for 1, 7, 14, or 28 days.



### CARD LIMIT

Customer can set a maximum weekly amount to deposit into their betting account via debit and credit card.



### MARKETING OPT-OUT

Customer can opt-out from receiving any marketing related promotion material via various channels. Can be set for email, SMS or all channels.



### ACTIVITY STATEMENT<sup>(ii)</sup>

Customer can obtain account statement online or via request to customer support centre.



### TRANSACTION HISTORY

Customer can view all transactions (deposit, withdrawal, account adjustment and bets) related to customer account up to 12 months old.



### SELF EXCLUSION

Customer can self-exclude from their account either permanently or for specific periods (3, 6 or 12 months).

(i) Implemented in Qld, SA, TAS and NT only.

(ii) Currently some form of it provided in SA and TAS. An updated activity statement will be rolled out nationally as part of the National Consumer Protection Framework (NCPF) project, starting in SA.

# CARING FOR OUR CUSTOMERS CONTINUED

## TAB assist – responsible gambling microsite

Launched in April 2019, TAB assist provides easily accessible information to help our customers manage their account, with links to all relevant responsible gambling tools and governing bodies.

Available on the TAB app and **website**, the site seeks to balance the excitement of our industry with information and help on how to use our products safely and responsibly, and how to seek help if customers need it.

We update the information regularly and have received positive feedback from financial counsellors and regulators since its launch.

## Retail venues

Our third party distribution network (**retail venues**) undertake mandatory annual training on responsible gambling. The training educates them on identifying customers who may exhibit problem gambling behaviours, signs of intoxication, customers who may be self-excluded or a potential minor in venues, and how to interact and intervene, when appropriate.

In addition to training, we also:

- Require all retail venues to seek identification from customers who appear to be under the age of 25 or are suspected to be self-excluded from the venue.

- Require all retail venues to display the required (state/territory based) responsible gambling signage/brochures/cards/posters.
- Issue targeted communications to retail venues throughout the year and during peak periods (e.g. pre- Spring Racing Carnival, commencement of AFL/NRL seasons, etc.), reminding them of their responsible gambling obligations, including in relation to minors.
- Require all retail venues to place Electronic Betting Terminals (**EBTs**)/Self Service Terminals (**SSTs**) in locations directly supervised by their employees or via CCTV.

We monitor retail venue's compliance with the above requirements through independent compliance reviews and make continuous improvements to the control environment, as required.

## Responsible Gambling Codes of Conduct

Our Responsible Gambling and Play Codes of Conduct outline our commitment to responsible gambling and play across the different products and jurisdictions we operate in. These codes have been developed in conjunction with regulators. They advise customers about how we provide an environment where they can make informed choices to gamble responsibly, and how to seek further assistance.

## Responsible advertising

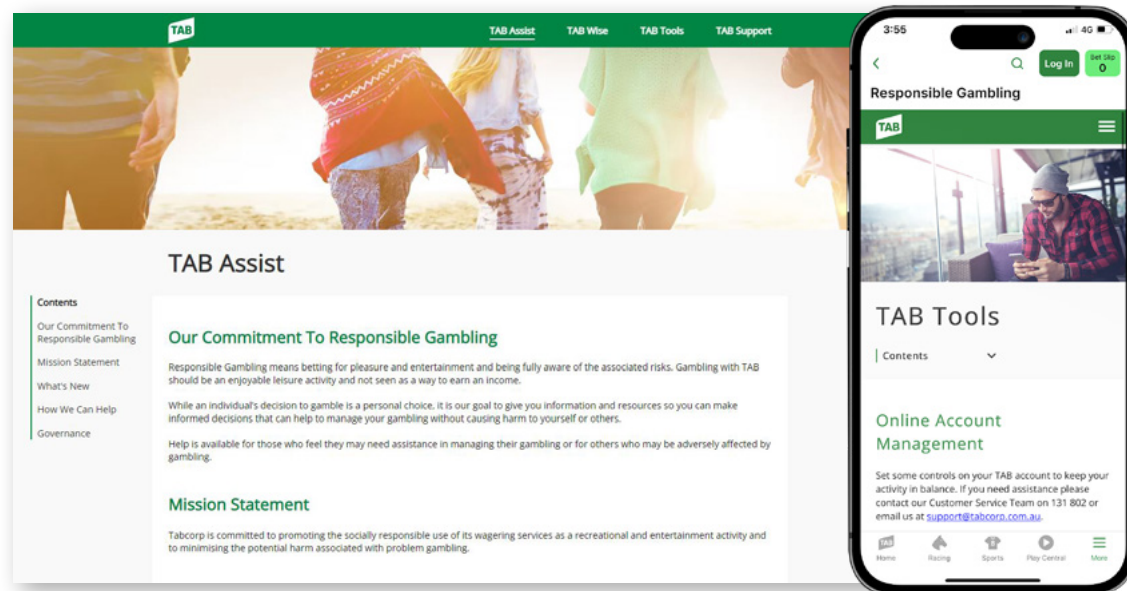
We are subject to a comprehensive framework of codes, regulations and legislation in relation to advertising. We take all the necessary steps to comply with them and with the expectations of our stakeholders.

We are also taking a leadership position and advocating with government and regulators for tougher restrictions on betting advertising, in particular during prime time viewing and live sports events, to protect young children, teenagers and vulnerable Australians.

## Stakeholder engagement

We regularly engage with governments, regulators, industry groups and community groups to enhance our knowledge, keep up to date with relevant trends and research, and to demonstrate our shared commitment to promote responsible gambling. We also engage with our investors, proxy advisors and rating companies such as MSCI, ISS ESG and S&P Global, to provide additional information about our commitments, programs and progress.

We act on customer and stakeholder feedback, and adopt new technologies, which enable us to enhance our systems, processes and services to further protect our customers.



## FY22 highlights

During FY22, we continued working with our partners on initiatives such as education campaigns, self-exclusion programs, research and supporting counselling services, and invested in several initiatives to protect our customers, including the following:






- Implemented a new system to enhance our ability to pro-actively detect potential self-excluded customers attempting to open accounts.
- Enhanced our Early Intervention Model to proactively contact customers that may be exhibiting early signs of problem gambling and offer support where required.
- Developed additional Responsible Gambling training for our customer facing team members.
- Introduced new Customer Care metrics to support the reporting and monitoring of Customer Care.
- Improved visibility and durability of Responsible Gambling signage in our retail venues.

## Future priorities – Our new Customer Care Strategy

Our aim is to be a leader in gambling harm prevention and minimisation and in October 2022 we adopted a new Customer Care Strategy. The key focus areas and measures of success for our new Customer Care Strategy are summarised below.

We will continue to develop and enhance our systems and processes to support the implementation of our Customer Care Strategy and deliver on our goal to be a leader in gambling harm prevention and minimisation.

We have a number of initiatives in place and have started building our baseline and reporting mechanisms to report against these targets in our future publications.

RESPONSIBLE ADVERTISING 	AWARENESS & TRAINING 	MONITORING & INTERVENTION 	FINANCIAL 	SOCIAL IMPACT 
Targets				
<ul style="list-style-type: none"> <li>• Leadership position in government / regulatory engagement to advocate for tougher restrictions on betting advertising, including during prime-time viewing to protect young children, teenagers and vulnerable Australians.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver targeted responsible gambling training modules for customer facing team members to help identify potential harmful gambling indicators.</li> <li>• 100% of team members to complete annual Responsible Gambling training.</li> <li>• In FY23, deliver a dedicated marketing strategy for responsible gambling awareness through all available channels.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement data driven tools to monitor and intervene at the first signs of harmful gambling across FY23 and FY24.</li> <li>• Enhance reporting to internal stakeholders on key intervention metrics.</li> </ul>	<ul style="list-style-type: none"> <li>• Year on year reduction in % revenue generated from potential harmful gambling.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in community programs to support the prevention and treatment of harmful gambling.</li> <li>• No 1 trusted wagering brand for customer care.</li> </ul>
Underpinned by our Customer Care Principles				



## Data security and privacy

Our customers and team members place a high level of trust when choosing to share their information with us. We take this trust seriously and are committed to securing and protecting their personal information as well as our company information, technology systems, services and equipment. We have frameworks, policies, procedures, practices and resources in place to manage data security, privacy, and technology-related risks.

The Group's Technology team dedicates resources, systems and expertise to the identification, analysis, and mitigation of technology, cyber and data risks, and leverages the expertise from key technology partners. Our Information Security Policy sets out how team members are required to use data responsibly, maintain security and privacy of information, and protect against physical and cyber security threats.

Team members across the Group are required to complete mandatory cyber security, data security and privacy training annually. They also receive regular communications on how to improve cyber security in their daily roles.

Our Privacy Policy sets out how we collect, hold, use and disclose personal information in accordance with the *Privacy Act 1988 (Cth)* and the *Australian Privacy Principles*. We have implemented practices, procedures and systems across the Group to securely handle and store personal information in accordance with our Privacy Policy.

The Tabcorp Group Privacy Policy is published on our website at [www.tabcorp.com.au/privacy-policy](http://www.tabcorp.com.au/privacy-policy).

We take steps to foster a culture of privacy awareness and good privacy practices through a variety of channels including our Code of Conduct, induction process, policies and procedures around personal and confidential information and how it is used, training programs and awareness raising communications and events.

Our Data Breach Response Plan sets out procedures for team members to follow in the event of an actual or suspected data breach. During FY22, no material data breaches were identified.

For additional information about how we manage data security and privacy, refer to our Corporate Governance Statement 2022, available at [www.tabcorp.com.au/company/corporate-governance](http://www.tabcorp.com.au/company/corporate-governance).

For an overview of our technology, cybersecurity and data privacy risks and our mitigating actions, refer to page 42 of our Annual Report 2022, available at [www.tabcorp.com.au/investors](http://www.tabcorp.com.au/investors).



## Continuous learning

Our Responsible Gambling (RG) team took part in a 'Conversations about Gambling' training session at the Randwick Club earlier this year.

Hosted by Mental Health First Aid in collaboration with gambling help service GambleAware, the training covered indicators of gambling harm, statistics about gambling, mental health first aid and how to improve our conversations with customers about their gambling behaviour.

The training was a great day for our RG team to upskill, while learning valuable information and practices to enhance the delivery of in-house training to our broader team. For example, increasing awareness of problem gambling indicators to help with early intervention, and creating products, initiatives and controls that minimise harm and look after our customers.



## COMMUNITY CONTRIBUTION

# COMMUNITY CONTRIBUTION

## Our approach

Tabcorp has a long history of supporting the Australian economy and the community. We're committed to building collaborative partnerships to shape our industry and impact our communities for the better. We believe this is critical to our long-term success and the achievement of the UN SDGs.

We have partnerships with a number of local and industry based charitable organisations that are aligned with our strategic direction. They help us create shared value and economic benefit to the communities in which we operate. We also manage programs and events that allow us to engage with industry partners and enable our team members to engage in volunteering activities and support causes that they are passionate about.

In addition, we contribute to economic development and community resilience through taxes, job creation, and buying from local businesses.

**Almost \$2.5 billion in community contributions in FY22**

## FY22 highlights

- Contributed almost \$2.5 billion to our community by paying \$1.5 billion in taxes, creating 327 new jobs<sup>(i)</sup>, spending \$957 million in local businesses and providing \$7.5 million to charities and community organisations across Australia. Funding to the latter was provided through direct donations, contributions from unclaimed prize money, in-kind giving and foregone revenue (predominantly Sky Racing advertising costs and margin), management costs and team members' time.
- Developed a new Community Strategy to support our Sustainability Framework and guide our investment in community and industry programs and partnerships.
- Formed a cross-functional Community Working Group, a monthly forum where our passionate team members can help shape our community investment; make recommendations on community programs and partnerships; and contribute to the delivery of our Community Strategy.

## Future priorities

- Continue to implement our Community Strategy to support our industry partners, and the communities we operate in.
- Further promote Tabcare, our community and team member engagement program, to lift our team member volunteering rate and support activities that help team members reconnect with each other and the community.
- Continue to engage on key industry issues such as animal welfare and sports integrity.

## Community investment and philanthropy

After the Demerger, we started developing our Community Strategy in consultation with a cross-functional working group to guide our decisions regarding community investment and philanthropic activities.

Our main priorities are aligned with the UN SDGs, our Sustainability Framework and business strategy. This approach helps us leverage our strengths, our brand and our team members to have the most meaningful impact on our community.

We measure our progress based on the number and nature of strategic partnerships, programs and causes we support.

These activities follow a well-defined criteria, meaning that to be considered they need to:

- align with our strategic direction, core values and Sustainability Framework;
- fall within the communities in which we operate;
- recognise Tabcorp's support, create awareness and enhance Tabcorp's reputation;
- demonstrate good corporate citizenship; and
- where appropriate, be customer-led and aligned with our brands.

Our community investment and philanthropic activities fall into three categories: strategic, response and relief donations or workplace giving and volunteering, as displayed below.

Community investment and philanthropic activities categories		
 <b>Strategic</b>	 <b>Response and relief</b>	 <b>Workplace giving and volunteering</b>
Community and industry-based partnerships that complements our business strategy. Includes sponsorships.	Targeted emergency and crises support such as floods, fires and natural disasters.	Team member support in their efforts to give back to the community through Tabcare program. Includes volunteering programs and matched fundraising.

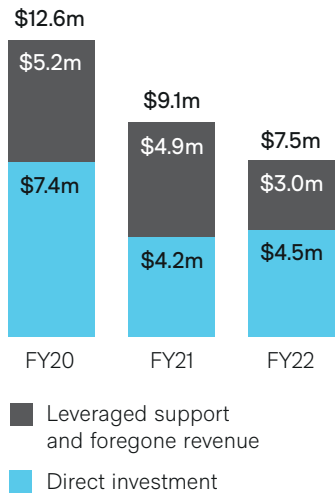
(i) Based on all job offers accepted during FY22.

# COMMUNITY CONTRIBUTION CONTINUED

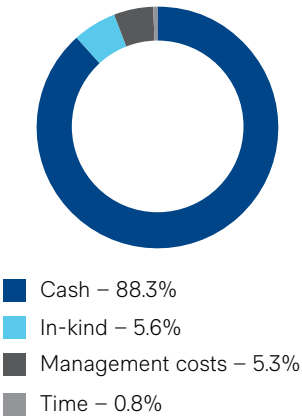
During FY22, we invested \$7.5 million in our community through:

- **Cash donations** of more than \$4.0 million including donations to bushfire relief, medical research, long-term community partners and the community contributions generated by the Charitable Games division (part of the demerged Lotteries business).
- **Management costs** of \$236,000 for overseeing and managing community programs.
- **In-kind giving** of \$249,000, mainly via advertising on Sky Racing.
- **Time** spent by team members of \$36,000 for volunteering activities.
- **Leveraged support** from third party donations of more than \$2.9 million, the majority of which related to Golden Casket community contributions from unclaimed prize money and public donations generated through Charitable Games' Play For Purpose draws (Golden Casket and Charitable Games are part of the demerged Lotteries business).

Tabcorp's voluntary community contributions

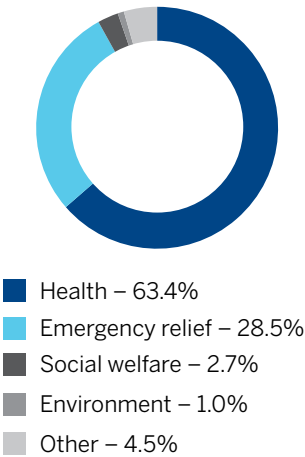


Source of Tabcorp's FY22 voluntary contributions\*



\* Refers to the \$4.5m of direct investment provided by Tabcorp (excluding the \$3.0m of leveraged support and foregone revenue).

Community investment by causes supported by Tabcorp in FY22\*



\* Excludes Charitable Games and management costs.



## Women's health support – Australia New Zealand Gynaecological Oncology Group

Team Teal is an initiative of WomenCan, a not-for-profit organisation that raises funds for pioneering gynaecological cancer research and prevention and education programs through the Australia New Zealand Gynaecological Oncology Group (ANZGOG). Team Teal raises funds and awareness for women with ovarian cancer, through celebrating women's achievements in sport.

TAB is a proud sponsor of Team Teal and women's health. This is the seventh year TAB has backed the campaign which runs for six weeks in February and March.

During that period, every time a reinswoman in teal-coloured pants passed the post first, TAB donated \$200 to the WomenCan charity to fund ANZGOG research and education projects. This year, harness racing's Team Teal campaign donated \$66,000 to ovarian cancer research.





## Men's health support – Prostate Cancer Foundation of Australia

TAB has a long-term partnership with the Prostate Cancer Foundation of Australia, which is now into its seventh year. In FY22, TAB was pleased to continue its support to the Foundation, with a \$100,000 donation and promotion of the Critical Catch campaign to raise awareness about prostate cancer and men's health.

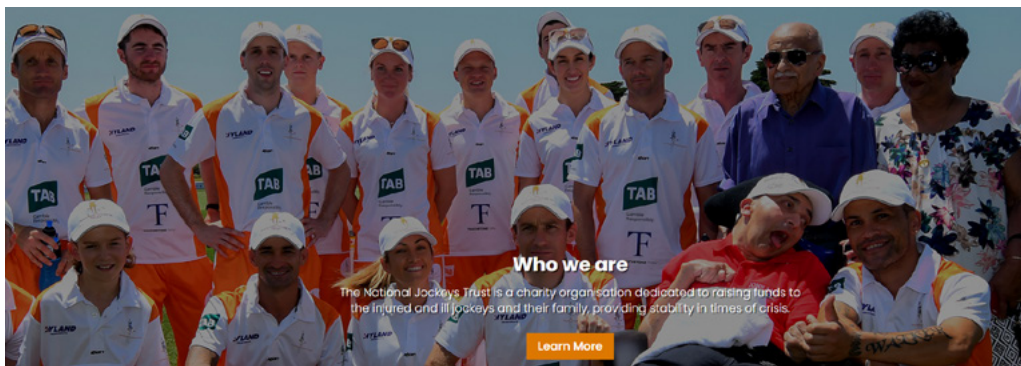
The campaign encouraged men to get to know their prostate cancer risk and get tested to help detect the disease early. Led by TAB Ambassador Shane Crawford, participants attempted three catching challenges, with \$500 from every successful catch donated by TAB to PCFA.

## Industry-linked community support

We work closely with the racing industry to support initiatives that contribute to the wellbeing of those within our industry and the broader community.

We provide them with financial contributions while sharing our resources, networks, skills, expertise and people, to help improve the communities around us. Contributions to the National Jockeys Trust and other industry-linked organisations that promote animal welfare are examples.

For more information about industry-linked organisations that promote animal welfare, refer to the Animal Welfare section in page 29.



## Jockey's financial wellbeing – National Jockeys Trust

FY22 was the seventh year of our long-term partnership with the National Jockeys Trust. Our investment helps the Trust to support injured jockeys and apprentices, and families of fallen riders. Tabcorp contributed \$115,000 to the National Jockeys Trust in FY22 from direct donations and unclaimed TAB winnings.





## Jaimee takes on the English Channel for charity

In August this year, our Big Sports Breakfast presenter Jaimee Rogers successfully completed the English Channel swim for charity.

The swim was the culmination of two years of training and helped raise funds for Gotcha4Life, a charity organisation targeting zero suicides in Australia through mental fitness programs.

In recognition of Jaimee's hard work and dedication, Tabcorp donated \$10,000 to Gotcha4Life. This donation went towards the more than \$75,000 Jaimee raised to help build mental fitness and social connections in schools, sports clubs, community groups and workplaces, with the goal of zero suicides.

## Tabcare

Tabcare is our community engagement program which provides team members with a platform to contribute for a cause they are passionate about, through matched fundraising and volunteering opportunities.

In FY22 we donated over \$20,000 to match the fundraising efforts of our team members. This is up around 9% from the prior year.

Our team members are also entitled to one day of volunteer leave a year that can be used to assist any charity. Most team members volunteer in a team with one of our two long-term community partners: Oz Harvest and Conservation Volunteers Australia. A key objective for us is to further promote the benefits of team volunteering activities and increase the level of participation in these activities.

## Data verification

Our community contributions are recorded and classified in accordance with the Business for Societal Impact's (formerly LBG) globally recognised methodology. Our FY22 community contributions data was verified by the Business for Societal Impact.



## Animal welfare

We expect the highest standards of animal welfare and integrity and have zero tolerance for animal cruelty, in racing and in society in general.

The racing industry plays an important role establishing governance and standards across participant groups, managing population dynamics, improving safety and industry culture, creating better post-racing and rehoming outcomes, and providing participant education.

While our ability to influence and directly impact animal welfare outcomes is limited, we continue

to partner and engage with racing industry stakeholders across the country, including the various racing bodies, governments, and animal welfare groups, to enhance our position on the welfare of all animals involved in racing.

We also play a key role in monitoring industry practices, advocating for change when needed, and supporting animal welfare initiatives and programs.

The following animal welfare principles guide our engagement with, and investment in, the racing industry.

- We expect the needs of racing animals, as set out in the Five Domains model for animal welfare, to be met at all times. The Five Domains<sup>(i)</sup> are:
  - **Nutrition:** Ensure appropriate consumption of water and nutritious foods to maintain health and minimise thirst and hunger.
  - **Environment:** Provide shade or shelter, good housing, good air quality and comfortable rest.
  - **Health:** Prevent or rapidly diagnose and treat injury and disease so animals enjoy good health.

(i) The Five Domains model for animal welfare was developed by Mellor D.J., Reid C.S.W. Improving the Well-Being of Animals in the Research Environment. Australian and New Zealand Council for the Care of Animals in Research and Teaching (**ANZCCART**); Glen Osmond, SA, Australia: 1994.

## COMMUNITY CONTRIBUTION CONTINUED

- **Behaviour:** Provide sufficient space, proper facilities and appropriate company of the animal's own kind.
- **Mental state:** Promote safe conditions so animals feel safe and secure and avoid mental suffering.
- We expect compliance by those involved in the racing industries with all applicable regulations, industry standards, frameworks and codes of practice concerning the housing, training, management, husbandry, racing and transport of racing industry animals.
- We support sustainable and ethical practices throughout the lifecycle of racing animals. This includes current owner accountability and tracking of racing animals by racing authorities throughout their life.
- We expect that every effort is made to re-home or re-purpose animals at the end of their racing careers. The welfare of the animal is paramount in all decision-making.
- We expect the provision of modern racing environments that prioritise animal and human welfare.
- We support ongoing research into the health and welfare implications of animals

participating in racing to keep the industry at the forefront of developments in these fields.

During FY22, we:

- continued our partnership with Thoroughbreds Are Go, a television series that helps the racing industry promote animal welfare, contributing \$50,000 sponsorship to produce ten episodes;
- developed a 'Get Home Initiative' video series with Greyhound Racing NSW, Greyhound Racing Victoria and Racing Queensland, profiling the transition of greyhounds from the racetrack to adoption; and
- provided \$20,000 sponsorship to the Harness Racing Victoria HERO program. Established in 2015, this initiative creates pathways and support for racing horses into their lives beyond the track.

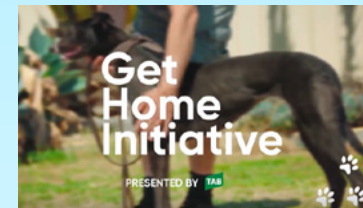
We will continue to use our industry leadership position and voice to support our racing partners, governments, and regulators in achieving the best possible animal welfare outcomes. We will also revisit current initiatives and partnerships and explore new ones in the coming year.



### Thoroughbreds Are Go

Thoroughbreds Are Go (TAG) is a national TV program dedicated to the care of thoroughbreds away from racing. It helps racing owners with ideas about finding good homes for their ex-racehorses and looks at the various re-homing programs around Australia.

TAG promotes the great athleticism of the thoroughbred to the equestrian world and provides important information on caring for thoroughbreds away from the racetrack.



### TAB Get Home Initiative

There's truly no place like home, as TAB's three-part 'Get Home Initiative' video series proved.

Developed with Greyhound Racing NSW, Greyhound Racing Victoria and Racing Queensland, the video series were featured on TAB and Sky's digital and social channels to raise awareness about animal welfare in the greyhound racing industry.

The campaign highlights the work these organisations do rehoming retired racing dogs and their contribution to the industry and demonstrates our commitment to being 'bigger than the bet'.



### Harness Racing Victoria (HRV) HERO program

TAB is a proud sponsor of Hero – HRV's Industry Retirement program. Funded by HRV and its sponsors, Hero operates with a core mission to support retired harness racehorses (standardbreds) to thrive in their lives beyond the racetrack.

Hero promotes the standardbred as an exceptionally talented, versatile and sensible choice of riding partner, through collaboration with clubs, associations, businesses and riders who share this vision.



### Sports and racing integrity

We expect the highest standards of integrity in sports and racing. We have integrity arrangements in place and work closely with all major sports bodies and racing industries across Australia. These arrangements enable the sharing of information to assist those organisations, and promote high levels of integrity among sports and racing.

During FY22, we were involved in a consultation process with Sport Integrity Australia (SIA), the regulatory body that helps keep Australian sport safe and fair, at all levels, for all participants in respect of the Australian Sports Wagering Scheme (ASWS).

The SIA was established in 2020 to draw together the country's existing sport integrity capabilities, knowledge, and expertise, and to coordinate and develop new threat responses, including prevention, detection, investigation, and enforcement programs. The objectives of the ASWS are to:

- streamline sport integrity aspects of sports wagering regulation to provide clarity, transparency and consistency at a national level and ensure sports wagering occurs in a framework that protects the integrity of sport; and
- develop a robust integrity framework for national sporting organisations, event controllers and wagering providers.





## SUPPORTING OUR PEOPLE TO SUCCEED

# SUPPORTING OUR PEOPLE TO SUCCEED

## Our approach

When it comes to our people, our mission is to make Tabcorp the most exciting place to succeed. We strive to be an inclusion and diversity leader and an employer of choice. We foster an inclusive culture that reflects a diverse workplace, where team members can share their unique

perspectives and contribute their experience to achieve the best possible business outcomes.

We are committed to equitable remuneration across all team members in equivalent roles, irrespective of gender, race, religion, disability and any other affiliation.

Tabcorp is a proud member of:

- Pride in Diversity, a support program for all aspects of LGBTQ workplace inclusion.
- Australian Network on Disability, a networking group that helps organisations employ people with disability.

We provide learning and development opportunities for team members and managers to grow, and regularly benchmark ourselves against relevant indicators to maintain our focus on culture, inclusion and diversity, engagement, recognition, and health, safety and wellbeing.

The Board People and Remuneration Committee oversees Tabcorp's people strategies, policies and programs related to remuneration, talent and retention, diversity and inclusion, culture, team member engagement, health, safety and wellbeing.

TOGETHER WE'RE RAISING THE GAME			
INCLUSION AND DIVERSITY	TEAM MEMBER BENEFITS	WELLBEING	COMMUNITY MINDED
<div>An Employer of Choice for Gender Equality – awarded by the WGEA for the seventh consecutive year</div> <div>Gender affirmation support</div> <div>Hesta 40:40 Vision signatory</div> <div>Member of Pride in Diversity and the Australian Network on Disability</div>	<div>Flexible working</div> <div>Market leading benefits such as flexi leave, cultural leave and 18 weeks of paid parental leave for all new parents</div> <div>'All Grow Academy' learning and development programs</div>	<div>Happy and healthy teams</div> <div>Domestic and family violence support</div> <div>Free confidential external support services</div> <div>BUPA health and wellbeing partnership</div>	<div>'Tabcare', our team member and community engagement program</div> <div>Matched fundraising</div> <div>Community volunteering</div> <div>Volunteer leave</div>

## Our values

We have a set of values that support the delivery of our business strategy. These values guide the way we work and underpin our Code of Conduct.

For more information, refer to the Code of Conduct available from the Corporate Governance section of our website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

## FY22 highlights

- Our team members' wellbeing remained a key focus of Tabcorp's response to the COVID-19 pandemic. In FY22:
  - We delivered an individually tailored wellbeing app to our team members and their families, 'The Arena'.
  - Team members continued to be eligible for additional personal leave when receiving COVID-19 booster vaccinations.
  - We refined our hybrid work model approach, enabling team members to enjoy the benefits of collaboration in an office environment while maintaining the flexibility of remote working.



### DO IT AS ONE TEAM

We are stronger together. We are inclusive, collaborative and know that amazing ideas can come from anywhere



### DO THE RIGHT THING

We always act with integrity, standing up (and speaking out) for what's right



### EXPLORE WHAT'S POSSIBLE

We listen. We think big. We ask 'what if'. Our curiosity for what's next will shape tomorrow



### CREATE AWESOME MOMENTS

We all have the power to delight and inspire, so let's dial up the excitement and create awesome moments



### MAKE A DIFFERENCE

We're passionate and proud about making a real change for customers, and benefiting our communities

- We progressed our inclusion and diversity strategy by:
  - Exceeding our 40% target for female representation in the Senior Leadership Cohort by reaching 42% at the end of FY22.
  - Being awarded Employer of Choice for Gender Equality by the WGEA for the seventh consecutive year.
  - Strengthening our Parental Leave Policy.
- We reduced our lost time injury frequency rate from 2.3 to 1.3 (per million hours worked) in FY22. This reduction is a result of enhanced risk and control reviews, early intervention and enhancements in injury management.

## Future priorities

- Achieving gender balance and a diversity of skills and experience across all levels of our organisation.
- Refresh our values, with our team members' help, to reflect our aspirational culture post-Demerger.
- Continue our focus on early intervention and support for physical and psychological injury/illness to facilitate better outcomes for both work and non-work related conditions.
- Ongoing review of our business hazards and the effectiveness of controls.
- Review our Safety Management System documentation post-pandemic to confirm ongoing relevance and applicability to our operations.

- Enhanced focus on management of psychosocial hazards within the workplace in accordance with regulatory reform.
- Continue our wellbeing programs to support both on-site and remote team members.

## Inclusion and diversity

We believe that by creating an environment where everyone can be their real self at work, we allow diversity to flourish naturally. Our Inclusion and Diversity policy sets out what we expect from everyone, starting with the atmosphere we all create. Built on respect, reflective of our diverse communities and adjusting for differences, our inclusive environment makes for better ideas, better customer experiences and a better place to work.

We continue to work towards a gender diversity target of 40:40:20 in our Board, ELT and Senior Leadership Cohort by 2030. This target allows us to pursue gender equitable outcomes for women, with flexibility in the leadership makeup of a range of 40% to 60% female. The 20% is viewed as open, it is the remaining from the candidate pool.

The Board has set short-term targets of at least 40% female Non-Executive Directors by the end of FY23 and at least 42% female representation in the Senior Leadership Cohort by the end of FY23.



# SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

At 30 June 2022, Tabcorp's representation of women in the Senior Leadership Cohort was 43%, exceeding this target. The proportion of female Non-Executive Directors was 25%.<sup>(i)</sup>

We further cemented our commitment to achieving gender balance in our ELT by becoming a signatory to the investor led HESTA 40:40 Vision initiative in 2021. To reflect this commitment, we have set the following targets for our ELT: at least 20% female representation by 2023; 30% by 2027; and 40% by 2030.

At 30 June 2022, Tabcorp's representation of women in the ELT was 33%.

We progressed the delivery of our Inclusion and Diversity Strategy by:

- Promoting respect and inclusion of all LGBTIQ identifying people through our Pride Allies Network.
- Supporting flexible working arrangements with our 'start with yes' approach, and promoting paid Cultural Leave for team members to take part in cultural activities.
- Our ongoing commitment to equal pay and eliminating the gender pay gap. Pleasingly, our annual gender pay gap analysis found that there was no pay gap in like-for-like roles between men and women across the Group. Our overall organisation-wide gap is -1.12%, indicating there is no gender bias with respect to remuneration. The slight difference is attributable to other factors such as age, tenure and experience. The average organisation pay differential has reduced from 14.6% to 10.9%, and as a result of promotions and appointments of senior female roles this is trending down.
- Maintaining our partnership with Australian Network on Disability to support our objective to advance accessibility and the inclusion of people with a disability in all aspects of our business.
- Celebrating Inclusion Month and Harmony Week in March 2022, and NAIDOC Week in July 2022.
- Enhancing our Inclusion and Diversity Strategy, including benchmarking to the PwC Inclusive Culture Index.

Proportion of female team members as at 30 June 2022



## Celebrating International Women's Day

International Women's Day is a celebration of women and a challenge to do better for gender equality. Across Tabcorp, our teams marked the day in a number of ways:

- More than 500 people dialled in for our #breakthebias Teams Live event, an engaging discussion with our senior female leaders about working in male-dominated industries, addressing stereotypes and taking big strides towards gender equality.
- Our #NotOneDay campaign continued across the TAB website and app, in retail, on Sky and on social media channels, highlighting the achievements women have made to the Australian racing industry.
- TAB continued to back the annual Team Teal campaign, donating \$200 to ovarian cancer research every time a female harness driver in teal pants passed the post first.

International Women's Day is another way we celebrate our diverse team during Tabcorp's Inclusion Month.

(i) Excludes Raelene Murphy and Brett Chenoweth who were Observers to the Board at 30 June 2022 and commenced as Non-Executive Directors in August 2022. Karen Stocks is currently an Observer to the Board and will be appointed a Non-Executive Director following the receipt of probity. Upon Ms Stocks' appointment, the proportion of female Non-Executive Directors will be 43%.



Supporting disability inclusion

Early this year, our TAB trading team spent time with Wheelchair Sports NSW/ACT to learn more about disability inclusion.

They heard from three-time Paralympic basketball medal winner Kylie Gauci before a game of wheelchair basketball, testing not only their strength and ball skills but their teamwork and communication. They were inspired by stories of belonging and inclusion and the day really connected them as a team.

At a time when our Australian of the Year (Dylan Alcott OAM) is also a member of the wheelchair athlete community, participating in the mission of changing the lives of people living with a disability has never been so important – and rewarding.



Celebrating Pride

We have an inclusive and diverse culture where team members are encouraged to show their true colours of support for the LGBTIQ+ community. We encourage our team to show their support for our LGBTIQ+ community all year round by wearing a rainbow lanyard, joining our Pride and Allies network and registering for Pride ally training.

In March this year, team members had the chance to join a competition to ‘talk the talk’ at the Sydney Mardi Gras parade or ‘walk the walk’ in a pair of rainbow Dunlop Volleys, as part of our Inclusion Month celebrations.

Sydney Mardi Gras is one of the most iconic events celebrating the LGBTIQ+ community. This year’s theme “United We Shine” was a call to stand up against hate and inequality, reminding us that when we rise as a collective, love and inclusion is greater.



Celebrating cultural diversity

We celebrate Harmony Day on 21 March each year. Across the world, this day is recognised as United Nations International Day for the Elimination of Racial Discrimination. As we acknowledge and celebrate our cultural diversity, we also reflect on the origins of this day as we stand together against racism.

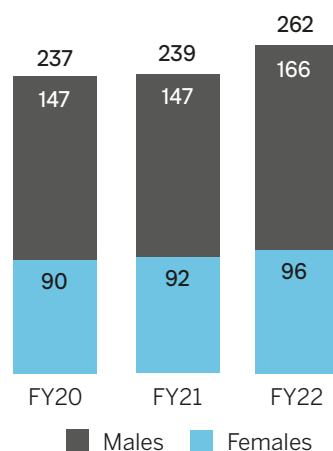
This year, we marked this important day with the release of the second edition of our Harmony Day Cookbook. Filled with a selection of our team members’ family and traditional recipes, the Cookbook celebrates the diversity of our team members and coming together over food.

## Parental leave

We have a leading Parental Leave Policy, providing 18 weeks to all new parents, regardless of gender. We know that families come in all shapes and sizes. And that's why our parental leave policy and specialist partners include support and information for parents, surrogacy and adoption, IVF leave, medical appointments, pregnancy loss and foster or kinship carers. In FY22 we expanded our policy to also providing 18 weeks leave to secondary carers.

We have leading dad-friendly policies including parental leave and flexible working arrangements, and have seen an increase in men taking parental leave over recent years with many stepping into a primary carer role.

### Parental leave by gender



## Aboriginal and Torres Strait Islander inclusion

We continued to roll out our Indigenous Inclusion Plan which was launched in FY20, as one part of our three-year inclusion and diversity strategy. We introduced Cultural Leave to enable team members to access an additional day of leave to attend ceremonial obligations under Aboriginal and Torres Strait Islander law or other significant cultural events.

During NAIDOC Week in 2022, we celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander people. All week, the SKY team started programs across radio and TV with an Acknowledgement of Country.

This year, we've also commissioned a piece of digital artwork by Ngarrindjeri Indigenous artist Jordan Lovegrove of Dreamtime Creative. The artwork represents Tabcorp combining its deep experience with embracing new horizons and ways of working together.

The large central meeting place symbolises Tabcorp while the bottom left section represents

its history. The smaller meeting places depict coming together to find new ways forward, and the right section is the present and future which is bright and fresh.

This piece will be replicated as part of our future initiatives and messaging in relation to Indigenous recognition.

## Domestic and family violence support

Domestic and family violence may happen in the home, but its effects reach far beyond – to our communities and workplaces. We're committed to promoting a safe workplace and a culture of inclusion, free of sexism and harassment. We stand united against abuse because we believe everyone – whatever their gender or sexual orientation – should be helped, supported and made to feel safe by every means possible.

Our Domestic and Family Violence Support Policy provides:

- unrestricted paid leave for team members experiencing violence to seek safety and support;
- up to 10 days paid carer's leave for those who may be supporting others experiencing violence;
- a financial allowance of up to \$2,500;
- access to removalist services for an emergency move;
- flexible work arrangements; and
- tailored safety plans.

The policy explains how team members will be managed confidentially and sensitively, and how they may access a range of support including a referral to a behavioural change program, access to leave options and flexible work arrangements.

Our Domestic and Family Violence Statement of Support outlines our position against domestic and family violence and the support framework we have in place to assist our people, when they need it.

## Gender Affirmation Statement of Support

We encourage our team members to be their authentic self at work, regardless of their sexual orientation, gender identity or expression.

Our Gender Affirmation Statement of Support is a way of providing real, tailored support to team members who are affirming their gender, through leave inclusions, flexibility in working arrangements and financial assistance. This statement of support outlines our approach to gender affirmation and our shared responsibility to care for our people.

Our Gender Affirmation Statement of Support is available on our website at [www.tabcorp.com.au/sustainability/supporting-our-people](http://www.tabcorp.com.au/sustainability/supporting-our-people)

## Team member engagement

In FY22, we completed a number of team check in surveys to understand how our people were feeling and to understand engagement. These surveys provided valuable insight during the various stages of the COVID pandemic and helped us track the ups and downs of engagement.

Following the Demerger, we have developed a listening strategy which will include regular check in surveys measuring engagement with team members. We conducted a survey in August 2022 to establish the baseline for Tabcorp post the Demerger. This will help us set future targets and build our culture roadmap.

## Health, safety and wellbeing

We are committed to providing a safe environment for our team members, contractors and visitors, and actively promote health, safety and wellbeing in the workplace.

Through our Health, Safety and Wellbeing Policy we are committed to:

- eliminating or reducing health and safety risks through effective hazard management;
- demonstrating leadership in, and commitment to, all areas of health, safety and wellbeing;



# SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

- fostering a culture of wellbeing by providing resources that reinforce healthy lifestyle choices;
- visibly and actively supporting team member involvement in our health, safety and wellbeing programs;
- complying with legislative and regulatory requirements;
- providing a supportive and caring environment for rehabilitation following work and non-work related injuries and illnesses;
- enhancing our knowledge to promote awareness of health, safety and wellbeing responsibilities and ability to perform tasks safely; and
- setting health and safety objectives and targets and regularly reviewing performance in support of our goal of continuous improvement.

We take a risk-based approach to managing health, safety and wellbeing. Our Workplace, Health and Safety team develops health, safety and wellbeing risk profiles for each business unit on a

bi-annual basis to identify significant risks. The team uses these risk profiles, as well as consultation with team members, to develop Health and Safety Action Plans to create appropriate controls to mitigate potential hazards.

We have a Health and Safety Management System in place, which is based on the AS 4801 standard<sup>(i)</sup>, and with work underway to further align with the ISO 45001 standard. During FY22, our Health and Safety team conducted regular audits with third party auditors, focussing on our Safety Management System, documentation and managing psychological hazards.

Contractors providing services to Tabcorp are required to show evidence of their health and safety management system and processes as part of the supplier onboarding process. This evidence is verified by our Workplace Health and Safety team.

The team conducts a health and safety learning needs analysis each year to ensure all team members receive appropriate training. All team members undertake health and safety training as part of the induction process, and specific health and safety training relating to learning needs of their role.

In FY22, health, safety and wellbeing performance was regularly reported to the ELT and the Board People and Remuneration Committee.

## Lost time injuries

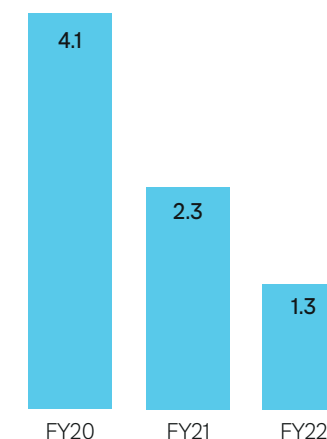
In FY22, the Group reported a lost time injury frequency rate of 1.3 (per million hours worked), down from 2.3 in FY21. This rate is well below the industry average of 7.7 based on Safe Work Australia benchmarks (at the time of comparison). These injuries occurred in those parts of the business that continued to operate onsite throughout most of the year, despite ongoing COVID-19 restrictions. The reduction in the number of lost time injuries this year reflects the outcome of risk and control reviews that were undertaken over the past year, early intervention and enhancements in injury management.

In FY22, the most significant health, safety and wellbeing risks identified for our team members and contractors were manual handling injuries and slips, trips and falls. The majority of lost time injuries occurred in the Gaming Services business, primarily due to the non-office based nature of work involved. However, there has been significant improvement in safety performance in Gaming

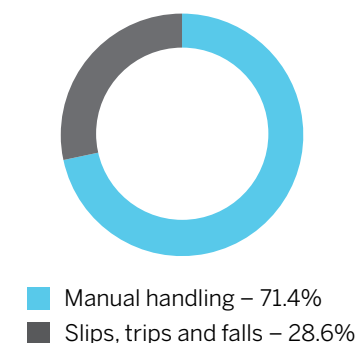
Services and across all other business units.

There were no workplace fatalities recorded during FY22.

**Lost time injury frequency rate**  
(number of lost time injuries per million hours worked)



**Lost time injury types in FY22**



## Are You OK? Day

R U OK? Day is a chance for us all to connect with each other, check in and have important conversations which could save a life.

This year, our team were lucky enough to hear from former West Tigers Captain Chris Lawrence about what the day means for him. He gave the team tips for recognising and managing stress and burnout, and how to have meaningful conversations with those going through tough times.

(i) Our Health and Safety Management System is not certified to this standard.

## COVID-19 response

The wellbeing of our people has been a key focus of our response to the COVID-19 pandemic.

We have followed the advice of the Australian and State Government Health Departments, Safe Work Australia and State health and safety regulators to implement site specific COVID Safe Plans to protect our team members, contractors and customers. Tabcorp was also an active participant in Business Council of Australia COVID-19 response and discussion group. Our COVID-19 response is continually reviewed to help us comply with changes in health orders and mitigate risks to our team members, contractors and customers depending on specific environmental conditions.

During the pandemic, we redeployed some team members who were impacted by extended worksite closures, rather than stand them down. This occurred mostly in our Gaming Services business, as team members could not work while venues were closed.

We continued to offer paid leave for team members that experienced an adverse reaction to the COVID-19 vaccination and required time off work. Team members were encouraged to use our flexible approach to working to attend an appointment and receive the vaccination. This offer ended at the end of May 2022.

We have working from home health and safety controls in Donesafe, Tabcorp's online health and safety management system. We also have a dedicated Essential Learning training module for all team members covering this topic in detail.

We continue to support our people's wellbeing through several initiatives, including onsite and remote support. During FY22, we delivered an individually tailored wellbeing app to our team members and their families, 'The Arena', and increased offering and access to our Employee Assistance Program "My Coach", which is available for our team members and their families. My Coach, is a free and confidential personal and professional development resource that offers services in the following areas:

- Wellbeing
- Career
- Legal issues
- Financial coaching
- General counselling (including trauma)

My Coach psychologists are trained in LGBTIQ+ inclusive practice and can provide support to LGBTIQ+ team members and their immediate families. Services can be accessed by phone or online, free of charge.

Team members can also use the My Coach 24/7 SMS counselling service to get professional, confidential counselling delivered in real-time.

## Learning and development

An engaged, empowered and capable team is critical to achieving our vision of **Raising the Game**. We want to equip our team with the rights skills and the right tools so they can adapt to the challenges and opportunities of a changing world. With the rights skills and tools, we can all move faster, be bold and win.

We are committed to investing in the development of our people to enable them to grow and succeed. Developing the skills and capability of our people help us inspire, motivate, and retain our talent.

We have a "yes first" attitude to empowering our team members to reach their full potential. Our All Grow enterprise learning and development system and framework provides opportunities for team members to discuss training and development needs with managers, and undertake specific training modules. Team members that choose to undertake externally facilitated study are also supported, with study leave and financial assistance provided.

We deliver a suite of compliance training through our 'Essential Learning' program. Essential Learning covers topics such as privacy, anti-bribery and corruption, responsible gambling, anti-money laundering, IT security, and health and safety. This year, we have added a new module on modern slavery.

We also operate a two-part immersion program for our retail TAB operators. Hosted at racecourses, it provides our operators with valuable information about racing and additional insight into the industry. The program brings to life the retail operator training and enhances their racing knowledge and understanding of customer behaviour and betting trends.

## Recruitment

Internal transfers and filling roles with existing team members is an important aspect of talent retention, development and recruitment. Across the organisation, team members have the opportunity to apply for new roles, transfers or promotions. We know that facilitating internal moves is a great way to retain talent, provide opportunities for growth and diversification, and allow team members to progress their careers. It is also an effective way to retain company knowledge and industry experience, while providing ongoing job security. In FY22, 37% of new positions were filled by internal candidates, which is 17% above the industry average of 20%.



**37% new positions filled by internal candidates in FY22**



# BUILDING A SUSTAINABLE FUTURE

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OUR PEOPLE

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# BUILDING A SUSTAINABLE FUTURE

## Our approach

In line with Tabcorp's vision of **Raising the Game**, we set high standards for ESG in every aspect of our business. We're committed to building a sustainable future for our business and our industry by:



Having a robust, ethical, transparent and effective approach to governance matters, such as taxation, data security and privacy and risk management.



Supporting and investing in social, humanitarian and environmental issues, such as responsible procurement, human rights and climate change.



Holding our partners and suppliers to the same standards we hold for ourselves.

In taking this approach, we believe we are not only doing the right thing but also contributing to a more sustainable industry in the long run.

## FY22 highlights

- Maintained membership and inclusion in the DJSI World, DJSI Australia and the FTSE4Good Indices.
- Included in the **S&P Global Sustainability Yearbook 2022** as a leader in sustainable business practices in the Casinos & Gaming industry.
- Became a participant of the United Nations Global Compact (**UNGC**), a voluntary leadership platform for the development, implementation, and disclosure of responsible business practices.
- Continued to improve our reporting practices by aligning our Sustainability Report with the Sustainability Accounting Standards Board (**SASB**) Disclosures; the Task Force on Climate-Related Financial Disclosures (**TCFD**), the United Nations Global Compact (**UNGC**) and the SDGs.
- Commenced work to re-establish the greenhouse gas (**GHG**) emissions baseline for the organisation following the Demerger and implemented enhancements to our emissions data gathering processes and disclosures.

- Joined the UNGC Network Australia (**UNGCA**) Modern Slavery Community of Practice, a forum facilitated by the UNGCNA, where Australian business participants can connect, navigate new developments, and share learnings regarding modern slavery.
- Progressed with our Responsible Procurement Plan to address modern slavery in our operations and supply chains.

## Future priorities

- Finalise the work to re-establish our GHG emissions baseline post-Demerger and progress development of a 'Net Zero' roadmap to support our emission reduction targets.
- Progress with our Source to Contract (**S2C**) roadmap, that includes uplifting supplier due diligence capabilities by implementing new technology to enhance the supplier risk assessment processes. This new digital platform will replace current manual supplier pre-qualification checks, Contract Assessment Tool questionnaire and risk assessments.

- Develop scenario-based training relating to modern slavery for key team members involved in the procurement of goods and services.
- Develop targeted training to our suppliers to improve their awareness and understanding of modern slavery risks, our compliance requirements, their obligations and our escalation process.
- Continue to improve our due diligence process by reviewing our FY22 analysis and risk assessment framework and introducing site audits for selected high-risk suppliers, where applicable.
- Improve mechanisms to measure the effectiveness of our responsible procurement program.

## Governance

We recognise the importance of effective governance and demonstrating high standards of corporate behaviour and accountability. We're committed to maintaining leading governance and risk management practices and going beyond compliance.

Our governance arrangements enable us to make well informed decisions, provide appropriate accountability and transparency, instil a culture of doing the right thing and support our vision to create the world's most engaging betting and entertainment experiences business. Our industry is highly regulated, so our approach to corporate governance is essential to our long-term sustainability and ability to win and retain licenses.

Our corporate governance arrangements, policies and practices help us comply with the 4th Edition of the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations*.

These are regularly reviewed and revised as appropriate to reflect our evolving business needs, regulatory changes and developments in corporate governance practices.

Refer to the Company > Corporate Governance section of our website [www.tabcorp.com.au](http://www.tabcorp.com.au) for our Corporate Governance Statement 2022, key policies, and other governance documents

## Sustainability governance

Our corporate governance arrangements to address ESG issues and opportunities are core to our vision of **Raising the Game** and our mission to set the benchmark for sustainability in our industry.

To support the implementation and oversight of our new Sustainability Framework and monitor the management and reporting of our progress, we enhanced our sustainability governance by incorporating sustainability into the remit of the renamed Board Risk, Compliance and Sustainability Committee (effective 1 July 2022).

We report on our progress quarterly to the Board and annually in our Sustainability Report. A summary of our governance framework for ESG related issues is outlined in the following table.

<b>BOARD</b>	Responsible for reviewing and approving our Sustainability Framework and monitoring the effectiveness of our ESG policies. Delegates authority to the Board Risk, Compliance and Sustainability Committee to review and monitor material business risks, subject to the Board's ultimate accountability and oversight	
<b>BOARD RISK, COMPLIANCE AND SUSTAINABILITY COMMITTEE</b>	Responsible for overseeing delivery of the Sustainability Framework and management/performance of ESG issues, together with the Group risk and compliance framework. Engages with other Board Committees on sustainability issues, such as the People and Remuneration Committee for people matters and ensuring short term incentives are aligned with sustainability goals	
<b>MANAGEMENT OVERSIGHT</b>	<b>CEO and ELT</b> Accountable for managing ESG risks and the overall implementation of Sustainability Framework	<b>Supported by Executive Risk, Compliance and Sustainability Committee</b>
<b>COORDINATION AND REPORTING</b>	<b>Governance and Sustainability Team</b> Responsible for developing the Sustainability Framework, tracking progress and preparing ESG reporting and disclosures	
<b>EXECUTION</b>	<b>Business and functional units</b> Responsible for executing the Sustainability Framework; identifying and managing ESG risks; and reporting progress	<b>Supported by cross-functional Working Groups</b>
<b>Supported by policies and procedures, as approved by the ELT and the Board</b>		

## Reporting frameworks

ESG reporting is a complex area with multiple frameworks across the globe.

We use the globally recognised reporting framework developed by the GRI in our public disclosures. The GRI provides important principles and indicators that help us measure and report on our ESG social performance.

We disclose ESG information annually in our Sustainability Report, and through the year to several organisations and rating companies such as MSCI, Sustainalytics, ISS, CDP and S&P Global.

This year, we have aligned our Sustainability Report with additional standards and reporting frameworks, as we continue to improve our disclosures and enhance transparency. They include:

- Sustainability Accounting Standards Board (**SASB**) Disclosures to future proof our Report, in preparation for the upcoming International Sustainability Standards Board (**ISSB**) Standards.
- Task Force on Climate-Related Financial Disclosures (**TCFD**), to further improve and increase reporting of climate-related financial information.

- United Nations Global Compact (**UNGC**), to meet our commitments as a new participant of the UNGC, and advance the broader development goals of the United Nations, particularly the SDGs.
- UN SDGs, to help demonstrate how Tabcorp's Sustainability Framework is contributing to the broader development goals of the United Nations.

We believe that this approach will help us better communicate to different markets and audiences, stay ahead of potential regulatory changes in ESG reporting, and continuously improve our performance.

At the same time, we're keeping an eye on several initiatives that are underway to align the leading reporting frameworks and remove some of the complexities and overlapping in ESG reporting. This work will help lead to more valuable information for investors and other stakeholders, and less confusion among companies and other players.

## Responsible procurement

Ethical, sustainable and socially responsible procurement is part of our commitment to good governance, respect to human rights and the environment. We have a procurement framework to assess, onboard, review and manage suppliers to help us work with partners that make fair, responsible and ethical decisions.

Our Supplier Code of Conduct (**Code**) sets the expectations we have of our suppliers, in accordance with the following six principles:

- Integrity, ethics and corporate conduct.
- Corporate governance.
- Labour and human rights.
- Privacy and cyber security.
- Health, safety and wellbeing.
- Environmental management.

We expect our suppliers to:

- assess their compliance with the Code, report on any deficiencies or breaches, and promptly remediate any noncompliance; and
- provide evidence of their compliance with the Code. This might be through self-assessment or independent compliance audits.

Tabcorp has centralised processes for supplier pre-qualification, onboarding, contracting, monitoring and relationship management. Due diligence and risk assessments are undertaken as part of pre-qualification for all potential suppliers. This process includes assessment for anti-money laundering, sanctions lists, adverse media monitoring and labour license status.

As part of our due diligence process, we take several additional actions throughout the service delivery lifecycle – from supplier screening and due diligence before onboarding a new supplier, to contract management and monitoring compliance with our Supplier Code of Conduct. These actions help us to pro-actively manage risks in the supply chain. Our Supplier Code of Conduct is available from the [Company > Corporate Governance](#) section of our [website](#).

In FY22, Tabcorp engaged directly with over 1,820 suppliers and contractors. Approximately 85% of Tabcorp's FY22 total spend was with 119 suppliers. Our largest category of spend was information and communication technology at

28.7%. This includes items used to develop and manage our systems, hardware and software purchases and purchases within our Gaming Services business. The remaining 71.3% of procurement spend was on activities including property, recruitment and professional services, travel and consumables.

In FY22, 9.14% of total procurement spend was with 136 international suppliers and 92.7% of this spend was with suppliers based in countries deemed as low or medium risk for modern slavery according to the *Global Slavery Index*.

During FY22, we:

- created a S2C Procurement roadmap, that includes uplifting supplier due diligence capabilities by implementing new technology to enhance the supplier risk assessment processes. Once implemented, this new technology will replace current manual supplier pre-qualification checks and risk assessments; and
- created Category Strategies that identify high risk suppliers and demographics of suppliers, size of spend and category of the goods and services.

Shortly after the end of FY22, we reviewed and enhanced our Supplier Code of Conduct, to keep pace with stakeholders' expectations and best practice.

We'll continue to raise the bar on our responsible procurement practices. Our key priorities in FY23 include:

- progress with our S2C roadmap;
- continue to improve our diligence process by reviewing FY22 analysis and risk assessment framework and introducing site audits for selected high-risk suppliers, where applicable; and
- improve mechanisms to measure the effectiveness of our responsible procurement program.

## Human rights and modern slavery

We believe that respecting human rights and acting on modern slavery is critical to our vision of **Raising the Game** and delivering long-term shareholder value. Not to mention, it's the right thing to do.

We are committed to:

- respecting and upholding the internationally recognised human rights set out in the *International Bill of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and the United Nations Declaration on the Rights of Indigenous Peoples*;

- preventing modern slavery and minimising the risk of slavery within our operations and supply chains; and
- meeting or exceeding all applicable laws and regulations with respect to wages, working hours, leave entitlements, superannuation, and workers' compensation insurance.

## Human Rights Policy

Our Human Rights Policy complies with the guidelines for companies set out in the *UN Guiding Principles on Business and Human Rights*, and formalises our commitment to:

- undertake human rights due diligence, risk assessment and monitoring processes to understand, assess and address potential human rights violations associated with our own operations and the activities of our business partners and suppliers;
- regularly communicate our expectation to respect human rights to team members, business partners and suppliers and include this in relevant training programs;
- establish confidential reporting processes for those wishing to report human rights related concerns and, where appropriate, seek remedy; and

- undertake annual, public reporting on our legal, regulatory and voluntary human rights commitments.

Our Human Rights Policy is available from the Company > Corporate Governance section of our [website](#).

## Fair Work Compliance Program

We undertake an annual minimum wage review across all our operations to confirm that our team members are compensated fairly and in accordance with relevant awards or enterprise agreements, where applicable.

We also undertake work to protect vulnerable workers and prevent potential contraventions of the Fair Work Amendment (Protecting Vulnerable Workers) Act 2017 (**Fair Work Act**) in our retail networks (agencies). Our Fair Work Compliance Program promotes compliance with the Fair Work Act regarding minimum rates of pay, awards and enterprise agreements to our retail partners. The program comprises four steps: set expectations; educate and train; monitor compliance; and take further action. We have risk management processes in place to verify compliance with the various

labour hire licencing schemes across Australia. These schemes are designed to bring integrity and scrutiny to the labour hire sector, keep vulnerable workers safe from exploitation and protecting them from being underpaid. We only procure designated labour hire services from licenced providers in those States and Territories that mandate labour hire licenses.

Our Executive and Board Risk, Compliance and Sustainability Committees are responsible for overseeing our Sustainability Framework, which includes our response to modern slavery risks. Outcomes are reported regularly through these Committees, and annually in our Modern Slavery Statement and our Sustainability Report.

During FY22, we:

- joined the UNGCNA Modern Slavery Community of Practice, a forum facilitated by the UNGCNA, where Australian business participants can connect, navigate new developments, and share learnings regarding modern slavery;
- established a new cross-functional Modern Slavery SteerCo, to support our Sustainability Framework, enhance our practices related to human rights and better address modern slavery risks;

- developed a Responsible Procurement Plan for Modern Slavery, in consultation with key internal stakeholders;
- created a stand-alone 'Modern Slavery' Essential Learning module for our team members. This module outlines the centralised processes to consistently identify, assess and escalate any human rights or modern slavery complaints or concerns. Team members have until the end of the year to complete the module, as part of their regular mandatory Essential Learning cycle; and
- delivered tailored awareness-based Modern Slavery training for all members of our Procurement team.

For further details refer to Tabcorp's 2022 Modern Slavery Statement which is available from the Company > Corporate Governance section of our [website](#).

## Taxation and transparency

Tabcorp is a significant taxpayer in Australia. In FY22, we generated \$1.5 billion in taxes, levies and payments to state and federal governments, the Australian racing industry, and venue partners<sup>(i)</sup>.

We adopt a conservative and cautious approach to tax risk management. The objective of our tax strategy is to look after shareholders' best interests by paying the correct amount of taxes at the right time in the countries in which we operate.

Tabcorp's tax strategy principles are to:

- comply with all of our statutory tax obligations, operating in good faith and with transparency;
- maximise shareholder value, while operating in accordance with the law;
- manage our tax risk and tax affairs in a proactive manner;
- maintain professional, collaborative, and open relations with tax authorities;
- consider reputation risk and stakeholder interests in assessing tax risk; and
- for international operations, allocate profits and tax where the value is created.

We maintain a comprehensive Tax Risk Management Policy and procedures manual, which we have shared with the Australian Taxation Office. This policy is approved by the Board, and taxation matters are regularly reported to the Audit Committee.

This year, we were involved in the [Aussie Fair Play Coalition](#), a group of like-minded local industry stakeholders that advocate for a sustainable future for our industry. Foreign-owned bookies are usually taxed less, and through this group, we aim to level the playing field and achieve a fairer and more reasonable taxation system in our industry. This will benefit Australian jobs, industries and communities.

We have seen some positive changes. For example, in June 2022, the Queensland Government announced proposed reforms to the Queensland wagering industry which are effective from 1 December 2022 and will result in increased wagering taxes and racing product fees for overseas wagering operators. The NSW and ACT Governments announced a similar approach shortly after.

In addition to statutory taxation disclosures contained in our [Annual Report 2022](#), we have also adopted the Taxation's Voluntary Tax Transparency Code, a set of principles and 'minimum standards' developed by the Board of Taxation and administered by the Australian Taxation Office (ATO) to guide the public disclosures of tax information. We have voluntarily published the following documents on the [Company > Corporate Governance](#) section of our [website](#):

- [Tabcorp and Taxes](#)
- [Guide to Taxation Administration Act section 3C](#) reported amounts

## Political contributions and engagement

As an ASX listed company operating in a highly regulated environment, we believe we have an obligation to our stakeholders to participate in the process of public policy development.

From time to time, we hold memberships with various networking forums organised by political parties and some of our team members attend networking events that support them,

while allowing us to participate in the democratic system of parliamentary government in Australia – at both a Commonwealth and state/territory level. These forums help us advocate for positive industry reform and promote a sustainable future for our industry. For example, supporting responsible advertising and advocating for a well-regulated gambling sector that minimises gambling harm.

Under various Australian laws, the cost of these networking forums and events is classified as a 'political donation' and may require public disclosure.

We take a strict principles-based approach when making contributions to political parties in accordance with our Political Contributions Policy. For example, we don't make any 'cash only donations' to any political party or affiliate. The Board has oversight of this policy and approves our political expenditure program and budget each year.

In the interest of transparency, we disclose all political contributions made under our political expenditure program to the Australian Electoral Commission (AEC) and other bodies, irrespective of whether such contributions are classified by law as a 'political donation' or are required to be disclosed.

In FY22, our political contributions totalled \$216,160. These contributions were to meet the cost of memberships of political party business forums, and attendance at events and party conference corporate days. The public policy areas that we advocated at these networking events included:

- sustainable racing and wagering sectors across Australia, including a level playing field for wagering taxes and racing industry fees;
- strong responsible gambling, marketing and consumer protection laws;
- strategic priorities to create value for our customers, partners, the community, and our shareholders; and
- government responses to COVID-19 to support our team members, venues, partners and the racing industry, and minimise disruption to our businesses.

Our Political Contributions Policy and a link to our [Annual Returns to the AEC](#) are available from the [Company > Corporate Governance](#) section of our [website](#).

(i) Based on FY22 TAB revenue including Victorian Racing Industry interest. Excludes GST.



## Environment and climate change

Looking after our environment and addressing climate change is critical to building a sustainable future for our business and our industry.

We recognise we have an impact on the environment, directly through our operations, and indirectly through our value chain, and are committed to minimising these impacts through our operations and the delivery of our products and services.

In 2021, we formalised our commitments by adopting an Environment and Climate Change Position Statement and setting medium and long-term emission reduction targets aligned with the Paris Agreement goals<sup>(i)</sup>, including a 45% reduction of 2019 level operating (Scope 1 and 2) emissions by 2030, and net zero emissions by 2050.

We believe that by investing in environmental sustainability, we can create a better business model and add value to our community and our stakeholders. This investment not only helps us protect the environment and positions our company to mitigate potential future climate change challenges, but also help us to reduce the cost of doing business.

### Our commitments

We are committed to upholding the following principles to manage our environmental impact:

- Actively managing the environmental impact of our operations by monitoring, reducing and reporting on those environmental impacts.
- Engage with our suppliers and business partners to manage the environmental impact of their operations, and take responsibility for minimising the impact of their products and services.
- Assessing environmental risks and opportunities, including those linked to climate change, and mitigating these impacts to minimise risk and leverage opportunity.
- Effective governance and oversight of environmental and climate related risks and opportunities that may impact Tabcorp, and publicly reporting on our environmental and climate performance and related risk management.
- Meeting the requirements of the TCFD, including setting science-based GHG emissions reduction targets for our operations aligned with Paris Agreement goals<sup>(i)</sup>.
- Complying with, or exceeding, the requirements of relevant environmental legislation, regulation and codes in the areas in which we operate.
- Encouraging team members to minimise their impact on the environment.

Our Environment and Climate Change Position Statement is available from the Sustainability > Sustainable Future section of our website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

(i) The United Nation's Paris Agreement is an international treaty that seeks to reduce the emission of GHG to limit global warming to 1.5 degrees Celsius below pre-industrial levels.



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

Tabcorp supports the recommendations of the TCFD. We acknowledge that our business may be susceptible to future changes in climate and are committed to reducing our greenhouse emissions and improving our business resilience. This commitment has been reflected in our Sustainability Framework and our Environment and Climate Change Position Statement.

We have been disclosing climate-related information through the CDP since 2017 and the Dow Jones Sustainability Index assessment since 2001 and are using the TCFD framework for the first time this year to support our reporting. This is an important step in our journey to improve transparency, and we will take a continuous improvement approach to elevate the maturity of our climate-related disclosures.

## Governance

Our Board Risk, Compliance and Sustainability Committee (**BRCS**) is responsible for overseeing the delivery of our Sustainability Framework, which includes climate-related goals and targets for climate resilience, mitigation and adaptation, together with our risk management framework (**RMF**). Our sustainability performance is reported quarterly to this Committee, and annually in our Annual Report and Sustainability Report.

The BRCS reviews, reports to, and where appropriate, makes recommendations to the Board in relation to:

- our risk appetite;
- the adequacy and effectiveness of our RMF and supporting policies and processes to identify and manage our risks;
- the adequacy and effectiveness of our compliance management framework and supporting policies and processes to comply with our legal and regulatory obligations; and
- the adequacy and effectiveness of our Sustainability Framework and supporting policies, processes and programs to address ESG issues that have the potential to materially affect our business, strategies and reputation.

Our Chief Legal and Risk Officer (**CLRO**) and ELT, together with the business units, actively manage the Sustainability Framework and the RMF, with oversight from the BRCS. Our CLRO leads the Group's risk, legal, regulatory and governance (including sustainability) functions, providing synergies and collaboration across each of these functions. The CLRO is a member of the ELT, reporting directly to the MD & CEO and to the BRCS.

Our Governance and Sustainability team is responsible for developing the Sustainability Framework, supporting and overseeing the preparation of climate resilience, mitigation and adaptation plans, tracking progress, and coordinating the preparation of climate-related disclosures.

Our Group Procurement team leads climate-related initiatives and works with business and functional units to achieve our climate-related goals and targets.

Our Board and our People and Remuneration Committee oversee executive performance in relation to specific sustainability measures, such as risk and compliance management, and achievement of goals and targets under our Sustainability Framework.

The Board has collective oversight and responsibility for both our RMF and Sustainability Framework and strategies. A summary of our governance framework for climate-related risks and opportunities is outlined in the Sustainability Governance section on page 42 of this Report.

The Risk, Compliance and Sustainability Committee Charter contains additional information about the Committee and is available from the Corporate Governance section of our website at [www.tabcorp.com.au](http://www.tabcorp.com.au)

## Strategy

Our approach to climate change is captured under the sustainable future pillar of our Sustainability Framework, which was endorsed by the Board during FY22 (refer to pages 15 and 16 of this Report).

Climate-related risks are reviewed and identified in accordance with our RMF and are embedded into our group-wide risk management process.

In 2020 we undertook a specific climate-related risk assessment (**Assessment**) which involved:

- discussion with management to obtain views on business climate risk exposures, vulnerabilities and impacts;
- obtaining and analysing available historical internal and external data points;
- design of a methodology for assessing physical and transition climate-related risks; and
- evaluation of current and short-term climate risks.

The Assessment confirmed that while climate-related risks and opportunities exist, they were unlikely to be considered material. This means that none of the risks and opportunities identified in this Assessment currently have the potential to materially impact our business from a strategic and financial perspective.

# BUILDING A SUSTAINABLE FUTURE CONTINUED

Climate change risks and opportunities identified to date, associated benefits and mitigation actions are summarised in the table below.

Type	Risks	Opportunities	Benefits
<b>Transition risks</b>	<ul style="list-style-type: none"> <li>• Introduction of carbon tax schemes and climate regulations (flow on effect) resulting in financial impacts</li> <li>• Changes in consumer preferences resulting in financial impacts</li> <li>• Inability to meet our ESG commitments resulting in reputation risk</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to high standards of corporate governance</li> <li>• Continuously improve climate-related disclosures</li> <li>• Use more efficient modes of transport</li> <li>• Reduce resource usage/consumption (e.g. electricity, water, paper, etc.)</li> <li>• Improve energy-efficiency in our buildings</li> <li>• Reduce business travel</li> <li>• Use lower-emission sources of energy (e.g. renewables)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced operating costs through efficiency gains and cost reductions</li> <li>• Reduced exposure to future fossil fuel price increases</li> <li>• Potential increased market valuation through resilience planning (e.g. infrastructure, buildings)</li> <li>• Benefits to workforce management and planning (e.g. improved health and safety, team member satisfaction) resulting in lower costs</li> <li>• Improved ESG ratings and brand perception</li> </ul>
<b>Physical risks</b>	<p>Damage to assets, lost turnover due to disruptions to operations and third parties (e.g. racing industry) as a result of the below:</p> <ul style="list-style-type: none"> <li>• Increased severity of extreme weather events</li> <li>• Long-term temperature increase</li> <li>• Increased rainfall intensity and inland flooding</li> </ul>		

## Mitigation Actions:

- Business continuity plans, disaster recovery plans and insurance program in place, providing limited cover for major climate-related disruptions.
- Financial modelling and sensitivity analysis to monitor and respond to the impacts of racing and sport product supply disruptions.
- Diverse portfolio of businesses through a multi-channel strategy across retail and digital networks, which reduces the reliance on any single channel or location.
- We regularly review our omni-channel strategies and seek to optimise our investment in the retail network to align with changing market and consumer trends.
- Sustainability Framework in place, with climate change addressed in our sustainable future pillar. The BRCSC has responsibility for overseeing the Sustainability Framework and the management of ESG issues relevant to the Group, including climate change risks and opportunities.
- We have adopted an Environment and Climate Change Position Statement outlining our commitment to minimising our impacts on the environment, reducing our GHG emissions profile and identifying and managing climate related risks and opportunities across our business.
- Remuneration outcomes for the MD & CEO, executives and senior managers are linked to the achievement of specific sustainability measures such as risk and compliance management, reputation management, and achievement of targets under our Sustainability Framework.

We recognise that there is significant global data to conclude that current climate trends and event volatility will increase over time. It is also anticipated that there will be further focus and scrutiny on companies' response to climate change, in particular by investors, underwriters and customers. We are planning to validate our Assessment and undertake a more comprehensive assessment of our medium and long-term exposure to climate-related risks and opportunities, in line with the TCFD recommendations, in 2023.

Despite having a relatively small environmental footprint when compared with other Australian companies and industries, we recognise we have an impact on the environment, directly through our operations, and indirectly through our value chain. Most of our direct GHG emissions come from energy use in our premises and fuel use in our vehicle fleet.

In 2021, we published our Environment and Climate Change Position Statement and set medium and long-term GHG emissions reduction targets aligned with the Paris Agreement.

We reflected these goals and targets in our Sustainability Framework, launched in 2022, and engaged external consultants to help us reset our baseline

for operational emissions after the Demerger.

Initiatives currently underway to reduce our environmental impact include using less electricity in our properties, adopting energy efficiency measures, recycling or donating office equipment, introducing hybrid vehicles in our fleet, reducing the volume of stationery we use and encouraging team members to minimise their impacts on the environment. These initiatives have been identified as the main opportunities to reduce our emissions, during a high-level modelling exercise conducted in 2021.

We will continue to assess climate-related risks and opportunities and elevate the scope of future assessments to improve our business resilience. We anticipate the use of climate-related scenarios, including a 2°C or lower scenario, as part of this process. We will also develop a Net Zero Roadmap to support our emission reduction targets.

## Risk management

Climate-related risks are reviewed and identified in accordance with our RMF and our group-wide risk management process.

The RMF enables the effective identification, monitoring, management, reporting and oversight of risks throughout the

Group and is based on concepts and principles identified in the International Standard ISO 31000:2018 Risk Management Guidelines. This framework supports a strong culture of proactive risk management, helps protect our reputation and supports long-term value creation for our stakeholders.

The CLRO and ELT, together with the business units, actively manage the RMF, with oversight from the Board and the BRSC. The RMF is regularly reviewed having regard to our evolving needs and changes in the external landscape, and enhanced where necessary to further mature our approach to risk management.

For further information regarding our approach to risk and compliance management, refer to our [2022 Corporate Governance Statement](#).

Material business risks for the Group and key mitigations are disclosed in the Directors' Report on pages 38 to 45 of our [Annual Report 2022](#).

## Metrics and targets

We have set the following medium and long-term GHG emissions reduction targets aligned with the Paris Agreement:

- 45% reduction in operating (Scope 1 and 2) emissions by 2030 from 2019 levels.
- Net zero emissions by 2050.

We have an environmental reporting framework for measuring and managing our environmental footprint and impacts. This framework was developed with reference to the *Greenhouse Gas Protocol Corporate Accounting and Reporting Standards*, the *Greenhouse Gas Protocol Scope 3 Standards*, the *Australian Government National Carbon Offset Standard* and the *International Organisation*

*for Standardisation (ISO) 14001 – Environmental Management Systems*.

We have adopted the "operational control" approach which assigns environmental reporting accountability to the organisation that has the greatest authority to introduce and implement operational and environmental processes and policies.

The following pages detail our key environmental indicators and the performance of our business during FY22. Additional data is available in the Appendices.

## Transitioning to a low carbon economy

The transition to a low carbon economy requires significant and, in some cases, disruptive changes. An important change for us during FY22 was the introduction of hybrid vehicles to our fleet.

The long-term plan is to completely transition to hybrid, electric or hydrogen powered cars in the coming years, as the technology and infrastructure grows.

This is an important step forward in our commitment to minimising our environmental impact.



## Greenhouse gas emissions

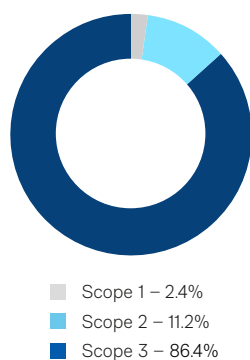
We are undertaking work, with the assistance of an environmental consultancy, to re-establish our 2019 greenhouse gas (GHG) emissions baseline following the Demerger. The process has led to improvements in data gathering, expanded coverage and enhanced disclosures. It has also enabled us to reassess our operational control methodology relating to properties. These process changes have led to significantly higher Scope 3 GHG emissions reported in FY22, which now includes TAB agencies, EGMs owned, broadcasting transmission towers, additional premises at our Brisbane office, and our procurement spend on other goods and services purchased. The chart opposite shows our GHG emissions for FY22 by Scope.

Our combined Scope 1 and Scope 2 GHG emissions for FY22 were 18,395 tonnes CO<sub>2</sub>-e, a decrease of 17.1% from our 2019 baseline<sup>(i)</sup>.

Scope 3 emissions contributed 86.4% of the emissions, mostly from the procurement of goods and services (reported for the first time this year), third party energy use and paper. Emissions from the consumption of electricity and natural gas at our properties (Scope 2) contributed 11.2% of total GHG emissions, and fuel consumed by our vehicle fleet and diesel generators used at some office and media transmitter sites (Scope 1) contributed 2.4% of total GHG emissions.

In FY23 we will report our first full year of GHG emissions following the Demerger and will apply the same scope and methodology used in FY22, providing a more meaningful indicator of our performance.

FY22 GHG emissions by Scope



(i) FY22 includes 11 months contribution from the former Lotteries and Keno business. Work is underway to re-establish our 2019 GHG emissions baseline for our continuing operations following the Demerger.

## Fuel consumption (Scope 1)

We operate a fleet of vehicles used by our venue support and field services teams when visiting sites across Australia, including those located in regional areas. We also use fuel in some of our offices and media transmitter sites to power diesel generators, which represents 7.7% of total fuel use reported for FY22. Total fuel consumption increased 25.0% in FY22 from the previous year, largely due to our operations returning to pre-COVID levels following COVID-related venue closures and restrictions in FY21.

## Energy consumption (Scope 2)

We use electricity sourced from the grid to power our offices, warehouses, and other premises across Australia. Electricity use in FY22 was 26,611 Mwh, which is 90.3% above the prior year. This is predominantly due to the improved data gathering and expanded coverage in FY22, which now includes electricity used in TAB agencies, EGMs owned and broadcasting transmission towers. Returning to pre-COVID levels in our operations also contributed to this increase.

## Other emissions (Scope 3)

The improvements in data gathering and change in operational control methodology relating to properties has resulted in significant increases in our reported Scope 3 GHG emissions for FY22, in particular those related to other goods and services, which were included in FY22 for the first time.

Procurement of other goods and services represented 85.5% of our Scope 3 GHG emissions for FY22, or 73.9% of total FY22 GHG emissions (Scope 1, 2 and 3). The inclusion of this emission source is the biggest factor for the increase in our total GHG emissions in FY22, but it's an important step in our journey for continuous improvement in Scope 3 emissions disclosure.

GHG emissions from third party energy use, including our share of energy used for ancillary building services such as lifts, foyer and heating for our main offices in Melbourne, Sydney and Brisbane, and energy used in outsourced data centres, accounted for 5.7% of all Scope 3 emissions.

Emissions associated with paper used in retail venues, such as for information leaflets and posters, bet slips, lottery tickets and instant scratch-its (until Demerger), accounted for 2.3% of all Scope 3 emissions. Over the

past two years, we have managed to decrease our paper used in venues and our offices by 11.6%, from 1.371 million kilograms in FY20 to 1.212 million kilograms in FY22.

Following the Demerger, we have commenced work to re-establish our 2019 greenhouse gas (GHG) emissions baseline to remove those emissions related to our former Lotteries and Keno business. This will enable us to report our progress in future years towards achieving our GHG emissions reduction targets applicable for our post-Demerger operations. While undertaking this process, we have improved our data gathering processes, expanded our data coverage, adapted our operational control methodology, and enhanced our disclosures, which has led to an increase in reported Scope 3 GHG emissions in FY22.



# BUILDING A SUSTAINABLE FUTURE CONTINUED

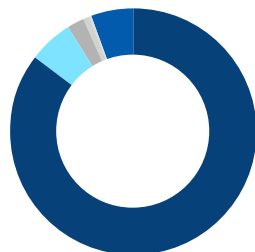
Waste is measured for our three largest office premises in Melbourne, Sydney and Brisbane. For FY22, we have also included waste from TAB agencies. GHG emissions from waste accounted for 0.7% of all Scope 3 emissions. We remain focussed on reducing our waste, and we provide a number of options (e.g. recyclable and organic waste bins) and awareness campaigns for team members. All electronic waste generated by Tabcorp is recycled by a third party who provides certification that 100% of e-waste is resold or recycled with zero waste to landfill.

Air travel accounted for 0.4% of all Scope 3 emissions. Although emissions from air travel have increased from FY21 to FY22, they are 75.0% below the FY19 pre-COVID levels. We have measures for minimising team member air travel, and promote the use of technology collaboration tools as an alternative to air travel.

Other Scope 3 GHG emissions include those associated with energy extraction, production, transportation of fuels, and transmission and distribution losses for electricity. These accounted for 5.4% of all Scope 3 emissions in FY22. These emissions have increased from prior years because we have applied a change in operational control methodology relating to

properties and expanded our data coverage in FY22.

## FY22 Scope 3 GHG emissions



- Procurement spend – 85.5%
- Third party energy use – 5.7%
- Paper use – 2.3%
- Waste – 0.7%
- Air travel – 0.4%
- Other – 5.4%

## Water consumption

We use water sourced from metropolitan mains water supplies in bathrooms and kitchens in our premises. Our FY22 consumption of water decreased by 21.1% from the prior year, mainly due to fewer people working from our offices.

## Future priorities

- Continue to strengthen our approach to climate-related disclosure.
- Finalise the review and update our 2019 baseline for operational emissions and targets following the Demerger.
- Develop our Net Zero Roadmap.
- Seek external assurance of our disclosed greenhouse gas emissions data.





# APPENDICES

# APPENDICES

## COMMUNITY DATA

### Direct community investment by source

Year	Cash \$	Time \$	In kind \$	Management \$	Total \$
FY18	545,369	87,408	193,637	589,200	1,415,614
FY19	5,962,365	68,220	261,919	209,200	6,501,704
FY20	6,733,922	44,553	396,382	209,200	7,384,057
FY21	3,749,259	32,690	222,894	229,750	4,234,593
<b>FY22</b>	<b>3,967,200</b>	<b>35,793</b>	<b>249,179</b>	<b>235,750</b>	<b>4,487,922</b>
% change (1 year)	5.8%	9.5%	11.8%	2.6%	6.0%
% change (4 years)	>100%	-59.1%	28.7%	-60.0%	>100%

- Cash includes Tabcorp's operating expenses for the Charitable Games division and cash donations.
- Time is the value of our team members' time for volunteering activities.
- In kind giving is mainly advertising on Sky Racing broadcasts which was revalued in FY18.
- Management costs relate to the oversight of community programs.
- FY22 represents 11 months contribution from the Charitable Games division before the Demerger was implemented. The Charitable Games division is no longer part of the Tabcorp Group following the Demerger.

### Additional leverage and foregone revenue

Year	Leverage \$	Foregone revenue \$
FY18	453,922	77,823
FY19	3,005,143	112,233
FY20	5,016,233	169,872
FY21	4,809,062	95,466
<b>FY22</b>	<b>2,923,976</b>	<b>106,791</b>
% change (1 year)	-39.2%	11.9%
% change (4 years)	>100%	37.2%

- Leverage includes donations from unclaimed prizemoney, team members, customers, general public and other third parties where Tabcorp facilitated the program.
- Foregone revenue relates to advertising on Sky Racing broadcasts.

### Total attributable to Tabcorp's involvement

Year	Total \$
FY18	1,947,359
FY19	9,619,080
FY20	12,570,162
FY21	9,139,121
<b>FY22</b>	<b>7,518,689</b>
% change (1 year)	-17.7%
% change (4 years)	>100%

### Contributions by type of program

Year	Charitable donation %	Community investment %	Commercial initiative %
FY18	59.1	40.9	0.0
FY19	15.2	81.6	3.2
FY20	36.3	62.5	1.2
FY21	15.0	82.5	2.5
<b>FY22</b>	<b>24.4</b>	<b>75.6</b>	<b>0.0</b>
% change (1 year)	62.1%	-8.3%	-100.0%
% change (4 years)	-58.7%	84.9%	n/a

### Community investment by causes supported by Tabcorp

Year	Health %	Emergency relief %	Social welfare %	Environment %	Education %	Other %
FY18	58.7	0.0	22.5	8.8	4.4	5.6
FY19	38.3	44.1	7.5	6.3	0.1	3.7
FY20	22.4	67.1	2.7	2.4	0.0	5.4
FY21	67.8	10.5	2.6	1.7	0.0	17.4
<b>FY22</b>	<b>63.4</b>	<b>28.5</b>	<b>2.7</b>	<b>1.0</b>	<b>0.0</b>	<b>4.5</b>
% change (1 year)	-6.5%	>100%	1.5%	-41.2%	n/a	-74.4%
% change (4 years)	7.9%	n/a	-88.1%	-89.0%	-100.0%	-20.4%

- Excludes the Charitable Games division and management costs.

## COMMUNITY DATA

### Charitable Games division

#### Number of charities and sporting clubs supported

Year	Play For Purpose	50-50 Charity Raffle	Total
FY18	n/a	46	46
FY19	206	66	272
FY20	450	48	498
FY21	599	110	709
<b>FY22</b>	<b>592</b>	<b>102</b>	<b>694</b>
% change (1 year)	-1.2%	-7.3%	-2.1%
% change (4 years)	n/a	>100%	>100%

- The Tatts Charitable Games business became part of the Tabcorp Group from 14 December 2017 (during FY18).
- The first Play For Purpose draw occurred in September 2018 (during FY19).
- FY22 represents 11 months contribution from the Charitable Games division before the Demerger was implemented. The Charitable Games division is no longer part of the Tabcorp Group following the Demerger.

### Monies raised

Year	Play For Purpose \$	50-50 Charity Raffle \$	Total \$
FY18	n/a	222,386	222,386
FY19	954,545	330,902	1,285,447
FY20	1,162,220	181,929	1,344,149
FY21	1,860,400	391,507	2,251,907
<b>FY22</b>	<b>1,655,516</b>	<b>467,132</b>	<b>2,122,648</b>
% change (1 year)	-11.0%	19.3%	-5.7%
% change (4 years)	n/a	>100%	>100%

### Tabcare team member volunteering

Year	% of eligible team members
FY18	14.7
FY19	8.3
FY20	5.1
FY21	3.4
<b>FY22</b>	<b>4.9</b>
% change (1 year)	44.1%
% change (4 years)	-3.9%

- Volunteering activities were heavily impacted in FY20, FY21 and FY22 due to COVID-19 restrictions.

### Team member blood donations

Year	Number of donations
FY18	63
FY19	90
FY20	135
FY21	221
<b>FY22</b>	<b>179</b>
% change (1 year)	-19.0%
% change (4 years)	32.6%

- The Australian Red Cross indicates that every donation has the potential to save three lives.

## WORKPLACE DATA

### Team member engagement

Year	1-5 scale	Percentile ranking
FY18	3.76	29

Year	% engaged	% response rate
FY19	65%	72%

Year	% favourable	% response rate
FY20	75%	65%
FY21	60%	68%

- No survey was conducted during FY22 before the Demerger was implemented.
- In FY21 the annual 'All In' engagement survey resumed.
- In FY20 the engagement survey was replaced with "team check-in" pulse surveys to understand team member sentiment and gather regular feedback on Tabcorp's response to COVID-19. The average scores across all pulse surveys are shown.
- In FY19 a new survey was conducted using Culture Amp for the first time following the Combination with Tatts.
- In FY18 a pulse survey was conducted before the Combination was completed and as expected the results reflected a higher level of workplace uncertainty during the proposed Combination process.

### Lost time injury frequency rate (LTIFR)

Year	Number of lost days per million hours worked
FY18	2.3
FY19	3.6
FY20	4.1
FY21	2.3
<b>FY22</b>	<b>1.3</b>
% change (1 year)	-43.5%
% change (4 years)	-43.5%

- In FY20, the number of lost time injuries was the same as for FY19, however, there was a reduction in hours worked by team members due to business stand downs and government restrictions to work remotely from home in response to the COVID-19 pandemic, resulting in an increase in the LTIFR.

### Gender diversity

Year	Non-Executive Directors %	Executive Leadership Team %	Total Leadership Cohort %	Whole of Tabcorp %
FY18	25	30	36	43
FY19	29	30	36	43
FY20	38	30	39	43
FY21	29	33	43	43
<b>FY22</b>	<b>25</b>	<b>33</b>	<b>42</b>	<b>40</b>
% change (1 year)	-13.8%	0.0%	-2.3%	-7.0%
% change (4 years)	0.0%	10.0%	16.7%	-7.0%

- Proportion of female team members across Tabcorp at 30 June.
- The ELT comprises the CEO and executives who report to the CEO.
- The Total Leadership Cohort comprises the ELT and the senior management team (direct reports to the ELT and their direct reports, as determined by meeting a minimum role size).
- Whole Tabcorp means all team members, including casuals.

### Team member training and development

Year	Average training hours per FTE
FY18	3.44
FY19	3.64
FY20	7.94
FY21	9.15
<b>FY22</b>	<b>8.74</b>
% change (1 year)	-4.5%
% change (4 years)	>100%

- FY19 includes Tatts team members following incorporation into Tabcorp's systems as part of the integration process following the Combination with Tatts.
- FY18 excludes Tatts, because Tatts did not track learning hours.
- Relates to full time equivalent (FTE).

## WORKPLACE DATA

### Team member recruitment from within Tabcorp

Year	Positions filled by internal candidates %
FY18	49
FY19	34
FY20	25
FY21	48
<b>FY22</b>	<b>36</b>
% change (1 year)	-25.0%
% change (4 years)	-26.5%

- Organisational changes occurred in FY18 as a result of the Combination, with sourcing conducted internally before going to market.

### Team member turnover

Year	Total team member turnover rate %	Voluntary team member turnover rate %
FY18	27.5	13.9
FY19	16.0	8.6
FY20	15.0	8.6
FY21	24.3	12.3
<b>FY22</b>	<b>19.4</b>	<b>16.2</b>
% change (1 year)	-20.2%	31.7%
% change (4 years)	-29.5%	16.5%

- Refers to permanent/fixed term team members excluding retirements and deceased.
- As a percentage of headcount (permanent/fixed term) at the end of the financial year.

### Workplace profile (headcount)

Year	Full time permanent	Part time permanent	Total permanent	Fixed term	Casuals	Contingent workers/contractors	Total
FY18	1,570	84	1,654	66	1,204	975	3,899
FY19	2,892	142	3,034	76	1,620	1,308	6,038
FY20	2,814	160	2,974	72	1,565	271	4,882
FY21	2,537	152	2,689	69	1,242	145	4,145
<b>FY22</b>	<b>1,966</b>	<b>92</b>	<b>2,058</b>	<b>47</b>	<b>1,089</b>	<b>210</b>	<b>3,404</b>
% change (1 year)	-22.5%	-39.5%	-23.5%	-31.9%	-12.3%	44.8%	-17.9%
% change (4 years)	25.2%	9.5%	24.4%	-28.8%	-9.6%	-78.5%	-12.7%

- As at 30 June.
- Prior to March 2020 contractors were included within contingent workers, and from March 2020 vendor and external resources have been removed from the total headcount.
- Tabcorp's workforce experiences seasonal changes (for example, a greater number of casuals are employed during peak periods, such as the Spring Racing Carnival).

### Team member absenteeism

Year	Absenteeism rate %
FY18	1.7
FY19	1.9
FY20	2.2
FY21	2.4
<b>FY22</b>	<b>2.4</b>
% change (1 year)	0.0%
% change (4 years)	41.2%

- Absenteeism rate is the total number of personal/carer's leave days taken by eligible team member (permanent/fixed term) during the financial year divided by available work days for the same period.

### Parental leave

Year	Females	Males	Total
FY18	64	112	176
FY19	74	115	189
FY20	90	147	237
FY21	92	147	239
<b>FY22</b>	<b>96</b>	<b>166</b>	<b>262</b>
% change (1 year)	4.3%	12.9%	9.6%
% change (4 years)	50.0%	48.2%	48.9%

- Number of team members who took parental leave (as primary or secondary carer) during any part of the year.



## WORKPLACE DATA

### Workplace profile (FTE)

Year	Number of team members
FY18	1,692.3
FY19	3,058.7
FY20	2,995.3
FY21	2,712.9
<b>FY22</b>	<b>2,062.2</b>
% change (1 year)	-24.0%
% change (4 years)	21.9%

- As at 30 June.
- Relates to full time equivalent (**FTE**) in respect of permanent and fixed term employees (excludes casuals and contingent workers).
- FY18 excludes Tatts, before Tatts employees were incorporated fully into Tabcorp's systems.

### FY22 workplace summary

Position	Number of women	Number of men	Number of team members
ELT	3	6	9
Senior Leader	15	33	48
Frontline Leader	75	94	169
<b>Total Leadership Cohort*</b>	<b>93</b>	<b>133</b>	<b>226</b>
Other	520	1,359	1,879
<b>Total (excluding Casuals)</b>	<b>613</b>	<b>1,492</b>	<b>2,105</b>
Casuals	676	413	1,089
<b>Total (including Casuals)</b>	<b>1,289</b>	<b>1,905</b>	<b>3,194</b>

- As at 30 June.
- Excludes contingent workers/contractors.
- \* Total leadership cohort is comprised of senior leaders (level 3) and frontline leaders (level 1 – 4) (Hay grade 15 – 20).

## SUPPLY CHAIN DATA

### Procurement portfolio summary

	Number of suppliers and contractors	Proportion of total spend with top 50 suppliers %
FY20	2,299	64
FY21	1,823	68
<b>FY22</b>	<b>1,829</b>	<b>71</b>
% change (1 year)	0.3%	4.4%
% change (2 years)	-20.4%	10.9%

### Location of suppliers

	Australian suppliers %	Non-Australian suppliers %
FY20	98	2
FY21	96	4
<b>FY22</b>	<b>93</b>	<b>7</b>
% change (1 year)	-3.6%	86.8%
% change (2 years)	-5.6%	>100%

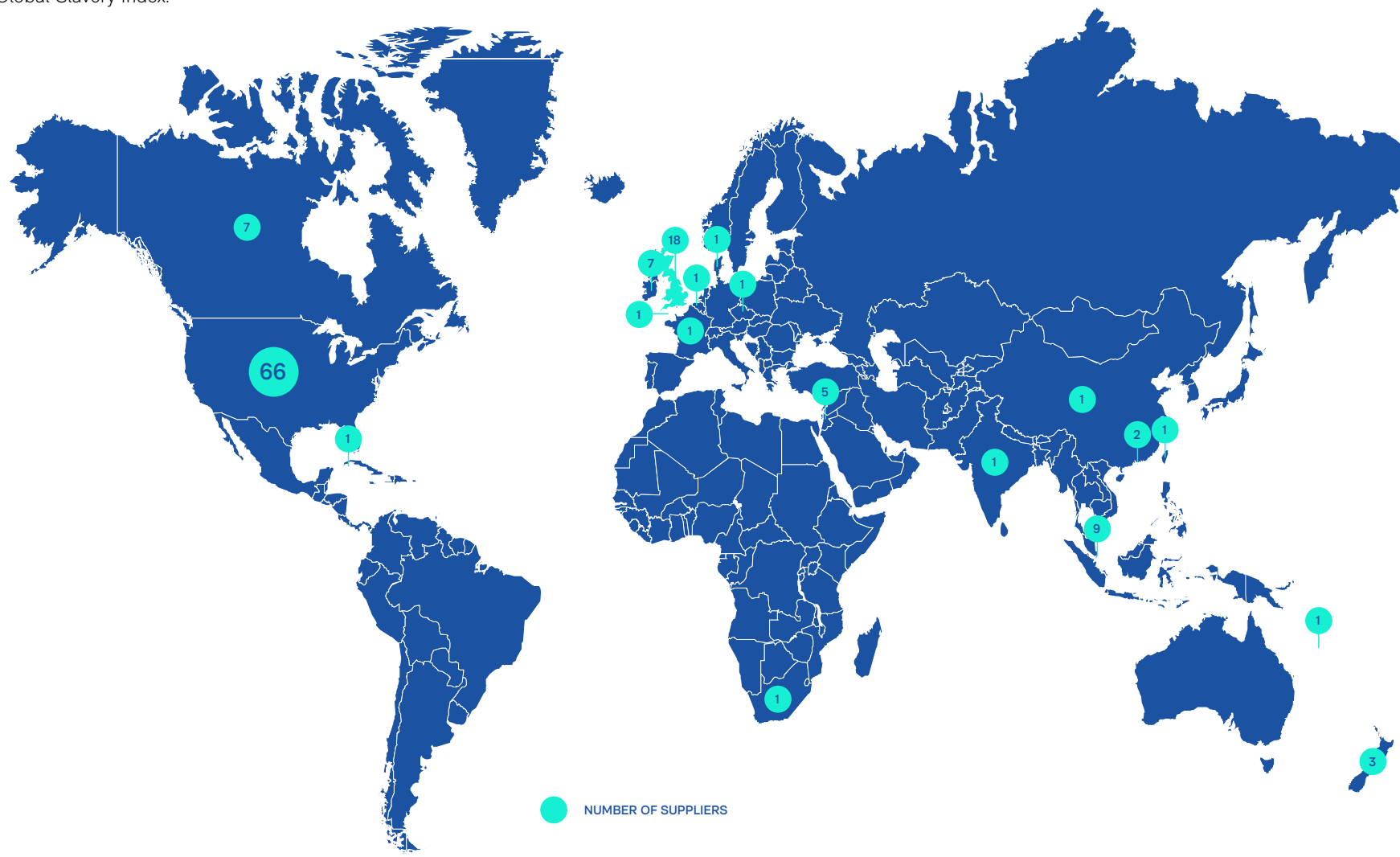
### Types of procurement spend

	Information and communication technology %	Property and facilities %	Recruitment and professional services %	Travel, fleet, freight, and other corporate services %	Marketing, sponsorship, machines, and print production %
FY20	35	15	9	6	35
FY21	30	15	12	5	38
<b>FY22</b>	<b>29</b>	<b>10</b>	<b>14</b>	<b>6</b>	<b>41</b>
% change (1 year)	-4.3%	-33.3%	16.7%	20.0%	7.9%
% change (2 years)	-18.0%	-33.3%	55.6%	0.0%	17.1%

SUPPLY CHAIN DATA

In FY22, Tabcorp engaged directly with over 1,820 suppliers and contractors. Approximately 85% of Tabcorp's FY22 total spend was with 119 suppliers. Our largest category of spend was information and communication technology at 28.7%. This includes items used to develop and manage our systems, hardware and software purchases and purchases within our gaming business. The remaining 71.3% of procurement spend was on activities including property, recruitment and professional services, travel and consumables.

9.14% of total FY22 spend was with 136 international suppliers and 92.7% of this spend was with suppliers based in countries deemed as low or medium risk for modern slavery according to the Global Slavery Index.



## ENVIRONMENTAL DATA

### Energy consumption

Year	Electricity (Mwh)	Gas (GJ)
FY18	18,247	3,868
FY19	21,260	2,571
FY20	19,854	5,182
FY21	13,987	6,323
<b>FY22</b>	<b>26,611</b>	<b>6,101</b>
% change (1 year)	90.3%	-3.5%
% change (4 years)	45.8%	57.7%

- Electricity is measured in megawatt hours.
- Gas is measured in gigajoules.
- FY20 includes for the first time Sydney and Brisbane base building data.
- FY22 data shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. TAB agencies, EGMs owned, broadcasting transmission towers and additional premises at our Brisbane office were included for the first time

### Vehicle fuel consumption

Year	Diesel (l)	Unleaded (l)	Total (l)
FY18	1,247,665	47,547	1,295,212
FY19	1,675,814	173,197	1,849,011
FY20	1,284,432	340,697	1,625,129
FY21	691,109	244,783	935,892
<b>FY22</b>	<b>708,370</b>	<b>470,310</b>	<b>1,178,680</b>
% change (1 year)	2.5%	92.1%	25.9%
% change (4 years)	-43.2%	>100%	-9.0%

- Measured in litres.

### Water consumption

Year	Total (kl)
FY18	28,630
FY19	36,022
FY20	37,696
FY21	29,518
<b>FY22</b>	<b>23,278</b>
% change (1 year)	-21.1%
% change (4 years)	-18.7%

- Measured in kilolitres.

### Paper consumption

Year	Total (kg)
FY18	872,476
FY19	750,405
FY20	1,371,543
FY21	1,237,021
<b>FY22</b>	<b>1,212,603</b>
% change (1 year)	-2.0%
% change (4 years)	39.0%

- Measured in kilograms.
- Includes all paper such as office paper and from venues including tickets, bet slips and marketing material.
- FY20 includes for the first time paper used for Instant Scratch-Its and other Lotteries tickets.

## ENVIRONMENTAL DATA

### Scope 3 greenhouse gas emissions (tCO<sub>2</sub>-e) by source

Year	Air travel	Paper use	Waste	Third party energy use	Procurement spend	Other	Total
FY18	1,165	888	59	379	na	2,350	4,841
FY19	2,011	757	64	1,073	na	2,696	6,600
FY20	1,208	3,020	59	1,757	na	2,327	8,371
FY21	152	2,918	37	1,379	na	1,681	6,167
<b>FY22</b>	<b>502</b>	<b>2,716</b>	<b>770</b>	<b>6,685</b>	<b>99,997</b>	<b>6,277</b>	<b>116,947</b>
% change (1 year)	>100%	-6.9%	>100%	>100%	na	>100%	>100%
% change (4 years)	-56.9%	>100%	>100%	>100%	na	>100%	>100%

- 'Paper use' associated with delivering our products to customers in-venue. FY20 includes for the first time paper used for Instant Scratch-Its and other Lotteries tickets, and FY20 paper use data has been restated to adopt new emissions factor released by the relevant government agency which applied for FY20 and FY21.
- 'Waste' from the company's main offices in Melbourne, Sydney and Brisbane, and for FY22 from TAB agencies.
- 'Third party energy use' includes Tabcorp's share of ancillary building services (such as lifts, foyer and heating) at the company's main offices in Melbourne, Sydney and Brisbane, and energy used in outsourced data centres.
- 'Other' includes emissions associated with energy extraction, production, transportation of fuels, transmission and distribution losses for electricity, and office paper (only applicable for FY18 and FY19).
- FY22 shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. TAB agencies, EGMs owned, broadcasting transmission towers, additional premises at our Brisbane office, and an estimate of other goods and services based on procurement spend were included for the first time.

na – not applicable.

### Greenhouse gas emissions (tCO<sub>2</sub>-e) by scope

Year	Scope 1	Scope 2	Scope 3	Total
FY18	3,892	15,046	4,839	23,777
FY19	5,219	16,986	6,600	28,805
FY20	4,523	15,116	8,371	28,010
FY21	2,668	10,172	6,167	19,007
<b>FY22</b>	<b>3,265</b>	<b>15,130</b>	<b>116,947</b>	<b>135,342</b>
% change (1 year)	22.4%	48.7%	>100%	>100%
% change (4 years)	-16.1%	0.6%	>100%	>100%

- Measured in tonnes of carbon dioxide equivalent.
- Scope 1 includes fuel used in vehicle fleets and to power diesel generators.
- Scope 2 includes energy consumption in office buildings.
- Scope 3 includes emissions from the sources listed in the table above.
- FY22 shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. TAB agencies, EGMs owned, broadcasting transmission towers, additional premises at our Brisbane office, and an estimate of other goods and services based on procurement spend were included for the first time.

### Waste

Year	Landfill (t)	Recycled (t)	Total (t)
FY19	32.71	22.78	55.49
FY20	28.30	13.70	42.00
FY21	14.59	5.86	20.45
<b>FY22</b>	<b>577.21</b>	<b>210.64</b>	<b>787.85</b>
% change (1 year)	>100%	>100%	>100%
% change (3 years)	>100%	>100%	>100%

- Measured in tonnes.
- FY22 data shows an increase due to improvements in data gathering and a change in operational control methodology relating to properties. TAB agencies were included for the first time.



## Memberships of associations

As a leader in the wagering, broadcasting, and gaming services industries, and the lotteries industry prior to the Demerger, we maintain memberships or representation of industry associations and professional bodies. These memberships enable us to effectively engage with stakeholders on key industry issues that are important to us and our stakeholders. During FY22, and continuing post-Demerger, these memberships include:

### Continuing:

- Association of Certified Anti-Money Laundering Specialists – [acams.org](https://acams.org)
- Australasian Gaming Council – [austgamingcouncil.org.au](https://austgamingcouncil.org.au)
- Australian Hotels Association – [aha.org.au](https://aha.org.au)
- Australian Narrowcast Radio Association – [anra.org.au](https://anra.org.au)
- Australian Network on Disability – [and.org.au](https://and.org.au)
- Business Council of Australia – [bca.com.au](https://bca.com.au)
- Chartered Institute of Procurement & Supply – [cips.org](https://cips.org)
- Commercial Radio Australia Limited – [commercialradio.com.au](https://commercialradio.com.au)
- Corporate Tax Association – [corptax.com.au](https://corptax.com.au)
- Digital Radio Broadcasting (Brisbane and Sydney)
- Fintel Alliance – [austrac.gov.au](https://austrac.gov.au)
- Gaming Technologies Association – [gamingta.com](https://gamingta.com)
- Group of 100 – [group100.com.au](https://group100.com.au)
- National Association for Gambling Studies – [nags.org.au](https://nags.org.au)
- Responsible Gambling Ministerial Advisory Council (Victoria) – [justice.vic.gov.au](https://justice.vic.gov.au)
- United Nations Global Compact – [unglobalcompact.org](https://unglobalcompact.org)
- World Tote Association – [world-tote.org](https://world-tote.org)

### No longer applicable to Tabcorp following the Demerger:

- Asia Pacific Lottery Association
- Australian Association of Convenience Stores
- Australian Lottery and Newsagents Association
- Franchise Council of Australia
- National Retail Association
- Victorian Association for Newsagents
- World Lottery Association

Our total expenditure in FY22 on these memberships was approximately \$1.2m (including those which are no longer applicable to Tabcorp following the Demerger).

We also maintain memberships with various Australian state and territory-based bodies which represent the interests of community clubs, hotels and newsagents. Refer to the section on Political Contributions and Engagement (page 45) for additional information.

# GRI CONTENT INDEX

This Report has been prepared with reference to the GRI Standards.

The following table sets out our disclosures against the GRI Standards, including references to relevant pages within this Report, to Tabcorp's Annual Report 2022, Corporate Governance Statement 2022 and website ([www.tabcorp.com.au](http://www.tabcorp.com.au)). Where information is not disclosed, a brief explanation is given. Our Annual Report 2022 is available at [www.tabcorp.com.au/investors](http://www.tabcorp.com.au/investors) and our Corporate Governance Statement 2022 is available at [www.tabcorp.com.au/company/corporate-governance](http://www.tabcorp.com.au/company/corporate-governance).

We continue to develop our reporting in line with the GRI Standards and other applicable frameworks and standards. We intend to further evolve our practices to more comprehensively report in accordance with them in future.

Disclosure	Notes	
GRI 1: Foundation		
Statement of use	Tabcorp has reported with reference to the GRI Standards for the period 1 July 2021 to 30 June 2022	
GRI 1 used	GRI 1: Foundation 2021	
Applicable GRI sector standards	None currently available	
GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
GRI 2: General Disclosures		
GRI 102: 1. Organisational profile		
2-1	Organizational details	Pages 3, 6 to 11, and inside back cover
2-2	Entities included in the organization's sustainability reporting	Page 3 and pages 123 to 124 of the Annual Report 2022
2-3	Reporting period, frequency and contact point	Page 3 and inside back cover
2-4	Restatements of information	There are no material restatements of information. As a result of a change in our application of the operational control methodology relating to properties, the total electricity and GHG emissions data for FY22 have increased to include TAB agencies for the first time
2-5	External assurance	Only our community investment contributions are externally verified by the Business for Societal Impact – refer page 29. The Report is reviewed by the Executive Leadership Team and endorsed by the Board Risk, Compliance and Sustainability Committee
2-6	Activities, value chain and other business relationships	Pages 3 and 6 to 11. Also refer to the Company's website at <a href="http://www.tabcorp.com.au/company">www.tabcorp.com.au/company</a> and pages 1 to 28 of the Annual Report 2022
2-7	Employees	Pages 55 to 57
2-8	Workers who are not employees	Pages 44 and 56 to 57

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
2-9	Governance structure and composition	Page 42. Also refer to pages 3 to 16 of the Corporate Governance Statement 2022
2-10	Nomination and selection of the highest governance body	Tabcorp has a Board Nominations Committee. Also refer to pages 5 to 10 and 16 of the Corporate Governance Statement 2022
2-11	Chair of the highest governance body	The Chairman of Tabcorp's Board of Directors, Bruce Akhurst, is an independent Non-Executive Director. Refer to page 5 of the Corporate Governance Statement 2022
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 12 to 14 and 42. Also refer to pages 3 to 4 and 10 of the Corporate Governance Statement 2022
2-13	Delegation of responsibility for managing impacts	Page 42. Also refer to pages 3 to 4 of the Corporate Governance Statement 2022
2-14	Role of the highest governance body in sustainability reporting	This Report was prepared and reviewed by a cross-functional group lead by the Governance and Sustainability Team, with an internal verification process, and endorsed by the Executive Leadership Team and approved by the Board
2-15	Conflicts of interest	Refer to pages 6 and 7 of the Corporate Governance Statement 2022, and the Tabcorp Code of Conduct available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
2-16	Communication of critical concerns	Page 42
2-17	Collective knowledge of the highest governance body	Refer to page 10 of the Corporate Governance Statement 2022
2-18	Evaluation of the performance of the highest governance body	Refer to page 10 of the Corporate Governance Statement 2022
2-19	Remuneration policies	Refer to pages 55 to 88 of the Annual Report 2022
2-20	Process to determine remuneration	Refer to pages 55 to 88 of the Annual Report 2022. Refer also to the Notice of Annual General Meeting 2022 available at <a href="http://www.tabcorp.com.au/investors">www.tabcorp.com.au/investors</a> which contains resolutions regarding the adoption of the Remuneration Report and grant of options to the MD & CEO which were approved by shareholders with 98.31% and 98.74% respectively of votes cast in favour
2-21	Annual total compensation ratio	<p>Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation for all employees: 14.5</p> <p>Ratio of the percentage increase in annual total compensation of the highest-paid individual to the median percentage increase in annual total compensation for all employees: Adam Rytenschild was promoted to MD &amp; CEO when the Demerger was implemented, and therefore a comparison is not appropriate for FY22</p> <p>This information is based on remuneration levels at 30 June 2022, including Adam Rytenschild's remuneration as the new MD &amp; CEO following the implementation of the Demerger</p> <p>Refer to pages 55 to 86 of the Annual Report 2022</p>

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
2-22	Statement on sustainable development strategy	Pages 4 to 5 and 15 to 16
2-23	Policy commitments	Pages 4 to 5 and 19 to 49. Refer also to the Modern Slavery Statement 2022, Corporate Governance Statement 2022 and key policies available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
2-24	Embedding policy commitments	Pages 19 to 49
2-25	Processes to remediate negative impacts	Pages 12 to 14. The Tabcorp Integrity Protection Service (TIPS), Tabcorp's whistleblower framework and Whistleblower Policy are disclosed on page 24 of the Corporate Governance Statement 2022 and at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
2-26	Mechanisms for seeking advice and raising concerns	Pages 12 to 13. Refer to TIPS disclosed on page 24 of the Corporate Governance Statement 2022 and at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
2-27	Compliance with laws and regulations	Tabcorp did not experience any significant instances of non-compliance with laws and regulations, and no fines were paid in FY22 in respect of non-compliance occurring in FY22 or earlier reporting periods
2-28	Membership associations	Page 62
2-29	Approach to stakeholder engagement	Pages 12 to 13
2-30	Collective bargaining agreements	37.7% of team members are covered by an enterprise agreement (excludes contingent workers). For team members not covered by collective bargaining agreements, their working conditions and terms of employment are generally based on standard employment agreements and industry practice, noting that variations may occur based on various matters (such as location, experience, role and responsibilities)
<b>GRI 3: Material Topics</b>		
3-1	Process to determine material topics	Pages 10 and 12 to 16
3-2	List of material topics	Page 14
3-3	Management of material topics	Pages 14 to 16
<b>GRI 200: Economic</b>		
<b>GRI 201: Economic Performance</b>		
201-1	Direct economic value generated and distributed	Page 11
201-2	Financial implications and other risks and opportunities due to climate change	Pages 46 to 51

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
201-3	Defined benefit plan obligations and other retirement plans	<p>Refer to pages 133 and 134 of the Annual Report 2022 for details about Tabcorp's two defined benefit superannuation plans (closed to new entrants) which operated during FY22. Each year, an actuary provides a report determining the level of funding for each plan. If the plan is below the acceptable threshold, Tabcorp will immediately contribute amounts to top up the plan to ensure that it is above the minimum threshold. Tabcorp is currently on a contribution "holiday", but has on occasion made monthly contributions to ensure sustained adequate funding. The percentages contributed by employee participants differs for each plan and is determined by the relevant plan actuary</p> <p>Under Australian laws, Tabcorp contributes statutory superannuation guarantee contributions from team member's salary to their nominated superannuation fund, at the rate of 10.0% applicable in FY22 of their ordinary time earnings (subject to meeting certain thresholds), with team members able to voluntarily salary sacrifice additional contributions into their superannuation plan</p>
201-4	Financial assistance received from government	Nil in respect of FY22
<b>GRI 202: Market Presence</b>		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable. The remuneration levels for a significant proportion of our team members are not based on minimum wage rules
202-2	Proportion of senior management hired from the local community	All of Tabcorp's senior managers are hired from the local community
<b>GRI 203: Indirect Economic Impacts</b>		
203-1	Infrastructure investments and services supported	Not applicable. We do not have significant infrastructure investments
203-2	Significant indirect economic impacts	Page 10
<b>GRI 204: Procurement Practices</b>		
204-1	Proportion of spending on local suppliers	Pages 43 and 58 to 59. In FY22, 90.86% of Tabcorp's total procurement spend was with local Australian based suppliers
<b>GRI 205: Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption	The whole Tabcorp Group is subject to the risk assessment. Refer also to page 24 and 25 of the Corporate Governance Statement 2022
205-2	Communication and training about anti-corruption policies and procedures	All team members and Directors undertake mandatory training, and our policies are communicated to suppliers
205-3	Confirmed incidents of corruption and actions taken	None identified
<b>GRI 206: Anti-competitive Behaviour</b>		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None identified



GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
<b>GRI 207: Tax</b>		
207-1	Approach to tax	Page 45. Refer also to the document <i>Tabcorp and Taxes</i> available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
207-2	Tax governance, control, and risk management	Page 45. Refer to the document <i>Tabcorp and Taxes</i> available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a> . Tax strategy is overseen by the Board Audit Committee, which receives reports regarding tax matters at each Committee meeting. Tax risk management and compliance is overseen by the Risk, Compliance and Sustainability Committee in accordance with Tabcorp's Risk Management Framework – refer to pages 17 to 20 of the Corporate Governance Statement 2022
207-3	Stakeholder engagement and management of concerns related to tax	Pages 12, 13 and 45. Refer also to the document <i>Tabcorp and Taxes</i> available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a>
207-4	Country-by-country reporting	Refer to the documents <i>Tabcorp and Taxes</i> and <i>Guide to Taxation Administration Act section 3C</i> reported amounts available at <a href="http://www.tabcorp.com.au/company/corporate-governance">www.tabcorp.com.au/company/corporate-governance</a> . Refer also to pages 100 and 101 of the Annual Report 2022 for FY22 income tax disclosures and pages 123 and 124 for entities registered in Australia and other countries
<b>GRI 300: Environmental</b>		
<b>GRI 301: Materials</b>		
301-1	Materials used by weight or volume	Pages 51 and 60 to 61
301-2	Recycled input materials used	Pages 51 and 60 to 61
301-3	Reclaimed products and their packaging materials	Not applicable. We do not use any packaging in our Wagering and Media business. Our Gaming Services uses a small amount of packaging for electronic gaming machines, but this is not material to our organisation
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organization	Pages 50 and 60
302-2	Energy consumption outside of the organization	Pages 50, 51 and 60
302-3	Energy intensity	Not applicable. We are developing an energy intensity measure in line with our emissions re-baseline work following the Demerger and Net Zero Roadmap
302-4	Reduction of energy consumption	Pages 50, 51 and 60
302-5	Reduction in energy requirements of products and services	Not applicable. Our products and services do not have any material energy requirements once sold

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
<b>GRI 303: Water and Effluents</b>		
303-1	Interactions with water as a shared resource	Pages 51 and 60. Water is used in our offices for kitchen and bathroom uses, and is sourced from metropolitan mains water supplies. Water use is not a material issue for Tabcorp, however we are committed to reducing our water use
303-2	Management of water discharge-related impacts	Not applicable. Refer to GRI 303-1 above
303-3	Water withdrawal	Pages 51 and 60
303-4	Water discharge	Not applicable. Refer to GRI 303-1 above
303-5	Water consumption	Pages 51 and 60. All water is sourced from metropolitan mains water supplies
<b>GRI 304: Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None identified
304-2	Significant impacts of activities, products, and services on biodiversity	None identified
304-3	Habitats protected or restored	None identified
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None identified
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	Pages 50 and 61
305-2	Energy indirect (Scope 2) GHG emissions	Pages 50 and 61
305-3	Other indirect (Scope 3) GHG emissions	Pages 50, 51 and 61
305-4	GHG emissions intensity	Not applicable. We are developing an emissions intensity measure in line with our emissions re-baseline work following the Demerger and our Net Zero Roadmap
305-5	Reduction of GHG emissions	Pages 46 to 51 and 60
305-6	Emissions of ozone-depleting substances (ODS)	None identified
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	None identified
<b>GRI 306: Effluents and Waste</b>		
306-3	Significant spills	None identified
<b>GRI 306: Waste</b>		
306-1	Waste generation and significant waste-related impacts	Pages 51 and 61
306-2	Management of significant waste-related impacts	Pages 51 and 61
306-3	Waste generated	Pages 51 and 61

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
306-4	Waste diverted from disposal	Pages 51 and 61
306-5	Waste directed to disposal	Pages 51 and 61
<b>GRI 308: Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	100%. The risk assessment for all new suppliers includes environmental criteria
308-2	Negative environmental impacts in the supply chain and actions taken	None identified
<b>GRI 400: Social</b>		
<b>GRI 401: Employment</b>		
401-1	New employee hires and employee turnover	Page 54
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Paid parental leave and one day of flexi-leave per annum applies to permanent employees
401-3	Parental leave	Pages 33, 34, 37 and 56
<b>GRI 402: Labour/Management Relations</b>		
402-1	Minimum notice periods regarding operational changes	<p>We notify team members as soon as practicable, and in accordance with legislative requirements.</p> <p>Tabcorp's Enterprise Agreements require us: to consult with relevant employees as soon as practicable once we have made a decision to make a significant or major operational change; and under a small number of Enterprise Agreements, to provide a minimum of three workdays after the initial consultation before implementing the change.</p>
<b>GRI 403: Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	Pages 37 to 39
403-2	Hazard identification, risk assessment, and incident investigation	Pages 34, 37 and 38
403-3	Occupational health services	Pages 34 and 37 to 39
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 37 to 39
403-5	Worker training on occupational health and safety	Page 38
403-6	Promotion of worker health	Pages 38 and 39
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 34 and 37 to 39
403-8	Workers covered by an occupational health and safety management system	All employees, contractors and visitors are covered by Tabcorp's Health, Safety and Wellbeing Management System
403-9	Work-related injuries	Pages 34, 38 and 55

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
403-10	Work-related ill health	<p>For all employees:</p> <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health: 0</li> <li>ii. The number of cases of recordable work-related injury/ill health: 86</li> <li>iii. The main types of work-related ill health: Musculoskeletal injury and psychological</li> </ul> <p>For all workers who are not employees:</p> <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health: 0</li> <li>ii. The number of cases of recordable work-related injury/ill health: 4</li> <li>iii. The main types of work-related ill health: Laceration and personal illness</li> </ul> <p>The work-related hazards that pose a risk of ill health, including:</p> <ul style="list-style-type: none"> <li>i. how these hazards have been determined: Consultative risk assessments and periodic risk profile reviews</li> <li>ii. which of these hazards have caused or contributed to cases of ill health during the reporting period: Manual handling and environmental (slip/trip/fall)</li> <li>iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls: Risk and control reviews, workplace and work design, environmental design and training</li> </ul> <p>No workers have been excluded from the above.</p> <p>Data has been compiled using our incident management database.</p>
<b>GRI 404: Training and Education</b>		
404-1	Average hours of training per year per employee	Page 55
404-2	Programs for upgrading employee skills and transition assistance programs	Page 39
404-3	Percentage of employees receiving regular performance and career development reviews	100%. All employees participate in the annual Perform and Grow cycle
<b>GRI 405: Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	Pages 34, 35, 55 and 57. Also refer to pages 27 of the Corporate Governance Statement 2022
405-2	Ratio of basic salary and remuneration of women to men	Page 35
<b>GRI 406: Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	There were no reported cases of discrimination during FY22
<b>GRI 407: Freedom of Association and Collective Bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages 43, 44 and 59. Refer also to Tabcorp's Modern Slavery Statement 2022
<b>GRI 408: Child Labour</b>		
408-1	Operations and suppliers at significant risk for incidents of child labour	Pages 43, 44 and 59. Refer also to Tabcorp's Modern Slavery Statement 2022



GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
<b>GRI 409: Forced or Compulsory Labour</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pages 43, 44 and 59. Refer also to Tabcorp's Modern Slavery Statement 2022
<b>GRI 410: Security Practices</b>		
410-1	Security personnel trained in human rights policies or procedures	100%
<b>GRI 411: Rights of Indigenous Peoples</b>		
411-1	Incidents of violations involving rights of indigenous peoples	None identified
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 43 and 44. Refer also to Tabcorp's Modern Slavery Statement 2022
413-2	Operations with significant actual and potential negative impacts on local communities	Pages 43 and 44. Refer also to Tabcorp's Modern Slavery Statement 2022
<b>GRI 414: Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	Pages 43 and 44. Refer also to Tabcorp's Modern Slavery Statement 2022
414-2	Negative social impacts in the supply chain and actions taken	Pages 43 and 44. Refer also to Tabcorp's Modern Slavery Statement 2022
<b>GRI 415: Public Policy</b>		
415-1	Political contributions	Page 45. Refer also to page 53 of the Annual Report 2022 and page 26 of the Corporate Governance Statement 2022
<b>GRI 416: Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	Not disclosed
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not disclosed
<b>GRI 417: Marketing and Labelling</b>		
417-1	Requirements for product and service information and labelling	Not disclosed
417-2	Incidents of non-compliance concerning product and service information and labelling	Not disclosed
417-3	Incidents of non-compliance concerning marketing communications	Not disclosed
<b>GRI 418: Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 24. During FY22, no material data breaches were identified

# UNITED NATIONS GLOBAL COMPACT (UNGC) INDEX

The United Nations Global Compact (**UNGC**) is a call to companies to align strategies and operations with ten universal principles on human rights, labour, environment and anti-corruption, and take action that advance societal goals.

We are committed to making the UNGC and its principles part of our strategy, culture, and day-to-day operations, and to engaging in collaborative programs which advance the UN SDGs. The table below provides an overview of these principles, and the reference where these have been addressed.

The documents listed below are available from our website at [www.tabcorp.com.au/company/corporate-governance](http://www.tabcorp.com.au/company/corporate-governance).




Principles	Document reference	Section reference in this Report	Page number
<b>Human Rights</b>			
<b>Principle 1</b> Protection of Internationally Proclaimed Human Rights	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> <li>• Human Rights Policy</li> </ul>	Building a sustainable future	40 to 44
<b>Principle 2</b> No Complicity in Human Rights Abuse	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> <li>• Human Rights Policy</li> </ul>	Building a sustainable future	40 to 44
<b>Labour</b>			
<b>Principle 3</b> Freedom of Association and Collective Bargaining	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> <li>• Human Rights Policy</li> </ul>	GRI content index (407-1)	70
<b>Principle 4</b> Elimination of all forms of Forced and Compulsory Labour	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> <li>• Human Rights Policy</li> </ul>	Building a sustainable future	40 to 44
<b>Principle 5</b> Abolition of Child Labour	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> </ul>	Building a sustainable future	40 to 44
<b>Principle 6</b> Elimination of Discrimination	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• 2022 Modern Slavery Statement</li> <li>• Supplier Code of Conduct</li> <li>• Human Rights Policy</li> <li>• Inclusion &amp; Diversity Policy</li> </ul>	Building a sustainable future  Supporting our people to succeed	40 to 44  32 to 36

# UNITED NATIONS GLOBAL COMPACT (UNGC) INDEX CONTINUED




Principles	Document reference	Section reference in this Report	Page number
<b>Environment</b>			
<b>Principle 7</b> Precautionary Approach to Environmental Challenges	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• Environment &amp; Climate Change Position Statement</li> </ul>	Building a sustainable future  We support a precautionary approach by taking actions to avoid or minimise our environmental impact.	40 to 43, 46 to 51
<b>Principle 8</b> Environmental Responsibility	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• Environment &amp; Climate Change Position Statement</li> <li>• Supplier Code of Conduct</li> </ul>	Building a sustainable future	40 to 43, 46 to 51
<b>Principle 9</b> Environmentally Friendly Technologies	<ul style="list-style-type: none"> <li>• 2022 Sustainability Report</li> <li>• Environment &amp; Climate Change Position Statement</li> <li>• Supplier Code of Conduct</li> </ul>	Building a sustainable future	40 to 43, 46 to 51
<b>Anti-corruption</b>			
<b>Principle 10</b> Work against Corruption in all its forms	<ul style="list-style-type: none"> <li>• Anti-Bribery and Corruption Policy</li> <li>• Whistleblower Policy</li> <li>• Code of Conduct</li> <li>• Supplier Code of Conduct</li> <li>• 2022 Corporate Governance Statement</li> </ul>	Building a sustainable future	40 to 45

# SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX

The SDGs are a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all”. Our contribution to the SDGs is outlined below.

UN SDG	UN SDG Target	Our Sustainability Framework Pillar	Our Contribution and Section Reference
	<b>Good Health and Wellbeing</b> 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks  3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	<ul style="list-style-type: none"> <li>• Customer Care</li> <li>• Support our People to Succeed</li> </ul>	We're contributing to these targets through: <ul style="list-style-type: none"> <li>• our Responsible Gambling program. Our Customer Care Principles reflect our commitment to address problem gambling. Refer to the <b>Customer Care section</b></li> <li>• our health, safety and wellbeing program. Refer to the <b>Health, Safety and Wellbeing section</b></li> </ul>
	<b>Quality Education</b> 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university  4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	<ul style="list-style-type: none"> <li>• Support our People to Succeed</li> </ul>	We're contributing to these targets through our learning and development program. Refer to the <b>Learning and Development section</b>
	<b>Gender Equality</b> 5.1 End all forms of discrimination against all women and girls everywhere  5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life  5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	<ul style="list-style-type: none"> <li>• Support our People to Succeed</li> </ul>	We're contributing to these targets through our inclusion and diversity program. Our <b>Inclusion and Diversity Policy</b> supports achievement of these targets. Refer to the <b>Inclusion and Diversity section</b>

# SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX CONTINUED

UN SDG	UN SDG Target	Our Sustainability Framework Pillar	Our Contribution and Section Reference
	<p><b>Decent work &amp; economic growth</b></p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its form</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	<ul style="list-style-type: none"> <li>• Support our People to Succeed</li> <li>• Build a Sustainable Future</li> </ul>	<p>We're contributing to these targets through:</p> <ul style="list-style-type: none"> <li>• our Inclusion &amp; Diversity program. Our <b>Inclusion and Diversity Policy</b> supports achievement of these targets. Refer to the <b>Inclusion and Diversity section</b></li> <li>• our Responsible Procurement program. Our <b>Human Rights Policy</b> supports achievement of these targets. Refer to the <b>Responsible Procurement and Human Rights and Modern Slavery sections</b>. Also refer to our <b>Modern Slavery Statement</b> for additional information</li> <li>• our health, safety and wellbeing program. Refer to the <b>Health, Safety and Wellbeing section</b></li> </ul>
	<p><b>Industry, Innovation and Infrastructure</b></p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<ul style="list-style-type: none"> <li>• Build a Sustainable Future</li> </ul>	<p>We're contributing to this target through our environmental management practices. Refer to the <b>Environment and Climate Change section</b> and our <b>Environment and Climate Change Position Statement</b></p>
	<p><b>Reduced Inequalities</b></p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	<ul style="list-style-type: none"> <li>• Support our People to Succeed</li> <li>• Build a Sustainable Future</li> </ul>	<p>We're contributing to these targets through:</p> <ul style="list-style-type: none"> <li>• our Inclusion and diversity program. Our <b>Inclusion and Diversity Policy</b> supports achievement of these targets. Refer to the <b>Inclusion and Diversity section</b></li> <li>• our Responsible Procurement program. Our <b>Human Rights Policy</b> supports achievement of these targets. Refer to the <b>Responsible Procurement and Human Rights and Modern Slavery sections</b>, and our <b>Modern Slavery Statement</b></li> </ul>



# SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX CONTINUED

UN SDG	UN SDG Target	Our Sustainability Framework Pillar	Our Contribution and Section Reference
	<b>Responsible Consumption and Production</b> 12.2 By 2030, achieve the sustainable management and efficient use of natural resources  12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse  12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	<ul style="list-style-type: none"> <li>• Build a Sustainable Future</li> </ul>	We're contributing to these targets through this yearly report, and our environmental management practices. Refer to the <b>Environment and Climate Change section</b> and our <b>Climate Change Position Statement</b>
	<b>Climate Action</b> 13.2 - Integrate climate change measures into national policies, strategies and planning	<ul style="list-style-type: none"> <li>• Build a Sustainable Future</li> </ul>	We're contributing to this target through our environmental management practices. Refer to the <b>Environment and Climate Change section</b> . Our <b>Environment and Climate Change Position Statement</b> reinforces our commitment to climate action.
	<b>Partnerships for the Goals</b> 17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	<ul style="list-style-type: none"> <li>• Contribute to our community</li> </ul>	We're contributing to this target through our business operations (i.e. paying taxes, contributing to our industry, buying from local businesses and generating jobs). Refer to the <b>Community Contribution section</b>

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURES – CASINOS AND GAMING SECTOR

Code	Accounting Metric	Reference
<b>Sustainability Disclosure Topics &amp; Accounting Metrics</b>		
SV-CA-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) Greenhouse gas emissions, pages 50 to 51; Environmental data, pages 60 to 61. Note: we measure electricity in megawatt hours. (2) We use 100% grid electricity. (3) 0%.
SV-CA-260a.1	Percentage of gaming facilities that implement the Responsible Gambling Index	Not applicable.
SV-CA-260a.2	Percentage of online gaming operations that implement the National Council on Problem Gambling (NCPG) Internet Responsible Gambling Standards	The NCPG Standards is applicable to the US market. We comply with applicable Responsible Gambling standards and relevant legislation in all jurisdictions in which we operate. We exceed these standards in some cases, using our leadership position to advocate for change in the industry when needed. Refer to the Customer Care section on pages 19 to 24 for more information.
SV-CA-320a.1	Percentage of gaming floor where smoking is allowed	Not applicable.
SV-CA-320a.2	Percentage of gaming staff who work in areas where smoking is allowed	We don't operate casinos, and smoking is not permitted inside the agencies and retail venues where our betting products are distributed.
SV-CA-510a.1	Description of anti-money laundering policies and practices	Refer to our <b>Corporate Governance Statement 2022</b> , section 7.6 Anti-money laundering/ counter-terrorism financing on page 25.
SV-CA-510a.2	Total amount of monetary losses as a result of legal proceedings associated with money laundering	We had no monetary losses as a result of AML legal proceedings in FY22.
<b>Activity Metrics</b>		
SV-CA-000.A	Number of tables	Not applicable.
SV-CA-000.B	Number of slots	Tabcorp does not operate casinos.
SV-CA-000.C	Number of active online gaming customers	782,000.  Note: we define an active gaming customer as one who places a minimum of one bet via a TAB account through a digital channel in the past 12 months.
SV-CA-000.D	Total area of gaming floor	Not applicable.  Tabcorp does not operate casinos.

# GLOSSARY

<b>ACT</b>	Australian Capital Territory
<b>AML/CTF</b>	Anti-Money Laundering/Counter-Terrorism Financing
<b>ASX</b>	Australian Securities Exchange
<b>Board</b>	The Company's Board of Directors
<b>CLRO</b>	Chief Legal and Risk Officer
<b>Combination</b>	The Tabcorp-Tatts combination which was implemented in December 2017
<b>Company or Tabcorp</b>	Tabcorp Holdings Limited (ABN 66 063 780 709)
<b>Demerger</b>	The demerger of the Group's former Lotteries and Keno business that is now operated by the ASX listed company The Lottery Corporation Limited
<b>Director</b>	Director of the Company
<b>DJSI</b>	Dow Jones Sustainability Index
<b>EGM</b>	Electronic gaming machine
<b>ELT</b>	Executive Leadership Team
<b>ESG</b>	Environmental, social and governance
<b>FY or financial year</b>	The Group's financial year is 1 July to 30 June
<b>Gaming Services</b>	The Group's business that provides services to licensed gaming venues and EGM monitoring services
<b>GHG</b>	Greenhouse gas
<b>GRI</b>	Global Reporting Initiative
<b>Group</b>	The Tabcorp group of companies
<b>ISS</b>	Institutional Shareholder Services, a provider of research and services relating to ESG performance of companies and investment portfolios
<b>Lotteries and Keno</b>	The Group's former business that is reported as a discontinued operation following the Demerger
<b>MAX</b>	The Group's Gaming Services brand
<b>MD &amp; CEO</b>	Managing Director and Chief Executive Officer
<b>MSCI</b>	Morgan Stanley Capital International, an investment research firm that provides investment data and analytics services to investors

<b>NCPF</b>	National Consumer Protection Framework
<b>NED</b>	Non-Executive Director
<b>NSW</b>	New South Wales
<b>NT</b>	Northern Territory
<b>PGI</b>	The Premier Gateway International wagering pooling hub located in Europe
<b>QLD</b>	Queensland
<b>SA</b>	South Australia
<b>SASB</b>	Sustainability Accounting Standards Board
<b>Sky Racing</b>	Part of the Group's Media business, broadcasting racing and sport throughout Australia and internationally
<b>S&amp;P Global</b>	S&P Global is a provider of financial information, analytics, index-based concepts, data, and research to companies and investors
<b>SRW or Sky Racing World</b>	The Group's vision distribution and wagering pooling hub based in the US
<b>TAB</b>	The Group's wagering brand
<b>Tabcare</b>	The Group's community and employee engagement program
<b>TAH</b>	The ASX ticker code used to identify Tabcorp
<b>TAS</b>	Tasmania
<b>Tatts or Tatts Group</b>	Tatts Group Limited (ABN 19 108 686 040) which was acquired by Tabcorp Holdings Limited in December 2017
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>UNGC</b>	United Nations Global Compact
<b>UNGCNA</b>	United Nations Global Compact Network Australia
<b>UN SDGs</b>	United Nations Sustainable Development Goals
<b>VIC</b>	Victoria
<b>Wagering and Media</b>	The Group's business that operates fixed odds and pari-mutuel betting products and services on racing, sport and novelty products, and racing and sports broadcasting
<b>WGEA</b>	Workplace Gender Equality Agency

# COMPANY DIRECTORY

## Registered office

Tabcorp Holdings Limited  
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## Share registry

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Australia  
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Facsimile 02 9287 0303  
Facsimile 02 9287 0309 (proxy forms only)  
Email [tabcorp@linkmarketservices.com.au](mailto:tabcorp@linkmarketservices.com.au)  
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Sydney NSW 2000  
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Telephone 07 3877 1010

## Sky Racing/Sky Sports Radio

79 Frenchs Forest Road  
Frenchs Forest NSW 2086  
Telephone 02 9452 8400

## Follow us on social media



## Corporate information

The Company is a company limited by shares that is incorporated and domiciled in Australia.

## Stock exchange listing

The Company's ordinary shares are quoted on the Australian Securities Exchange (**ASX**) under the code 'TAH'.

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## Currency

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## Feedback

To ask questions or provide feedback about this report and Tabcorp's sustainability practices, please email [sustainability@tabcorp.com.au](mailto:sustainability@tabcorp.com.au).

[WWW.TABCORP.COM.AU](http://WWW.TABCORP.COM.AU)