



FOR THE GOOD OF
ENTERTAINMENT

CORPORATE SOCIAL RESPONSIBILITY REPORT

FAIR PLAY



2019/20

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AN UPDATE ON COVID-19

Owing to the gravity of the situation, we have taken the decision to include a brief update on our immediate efforts to support our customers and employees during the COVID-19 pandemic.

KEEPING OUR COLLEAGUES SAFE

Following the announcement by the UK government to shut non-essential establishments to avoid unsustainable pressure on the NHS, we suspended our entire retail estate in March 2020. Furloughed colleagues from our 3,000 shops, and some head office and field-based jobs, will continue to receive full pay while we weather the crisis and make every effort we can to protect their jobs in the long term.

During the lockdown, teams across GVC have been working hard to support colleagues in every corner of our business using a comprehensive suite of tools and support:

- **Healthy mind and body.** Through the Unmind app, all colleagues have confidential access to tools and techniques to take care of their mental health. We have also provided 30-minute distance workouts, designed for small places and delivered by professional personal trainers.
- **Learning and leading.** Through Learning@GVC and Managing@GVC, we have provided virtual training content for colleagues and people managers to stimulate professional development.
- **Keeping up with business.** Through regular podcasts and updates from our executive team, we have shared the latest news on business-critical topics and what we are doing about them as a company.
- **In it together.** Throughout the crisis, colleagues have been sharing stories about their amazing charity work and rising to the challenge of working from home. We have also created weekly, themed playlists, crowdsourced from across the world.

There are still many uncertainties around the further course of the COVID-19 pandemic, both in the short term and in the long run. We will adapt as necessary, and this update represents a snapshot of our efforts to date.



PROTECTING OUR CUSTOMERS

While overall gambling has fallen dramatically, the lockdown has introduced unprecedented levels of isolation and anxiety whereby at-risk online gamblers may find themselves in a vulnerable position. Via the Betting and Gaming Council (BGC), we have committed to a 10-pledge action plan to ramp up increased consumer protection and responsible marketing in response to the crisis. This will see us:

- **Pledge 1.** Increase safer gambling messages across all sites and direct to all customers.
- **Pledge 2.** Step up interventions if customers increase time and spend beyond normal pre-crisis patterns.
- **Pledge 3.** Actively promote deposit limits.
- **Pledge 4.** Take action to ensure appropriate and responsible advertising, including monitoring the volume.
- **Pledge 5.** Report all illegal, rogue advertising from black market online operators.
- **Pledge 6.** Enforce a one-strike-and-you're-out policy where affiliates breach pledges.
- **Pledge 7.** Signpost help to GAMCARE and the National Gambling Helpline and GamStop for self-exclusion.
- **Pledge 8.** Ensure continued funding for Research Education and Treatment (RET).
- **Pledge 9.** Provide welfare checks and well-being help for staff.
- **Pledge 10.** Support the UK government's 'National Effort' with volunteers and facilities.

In addition to supporting the BGC's action plan on safer gambling, we have gone further and introduced a range of additional safeguarding measures to ensure that we are able to rigorously monitor and protect anyone who may be vulnerable at this time. These measures include two new Markers of Harm indicators to our safer gambling algorithm, enabling the identification of potentially problematic gambling behaviour at an earlier stage.

COVID-19 has introduced serious challenges to societies, businesses and individuals, and we are no exception. Our hope is that by doing the right thing, we will emerge stronger at the other end.

MESSAGE FROM

THE CHAIR OF THE BOARD CSR COMMITTEE

“I HOPE YOU ENJOY READING THE FOLLOWING PAGES AND LEARN ABOUT THE PROGRESS WE HAVE MADE IN OUR EFFORTS TO BECOME THE MOST TRUSTED AND ENJOYABLE BETTING OPERATOR IN THE WORLD.”

VIRGINIA MCDOWELL

**INDEPENDENT NON-EXECUTIVE DIRECTOR AND
CHAIR OF THE BOARD CSR COMMITTEE**



This is our second stand-alone CSR Report following GVC's acquisition of Ladbrokes Coral in 2018. In 'Fair Play' – our responsible business strategy – we set out a clear strategic path to accelerate our efforts to build trust with our most important stakeholders, underpinned by a strong governance structure, robust processes and dedicated resource. The merger of systems and ways of working is not complete yet, but we are gradually coming together as 'One GVC', with the commitment to doing business responsibly serving as the cultural glue that binds us together.

Notable achievements over the past year include:

- Leading the industry by introducing a 'whistle-to-whistle' ban on sports-betting broadcast advertising and ending all football shirt sponsorship and perimeter board advertising in the UK;
- Getting off to a good start with our \$5.5m five-year partnership with the Division on Addiction, Cambridge Health Alliance – a Harvard Medical School teaching hospital – to better understand and reduce the potential for problem gambling behaviour;
- Adding longevity, independence and professionalism to our research, education and treatment (RET) investments into safer gambling by launching the GVC Global Foundation;
- Delivering Gambling Awareness and Protection (GAP) Seminars to over 11,000 students across 62 UK schools as part of a major, multi-year intervention with EPIC Risk Management;
- Accomplishing a 10% reduction in our greenhouse gas (GHG) emissions intensity compared with 2018; and
- Realising a more gender balanced workforce across all levels and 250 colleagues in leadership roles trained in understanding unconscious bias.

We continue to recognise the value of working constructively with our peers, national regulators and third sector organisations. To this effect, we took on a proactive role in creating the Safer Gambling Commitments, launched in November 2019, with the aim of delivering long-term and fundamental changes in how gambling companies are run and their impacts on society.

We were pleased to see our hard work being recognised by credible third parties. Once again, we were included in the 2019 edition of the Dow Jones Sustainability Index as well as the FTSE4Good.

I hope you enjoy reading the following pages and learn about the progress we have made in our efforts to become the most trusted and enjoyable betting operator in the world.

Thank you for your time and support.

VIRGINIA MCDOWELL

**Independent Non-executive Director and
Chair of the Board CSR Committee**

MAPPING OUR MATERIAL ISSUES

We continue to operate in a sector characterised by digital transformation, regulatory change and evolving customer expectations.

As in previous years, we run regular materiality assessments to determine how best to position GVC in a changing landscape of risks and opportunities. We maintain a register of 62 environmental, social and governance (ESG) issues facing our sector and GVC as a company. We prioritise each ESG issue by determining its relevance to us being able to deliver on our commercial goals and its importance to five key stakeholder groups, namely customers, employees, shareholders, regulators and the general public. The diagram below shows a simplified version of our materiality assessment.

We conducted our most recent materiality exercise towards the end of 2019. While safer gambling and data protection continue to dominate our most material issues, we noticed that environmental issues, particularly climate change, and diversity & inclusion within the workforce have risen on the agenda. These changes are reflected in our performance update and our plans for 2020.



1
Industry self-regulation
(relating to safer gambling)

2
Protecting the young and vulnerable

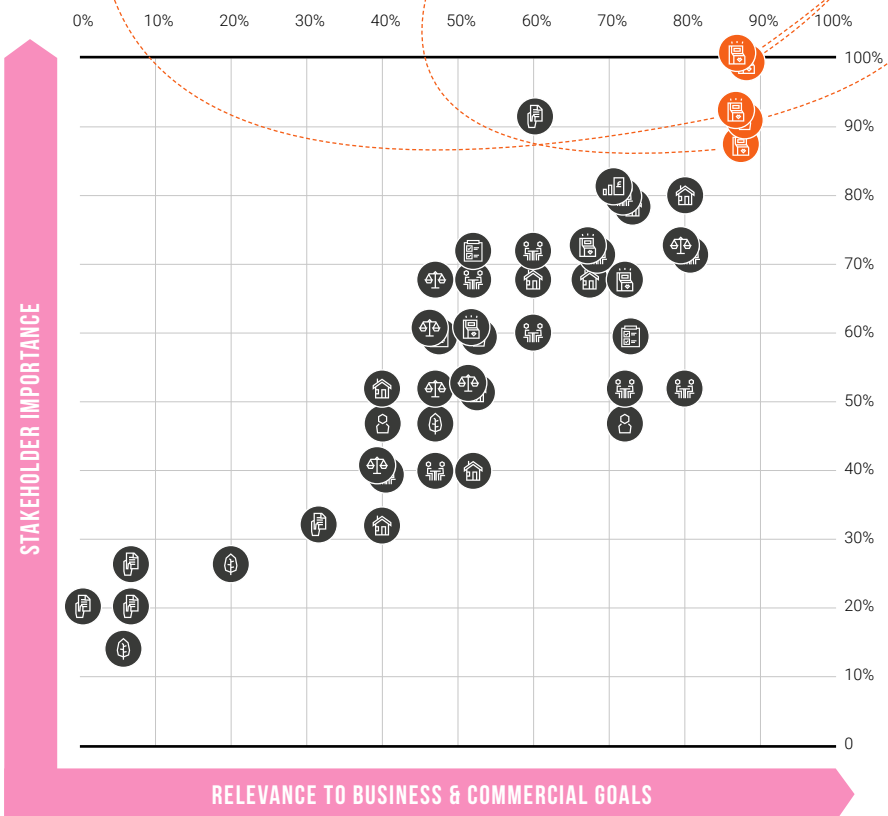
3
Providing support for at-risk customers and problem gamblers

5
Providing safe and responsible products by design

4
Customer privacy & data security

CSR MATERIALITY ASSESSMENT

- Economics
- Ethics
- Governance & Risk
- Responsible Gambling
- Customers
- Workforce & Labour Standards
- Community & Society
- Wider Human Rights
- Environment



CORPORATE SOCIAL RESPONSIBILITY

SETTING THE CONTEXT

“WE KNOW THAT WITHOUT EARNING AND MAINTAINING THE TRUST OF REGULATORS, CUSTOMERS, INVESTORS, INTEREST GROUPS AND OTHERS, WE CANNOT CREATE LONG-TERM VALUE BUSINESS.”

VIRGINIA MCDOWELL
CHAIR OF BOARD CSR COMMITTEE

This is the third CSR report to be published following GVC’s acquisition of Ladbrokes Coral. As a global leader in sports-betting and gaming, with over 24,000 employees across five continents, GVC recognises the unique responsibilities we have towards society, particularly as our industry is held to ever higher social and environmental standards by regulators, investors and citizens alike.

Following the outcome of the Triennial Review, our sector has faced, and will continue to face, a tightened regulatory environment, including, in the UK alone, new ‘know your customer’ requirements, an increased Remote Gaming Duty and a ban on credit cards to place bets.

In recognition of both our greater scale and our ambitions to be the most trusted sports-betting and gaming operator in the world, in 2018 we constituted a new Board level CSR Committee. The Committee provides guidance for the business on all aspects of CSR strategy, agrees targets and monitors our performance across the Company.

RET INVESTMENT

10X

We have unilaterally committed to increasing our investment into research, education and treatment of problem gambling behaviours 10-fold by 2022.

2019 also saw the introduction of a £2 maximum stake on fixed odds betting terminals (FOBTs) in the UK, which will result in the closure of around 450 betting shops by the end of 2021. This number is substantially lower than our initial expectation of up to 900 closures, thanks to a detailed mitigation plan that enabled us to manage the change process and minimise job losses.

The UK Gambling Commission has made no secret of its expectation that the betting and gambling industry must step up its game and we welcome the challenge to improve standards. In 2019, it handed out close to £14m in penalties against its licensees, including a significant £5.9m package of penalties imposed on GVC for “systemic failings” in its anti-money laundering (“AML”) and social responsibility obligations. The penalty relates to historic failings in the Ladbrokes Coral Group between November 2014 and October 2017, during which time the company “failed to put in place effective safeguards to prevent consumers suffering gambling harm and against money laundering.” Of the £5.9m settlement, £4.8m will be paid towards causes helping to deliver the National Strategy to Reduce Gambling Harms, with the balance of £1.1m being paid to affected parties.

Since 2016, GVC has transformed its AML and safer gambling processes, more than quadrupling compliance and safer gambling headcount, more than trebling player source of funds checks and responsible gambling customer interactions, and committing to a ten-fold increase in donations towards research, education and treatment (“RET”) of problem gambling. In the words of our CEO, Kenny Alexander: “These historical failings were unacceptable and since the acquisition, I have overseen a systematic review of the enlarged Group’s player protection procedures and the individuals responsible for these problems have exited the business. I am confident that we now have in place a robust and industry leading approach to player protection.”

We know that without earning and maintaining the trust of regulators, customers, investors, interest groups and others, we cannot create long-term value. We are on a mission to build and extend a responsibility-first culture into every corner of our business, from the shop-floor to the executive suite; something our sector has failed to do convincingly in the past.

Following extensive independent reviews of the Group’s environmental, social and governance (“ESG”) policies and practices, we remain constituents of the FTSE4Good and Dow Jones Sustainability Index, the latter as the only European betting company.



FAIR PLAY

OUR CSR STRATEGY

FAIR PLAY

GROWING A GLOBAL SOCIALLY RESPONSIBLE AND SUSTAINABLE BETTING AND GAMING BUSINESS



BUILT ON RESPONSIBLE BUSINESS OPERATIONS

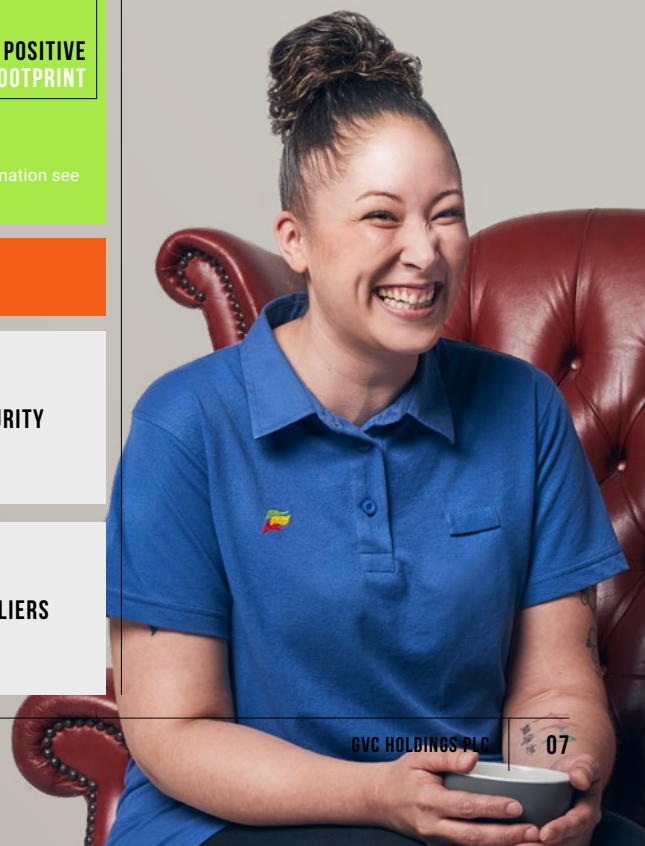
ETHICS	COMPLIANCE	H & S	SECURITY
ENVIRONMENT	DATA PROTECTION	AML/FRAUD	SUPPLIERS

We launched Fair Play – GVC’s global responsible business strategy – in October 2018. Following a year of internal and external consultation, the emerging strategy sets out our priorities and activities across three important pillars:

- **Safer Gambling** – leading the industry in providing safe environments for customers to enjoy their gambling experience;
- **Responsible Employer** – becoming a destination employer where all colleagues can thrive; and
- **Responsible Communities & Markets** – ensuring we leave a positive footprint in the communities and markets we serve.

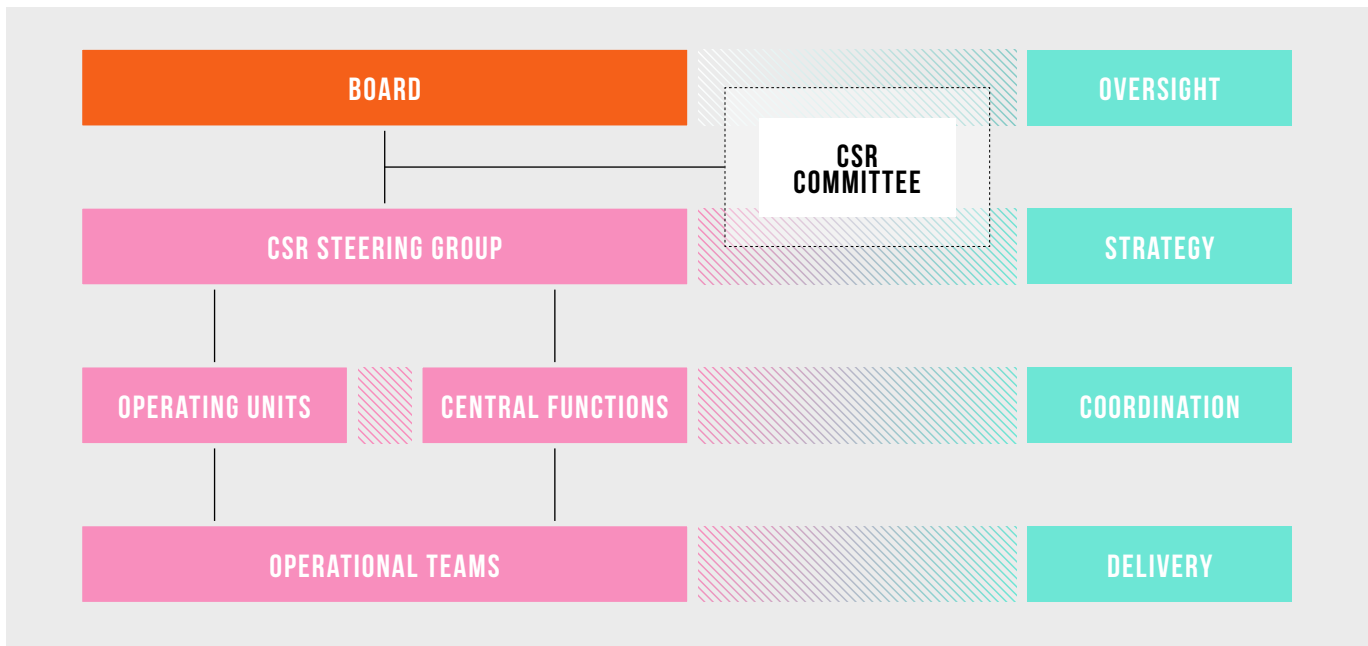
Each pillar comes with its own objectives, activities and policies, and together, we hope, they add up to something greater than the sum of their parts. The three pillars are supported by our Responsible Business Operations, providing the day-to-day foundation on which we run our business. Aside from guiding our responsible business activities, Fair Play also acts as the framework for our responsible business disclosures.

Recognising the sea change in public expectations and our ambition to lead on responsible business, we plan to refresh the purpose, mission and vision of GVC in the year to come. While retaining some elements of Fair Play, we will up our game further, setting out a long-term strategy revolving around Always Backing our Customers, Colleagues and Communities (ABC).



RESPONSIBLE BUSINESS GOVERNANCE

RESPONSIBLE BUSINESS GOVERNANCE STRUCTURE



The governance of responsible business at GVC reflects the high emphasis we place on managing our non-financial risks effectively and efficiently. Launched in 2018, the current governance structure is now fully bedded in and has proved fit for purpose in managing the increased scale, complexity and expectations of the Group.

- The **Board CSR Committee** covers regulatory compliance, anti-money laundering (“AML”) and anti-bribery and corruption (“ABC”), responsible gaming, health and safety, environmental impact, data protection and diversity in the workplace. Chaired by Virginia McDowell, the Committee has five members and provides guidance for the business on all aspects of CSR strategy, agrees targets and monitors our performance across the Company.
- The **CSR Steering Group** consists of functional leaders from across the business, including Investor Relations, HR, Legal, Health, Safety and Security, Operations and Communications. Convened by our Head of CSR, the Group oversees implementation of the CSR strategy.
- Sitting below the CSR Steering Group, the relevant **Operating Units** and **Central Functions** are tasked with coordinating all GVC’s major CSR initiatives and processes, which in turn are delivered on a day-to-day basis by Operational Teams across all countries of operation.

In addition, a small team of **CSR Advisers** sits at the corporate centre, which includes our external consultants Carnstone Partners Ltd. Together they advise the Board CSR Committee and other internal bodies, assist the operational units and review our environmental and social performance data.

Externally, we keep abreast of developments in the responsible investment market and engage actively with ESG requests from our investors and key ESG rating agencies. In 2019, GVC was admitted to both the FTSE4Good and Dow Jones Sustainability Indices. We will continue to engage with these and other ESG indices going forward, as capital markets increasingly reconsider risk and asset values based on a broader set of parameters.

GVC has a policy of not making political contributions, neither directly nor through our charitable foundations; in practice this means we would never support political parties or organisations associated with political parties, be it in kind or through cash donations.

“WE BELIEVE THE KEY TO ESTABLISHING A SAFER ENVIRONMENT FOR CUSTOMERS TO ENJOY THE SERVICES WE PROVIDE IS BY WORKING CONSTRUCTIVELY WITH NATIONAL REGULATORS, INDUSTRY PEERS AND THIRD SECTOR BODIES.”

JAY DOSSETTER

HEAD OF CSR

SAFER GAMBLING

Arguably, our most important responsible business pillar is Safer Gambling. We believe the key to establishing a safer environment for customers to enjoy the services we provide is by working constructively with national regulators, industry peers and third sector bodies. We are fully aligned with the UK Gambling Commission's principal objectives to ensure that gambling is:

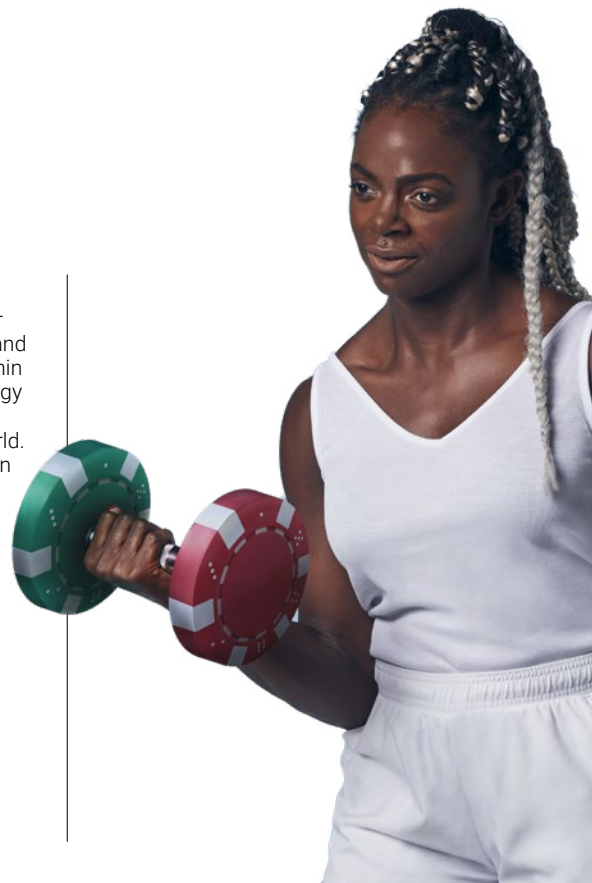
- Crime-free;
- Fair and conducted in an open way; and
- Protecting children and other vulnerable persons.

We extend these objectives to all our operations while developing approaches and solutions that are locally relevant.

CHANGING FOR THE BETTOR

Launched in January 2019, 'Changing for the Bettor' remains the most ambitious and far-reaching safer gambling strategy within our industry. The vision behind the strategy is to establish GVC as the most trusted and enjoyable betting operator in the world. 'Changing for the Bettor' comprises seven key pillars for action, each of which has substantive projects and outcomes attached to it. As we mark its first anniversary, the updates below illustrate key progress against the priority areas:

- Understand the problem
- Educate stakeholders
- Advertise responsibly
- Make it easy to stay safe
- Help people in need
- Design for safety
- Change ourselves for the bettor



CHANGING FOR THE BETTOR

IT ALL STARTS WITH OUR SEVEN PRINCIPLES FOR SAFER GAMBLING:



UNDERSTAND
THE
PROBLEM



EDUCATE
STAKEHOLDERS



ADVERTISE
RESPONSIBLY



MAKE IT
EASY TO STAY
SAFE



HELP PEOPLE
IN NEED



DESIGN FOR
SAFETY



CHANGE
OURSELVES FOR
THE BETTOR



SAFER GAMBLING IS CORE TO THE WAY WE WORK EVERY DAY.
BECAUSE AT GVC, SAFER GAMBLING IS EVERYONE'S BUSINESS.



SAFER GAMBLING



1. UNDERSTAND THE PROBLEM

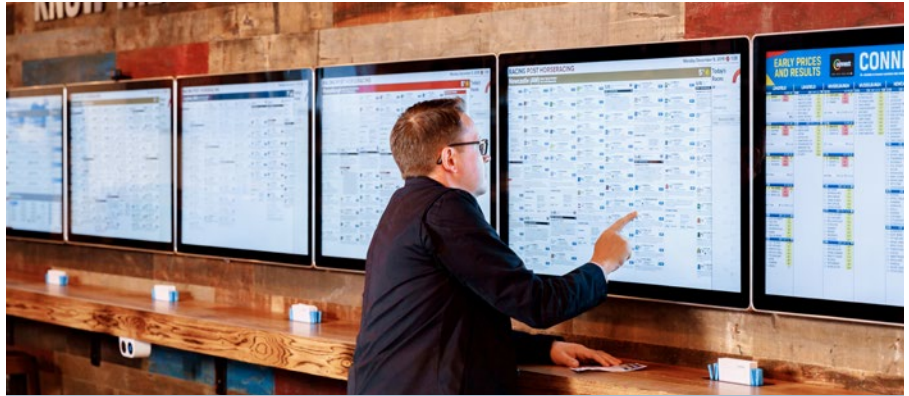
We have committed \$5.5m to a five-year partnership with the Division on Addiction, Cambridge Health Alliance – a Harvard Medical School teaching hospital – to better understand and reduce the potential for problem gambling behaviour. Now in its second year, the partnership has crystallised into the following activity streams:

- Patterns of normal internet gambling behaviour;
- Behavioural markers of harm, evaluating the effectiveness of algorithms deployed by GVC;
- Safer Gambling limits and the affordability of online gambling;
- Adopting an evidence-based approach to product safety; and
- Review of responsible gambling training and its effectiveness.

In November 2019, we hosted a research symposium with our project partners at the British Academy, outlining the scope and ambition of the research to an invited audience of academics, researchers and industry peers. Presenters provided research updates on topics including the effectiveness of responsible gambling intervention messaging, the impact of operators' responsible gaming tools and how the industry can better detect at-risk behaviours. All the research is carried out under 'open science' practices, which ensure the work is transparent and protected from outside influences.

\$5.5M

committed to a five-year partnership with the Division on Addiction, Cambridge Health Alliance to better understand and reduce the potential for problem gambling behaviour.



"2019 marked the first year of the five-year research collaboration between The Division on Addiction and GVC to better understand and reduce the potential for problematic gambling behaviour. This follows a previous research collaboration with bwin.party between 2004 – 2015. Much of the activity in the year focused on relationship-building, knowledge-sharing and data transmission, with highlights across seven topic areas including completed and ongoing research:

- **Open Science.** One peer-reviewed publication and two more in the pipeline as well as laying the foundation for a major joint project with University of Sydney;
- **Updating the Epidemiology of Internet Gambling.** Follow-up studies to determine how sports betting, casino games, and poker play at GVC has changed since we did the last data deep dive 10 years ago;
- **Safer Gambling Limits.** A research project to evaluate low risk internet gambling limits;
- **Gambling and Self-Harm.** A systematic review of research into the potential association between problem gambling and self-harm;
- **Product safety.** A scoping review of evidence-based product safety features and interventions in gambling;
- **Markers of Harm.** A rigorous evaluation of the validity of the nine markers of harm used by GVC and its subsidiaries to detect at-risk gambling behaviours; and
- **Education and Training.** Regular meetings and events with key stakeholders as well as a comprehensive review of GVC's responsible gambling training programmes and content.

We look forward to continuing to work on all *in progress* projects in 2020, adding new work streams such as planning for executing GVC player surveys and scoping retail-based research projects to the mix."

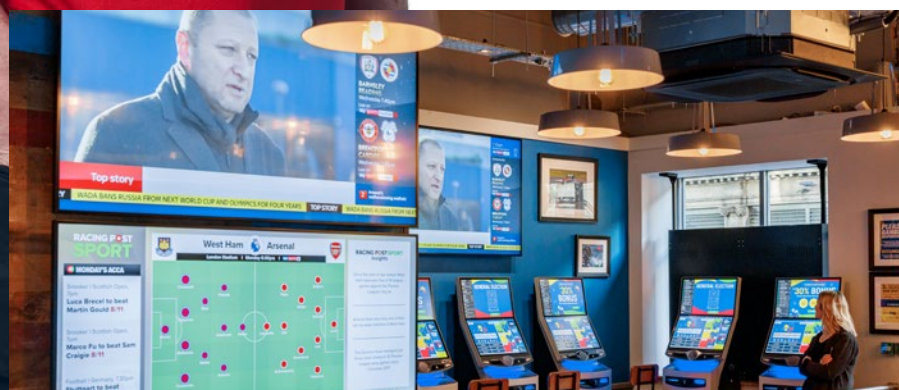
DEBI LAPLANTE, PH.D.

**Director, Division on Addiction, Cambridge Health Alliance
Assistant Professor, Harvard Medical School**



MUCH OF THE ACTIVITY IN THE YEAR FOCUSED ON RELATIONSHIP-BUILDING, KNOWLEDGE-SHARING AND DATA TRANSMISSION, WITH HIGHLIGHTS ACROSS SEVEN TOPIC AREAS INCLUDING COMPLETED AND ONGOING RESEARCH

SAFER GAMBLING



2. EDUCATE STAKEHOLDERS

This strand of 'Changing for the Better' includes two flagship initiatives:

- **The national roll-out of GamCare's Youth Outreach Programme.** We made a £0.5m contribution towards expanding this initiative across Great Britain. The programme aims to raise awareness of problem gambling and educate young people, and the professionals working with them, about the risks associated with gambling, helping young people to make safer choices around gambling when they come of age. To date over 16,000 young people aged 12-18 have been engaged through free, interactive workshops as well as free training provided to over 5,500 professionals in cities including London, Birmingham, Bristol, Manchester, Liverpool and Hull.
- **A major state school awareness and intervention programme with EPIC Risk Management.** The ambition is to deliver Gambling Awareness and Protection ("GAP") Seminars to school children, across UK state schools and sixth form colleges over a two-year period, equipping participants to make more informed decisions around gambling. During 2019, EPIC delivered face-to-face gambling awareness sessions to over 22,500 students across 109 UK state schools and an independent evaluation was undertaken by the University Campus of Football Business ("UCFB"). The evaluation found that the GAP seminar format and content were widely endorsed and effective in engaging the young audience, with 9 in 10 participants reporting their intentions not to gamble at all or to gamble less.



3. ADVERTISE RESPONSIBLY

GVC has led the industry bringing about the introduction of a 'whistle-to-whistle' ban on sports-betting broadcast advertising in the UK. This came into effect in August 2019. The Group also unilaterally ended all UK football shirt sponsorship and perimeter board advertising and has encouraged others in the industry to follow suit.

We donated our shirt sponsorship rights for both Charlton Athletic and Sunderland AFC to our charity partner, Children with Cancer UK, while sponsorship assets in the Scottish Professional Football League and with a number of high-profile English clubs for the 2019/20 season were given over to support GambleAware's 'Bet Regret' campaign. In practice, this meant the 'Bet Regret' logo replaced Ladbrokes' and other GVC brands across interview backdrops and advertising boards.

Furthermore, during Responsible Gambling Week, responsible gambling messages dominated our websites, social media channels and print advertising, with all our retail colleagues wearing safer gambling t-shirts.



SAFER GAMBLING



4. MAKE IT EASY TO STAY SAFE

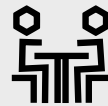
During 2019, we rolled out 'markers of harm' across our UK facing businesses, with the aim of proactively spotting problematic play among our customers. This, in turn, allows us to provide effective and tailored interactions with those players most at risk.

To help those customers experiencing harmful gambling, we now offer the Gamban software free of charge. Gamban is an app that blocks access to thousands of gambling websites and suppresses gambling-related marketing. Difficult to uninstall, it also offers access to useful safer gambling resources and on-demand technical support. 1,570 GVC customers made use of the Gamban software since we offered it as an option in April 2019.

Announced early in 2020, GVC has been appointed by UKGC to co-lead a working group focusing on the use of incentives to help ensure bonuses, hospitality and gifts in particular around VIP programmes are offered in a manner consistent with making gambling fairer, safer and crime free. This forms part of a wider effort by UKGC to tackle challenges associated with game and product design and advertising technology.

Alongside these initiatives, we have continued trialling other player protection methods and tools, including curfew buttons online. Our internal analysis indicates that half of GVC's active customer base used one or more Responsible Gambling ("RG") tools in 2019, including 9 in 10 new customers. Compared with 2018, there has been a 200% increase in the number of RG interactions, mainly driven by changes in how we measure markers of harm for intervention which enables us to identify potential increased risk behaviours at an earlier stage.

Our Player Protection Team engaged in 12,700 manual interactions with customers identified as high risk, through telephone conversations, emails and account messages. In addition to this, we sent out close to 200,000 automated RG emails to digital customers deemed to be at-risk.



5. HELP PEOPLE IN NEED

Having already doubled our investment into research, education and treatment ("RET") of gambling-related harm in 2019 to 0.2% of UK Gross Gaming Revenue ("GGR") in 2019 (c.£4m), we led the industry as the first operator to commit to a 10-fold increase by 2022 (equivalent to £20m per year at current rates). We were delighted when four other major UK operators followed this lead in July 2019, pledging a similar increase.

To add longevity, independence and professionalism to our RET investments, we have launched the GVC Global Foundation, which will coordinate and support GVC's donations and CSR objectives around the world. In addition to being the vehicle for RET donations, it will also support:

- Grass roots, women's and disability sport;
- Men's health, with a particular focus on mental health; and
- Projects with a clear link to the local community in GVC's major office locations.

Major recipients of GVC donations towards RG in 2019 included GamCare, the US National Council on Problem Gambling, Gordon Moody, Leon House/Cognacity and Digital Therapy Solutions, and other national gaming addiction and support charities in Austria, the Spielsuchthilfe Gemeinnuetziger Verein, and in Spain, FERREJ.

Together with our four largest peers in the UK, we have collectively committed to contributing £100m in instalments between 2020 and 2023 and 1% of revenues thereafter to safer gambling initiatives. The industry is working to establish a new independent charity, Action Against Gambling Harm, to take responsibility for distributing this investment.



6. DESIGN FOR SAFETY

We will work with leading experts to design a code of conduct for product design, both within our business and for external suppliers. We are currently part of the industry working group under the Betting and Gaming Council to produce an effective industry code for product design. This is an area where to be effective as a company, we need commitment and buy-in from the wider industry. Our aim is to introduce new player protections in product design and customer engagement, making it easier for people to gamble safely.



£20M BY 2022

Committed to research, education and treatment (RET) of gambling-related harm.

SAFER GAMBLING



7. CHANGE OURSELVES FOR THE BETTOR

We are determined to change the mindset of our industry, starting with our own company. To ensure responsibility underpins all aspects of our business, we have introduced campaigns and training to make safer gambling integral to how everyone thinks and acts at GVC.

As part of our Employee Engagement plan, we focus on four aspects of building a safer gambling culture:

- Building knowledge;
- Raising awareness;
- Driving behavioural change; and
- Collecting ideas from employees.

In November, we launched a 12-month campaign that builds awareness, understanding and ultimately drives behavioural change through the seven pillars of 'Changing for the Bettor'. GVC colleagues will be engaged through regular competitions, tailored communication and polls, tied into big events during the year. We are excited about crowd-sourcing ideas from colleagues to improve our safer gambling performance, inviting more colleagues into this critical discussion and creating ownership in the process.

Additionally, we have increased mandatory training for all colleagues, including VIP and customer service teams and engaged the services of EPIC Risk Management to help us more effectively communicate with at-risk customers.

"Now in year two, the aim of our partnership is simple: for GVC to remain the most proactive operator for prevention of gambling harms and the most responsible in ensuring effective treatment for those who still need it. In 2019, the collaboration went from strength to strength. In a year of change and regulatory enforcement, some of the highlights were:

- Delivering face-to-face gambling awareness sessions to over 22,500 students across 109 UK state schools;
- Working with GVC leaders, providing safer gambling training and advice around the customer journey and interactions, identification of problem gambling and markers of harm; and
- Agreeing an extension of our collaboration to tackle the issues of sports betting integrity and safer gambling awareness across 14 States in the USA.

2020 is going to be a busy year. We are hoping to reach 40,000 UK state school students when the updated programme resumes in September, following an interim evaluation. In the USA, we expect to complete in excess of 100 sessions across both the main sporting leagues and the NCAA Division 1. There is no other operator investing either the time, money or resources into safer gambling, and this is the key reason why we are so confident about the positive impacts to come."

PAUL BUCK
Chief Executive, EPIC Risk Management

THERE IS NO OTHER OPERATOR INVESTING EITHER THE TIME, MONEY OR RESOURCES INTO SAFER GAMBLING, AND THIS IS THE KEY REASON WHY WE ARE SO CONFIDENT ABOUT THE POSITIVE IMPACTS TO COME.



SAFER GAMBLING PERFORMANCE

	2019	2018	2017
Cash and in-kind contributions towards responsible gambling charities	£3,607,889	£2,506,000	£2,334,777
Customer interactions regarding problem gambling	1,072,416	1,124,079	302,609
Customer complaints	22,543	13,503	19,690
Customer complaints which specifically relate to a gambling transaction	2,388	2,771	4,668
Self-exclusions made	147,473 ¹	334,765	164,178
Health, safety and environmental officer visits	246	220	91
Burglaries and burglary attempts	99	127	95
Robberies and attempted robberies	109	163	222
Street robberies	1	9	14

1. The decrease in self exclusions in 2019 was driven by greater use of new account management tools enabling our players to set their own play limits as well as earlier interventions from our RG teams

RESPONSIBLE EMPLOYER

ENABLING A REWARDING AND INCLUSIVE ENVIRONMENT

GVC is a people-driven business in a highly dynamic sector. As our international operations grow, we recognise the need to identify, retain and develop talent from many backgrounds to meet our customers' needs and stay at the forefront of innovation.

Across our business as a whole, 50% of our employees are female, but this drops down to 23% at the Senior Manager level. This represents an improvement of 33% since 2017, but we recognise we still have work to do. At Board level, the share of females has increased to 30%, following the appointment of Jette Nygaard-Andersen as a Non-executive Director in 2019. Gender remains one of the key areas of consideration for the Nominations Committee and the Board, together with a candidate's experience, knowledge and skills.

We launched our international diversity and inclusion (D&I) strategy in 2018, Everyone's in the Game, which set out a three-year roadmap towards a more inclusive business. Over the three years, initiatives and interventions will take place across four focus areas: recruitment, process & policy, people development and awareness & education. In the first wave of activities, we focused on gender equality, launching an internal women's network, training 250 leaders in understanding unconscious bias and setting up Horizon, a leadership programme for the top 100 females in our business. In 2019, we built on this foundation by introducing a new mentoring programme, return to work initiatives, and interventions encouraging more women into digital and technology roles. We also invested in a new virtual learning platform that enables us to create more engaging online content as it relates to training and development. The first learning module launched on the platform is unconscious bias, with more to come.

“WE BUILT ON THIS FOUNDATION BY INTRODUCING A NEW MENTORING PROGRAMME, RETURN TO WORK INITIATIVES, AND INTERVENTIONS ENCOURAGING MORE WOMEN INTO DIGITAL AND TECHNOLOGY ROLES.”

SHAY SEGEV
CHIEF OPERATING OFFICER

We also broadened our focus to encompass wider diversity characteristics such as ethnicity, sexual orientation and disability, appointing executive level sponsors to champion different strands of diversity and working with third parties such as Stonewall. We completed the first global all employee engagement survey, Your Voice Survey, which provided helpful pointers as to where we can improve our diversity performance.

60%

Of our UK colleagues chose to work part time during 2019, to accommodate childcare arrangements, studying or other personal responsibilities.

GVC remains a flexible employer. In 2019, over 60% of our UK colleagues chose to work part time, to accommodate childcare arrangements, studying or other personal responsibilities. At the start of 2019, we began the roll-out of enhanced maternity and parental leave provisions, which have now been bedded in.

A key priority for us is to build our culture to support integration success and make GVC a destination employer. With that in mind, in 2019 we held an inaugural global event for all our employees, under the banner 'GVC One', to launch our new global employer brand. The brand is designed to unite GVC colleagues and raise awareness of GVC, yet it allows the local culture and customer brands to retain their individual identities. With 1,000 colleagues joining the London event in person, and thousands watching the webcast, the launch was a resounding success. As part of the launch, we also introduced a new external careers website, noticing an increase in visitors of 300%. Our first ever global engagement survey went live straight after GVC One, with 80% of colleagues indicating they would recommend GVC as a good place to work and 75% agreeing that we are responding positively to changes in our industry. 100% of colleagues were invited to have a say in the survey and over 70% chose to take part. The 2019 results were broadly ones to be proud of, with plenty of direction given as to how we can improve as an employer.

In a fast-moving sector, ongoing learning and development is key. We calculated the average number of learning and development ("L&D") hours per full-time employee to be 22.9 hours during the year. This compares favourably to a sector median of 18.1 hours, i.e. an additional 20% compared with other FTSE 250 companies. From the benchmarking exercise, we learned that as a company we need to invest further in automation, making it easier to book and manage training resources, as well as L&D headcount. This is something we plan to address in 2020.

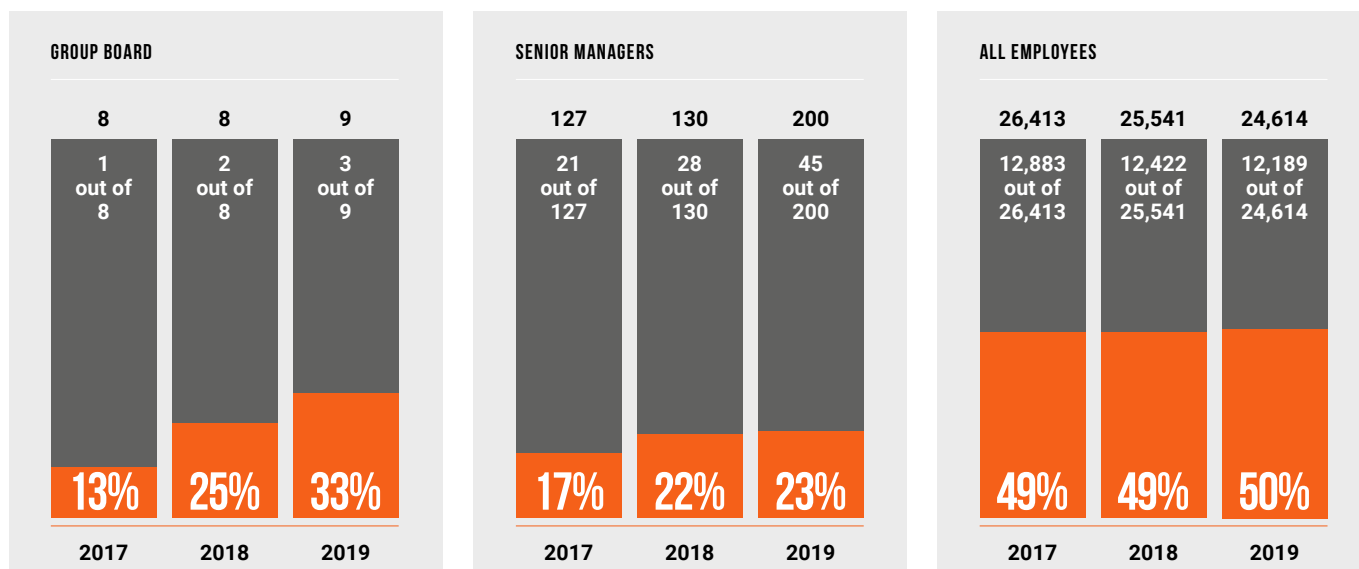
This year we are reporting publicly against the new UK reporting requirements on CEO pay ratios for the first time. The median UK employee (50th percentile) to CEO pay ratio in 2019 was 229 times, which reflects an improvement compared with 2018, following the adoption of a new remuneration policy in 2017. With the high proportion of UK employees working in retail roles, we recognise that the ratio may appear imbalanced but it is in line with many other retail organisations.



RESPONSIBLE EMPLOYER

GENDER DIVERSITY – FEMALES AS % OF EMPLOYEES

■ Male ■ Female



33%
Increased share of females at Board level.

35%
Increase in senior female managers throughout the Group since 2017.

24,000+
Employees, our people are our greatest asset. We aim to be a destination employer for talented and passionate people.

RESPONSIBLE EMPLOYER PERFORMANCE

	2019	2018	2017
Employees worldwide	24,614	25,541	26,413
Female employees	12,189	12,422	12,883
Proportion of female employees	49.5%	48.6%	48.8%
Part-time employees ¹	11,629	10,497	10,657
Proportion of part-time employees ²	47.2%	42.1%	46.5%
Employee Engagement Index ³	57.0%	53%	57%
Absenteeism rate ⁴	2.16%	2.25%	#N/A
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	40.3%	37.4%	48.1%
Employees from ethnic minority backgrounds ⁵	21.1%	10.1%	13.5%
Employee training investment	£1,900,000	£1,520,182	£1,495,467
Median Hourly pay difference between male and female colleagues (Gender Pay Gap)	4.0%	2.9%	2.5%
Mean Hourly pay difference between male and female colleagues (Gender Pay Gap)	17.9%	17.0%	15.5%
Median bonus pay difference between male and female colleagues	36.4%	25.0%	25.0%
Mean bonus pay difference between male and female colleagues	83.2%	84.5%	76.0%

1. 2019 data includes all employees. Previously, this data covered Ladbrokes Coral employees based in Great Britain, and all GVC employees.

2. 2019 data includes all employees. Previously, this data covered Ladbrokes Coral employees based in Great Britain, and all GVC employees.

3. Covers Ladbrokes Coral employees based in Great Britain.

4. Data covers all UK employees. Comparable data between Ladbrokes Coral Group plc and GVC Holdings PLC prior to the merger in 2018 is not available.

5. Data covers Ladbrokes Coral employees based in the UK. Data was available for 40% of Ladbrokes Coral employees in the UK.

RESPONSIBLE COMMUNITIES AND MARKETS

STREAMLINING OUR COMMUNITY INVESTMENT EFFORTS

In September 2019, we launched the GVC Global Foundation in order to coordinate and support delivery of the Group's CSR initiatives, objectives and donations around the world. The Foundation builds on the Group's existing efforts, and is focused on making a positive impact on the societies and communities in which we operate. The Foundation is focused on four key areas as shown below. As part of its remit, the Foundation has also taken on responsibility for administering the Group's CSR projects, including its £2m community fund as well as our major collaboration with SportsAid. Our partnership with SportsAid will see us support both talented individuals and national sporting excellence programmes in the lead up to the next Olympics. 50 athletes were supported in 2019.

1. RESPONSIBLE GAMBLING, SPORTS INTEGRITY AND GAMBLING REGULATION RESEARCH, EDUCATION AND TREATMENT

2. GRASS ROOTS, WOMEN'S AND DISABILITY SPORT

3. MEN'S HEALTH, WITH A PARTICULAR FOCUS ON MENTAL HEALTH

4. PROJECTS WITH A CLEAR LINK TO THE LOCAL COMMUNITY IN GVC'S MAJOR OFFICE LOCATIONS

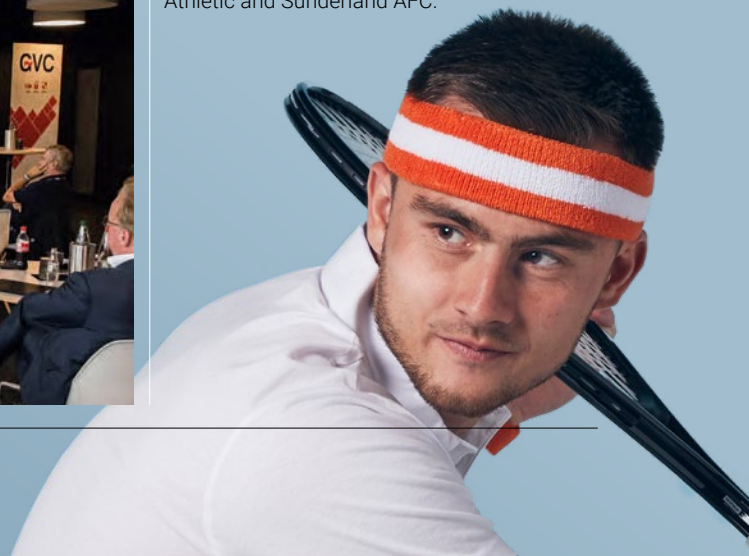
PROJECTS THE FOUNDATION IS CURRENTLY ENGAGED IN INCLUDE:

Inter Milan Football Club. A collaboration with the club to promote participation in women's football in Italy. Backed by a national media campaign, partnered with Gazzetta dello Sport, the project is developing a football-related talent show for aspiring female footballers;

German Sports Integrity Forum. Together with German Bundesliga clubs Borussia Dortmund and 1. FC Koeln, and the sports integrity platform, the Play Fair Code, the GVC Foundation recently launched the German Sports Integrity Forum. The aim of the Forum is to raise further awareness of sports integrity programmes in Germany and other German speaking countries; and

Professional Players Federation. The Foundation has entered into a partnership with the Professional Players Federation (the "PPF"), the national organisation for the professional player associations in the UK, to fund its anti-matchfixing player education programmes. The partnership enables the PPF to support the development and delivery of online learning and face-to-face education to hundreds of sportspeople in sports such as football, cricket, rugby union, golf, darts and snooker.

Prior to the consolidation of our community investment foundations, the Ladbrokes Coral Trust announced two long-term strategic charitable partnerships as part of our responsible communities initiative. Over the next three years, Coral will raise money through its betting shops for Prostate Cancer UK while Ladbrokes has partnered with Children with Cancer UK, to whom we donated the shirt sponsorship rights we held for the 2019-2020 season for Charlton Athletic and Sunderland AFC.



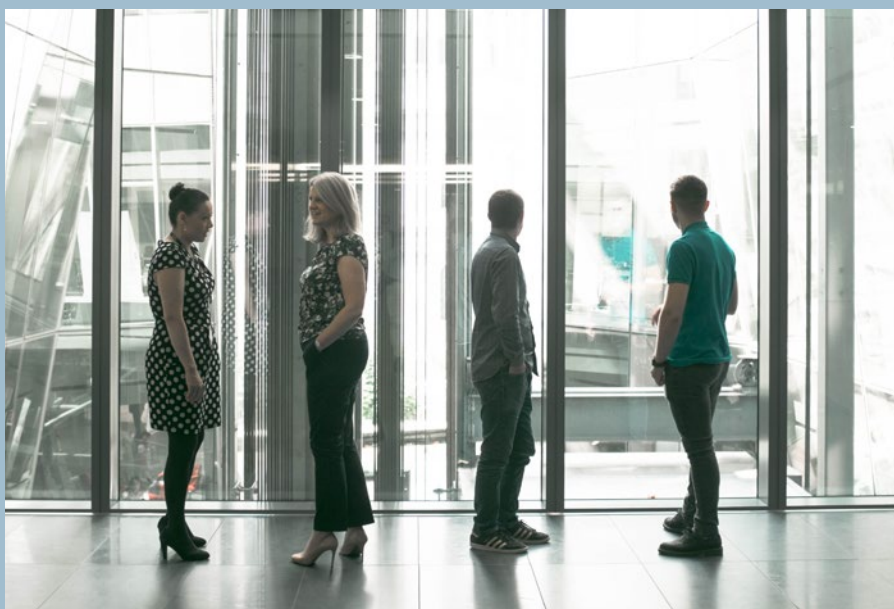
RESPONSIBLE COMMUNITIES AND MARKETS

CONTRIBUTING TO THE ECONOMY BY PAYING TAXES AND LEVIES

Employing more than 24,000 people across 7,000 retail outlets and offices in 20 countries, our economic footprint is significant. During 2019 we paid £927m in taxes and levies across our countries of operation. This comes in addition to the £655.6m we paid in wages and salaries.

£927M

Paid in taxes and levies in 20 countries during 2019.



RESPONSIBLE BUSINESS OPERATIONS PERFORMANCE

	2019 Group total ¹	2018 Group total ¹	2017 Group total ¹
Proforma net gaming revenue (NGR)	£3,655.1m	£3,571.4m	£3,288m
Proforma underlying EBITDA	£761.1m	£755.3m	£667m
Taxes paid ²	£927m	£949m	£797m
Wages and salaries ³	£671.2m	£627.1m	£679m
Cash and in-kind contributions towards responsible gambling charities	£3,607,889	£2,506,000	£2,334,777

1. Proforma figures for both GVC and Ladbrokes Coral combined businesses for the relevant calendar year.

2. Includes corporation tax, business rates, foreign tax, Machine Games Duty (MGD), Amusement Machine Licence Duty (AML), employers' National Insurance Contributions (NIC), VAT, and other duties and levies.

3. Including pension contributions and share based payment costs.

RESPONSIBLE BUSINESS OPERATIONS

ENVIRONMENT

2019 was a watershed year for climate change. With climate change impacts no longer a distant threat on the horizon, limiting global warming to no more than 1.5 C is now one of the biggest challenges facing humanity. We acknowledge the role we play in reducing our greenhouse gas (“GHG”) emissions and minimising our environmental footprint. While our carbon footprint is by far the most significant environmental impact across the Group, we also look at the wider environmental picture, monitoring and reducing water use and waste across our major offices and retail estate.

Having established the carbon footprint baseline for the combined Group in 2018, we introduced a reduction target of 15% per employee by the end of 2021. Our energy and carbon data for 2019 shows that we are on track to meet – or exceed – our 2021 target, having achieved a carbon saving of 0.19 tonnes per employee. This is a 10% reduction since 2018. The reductions achieved so far are primarily due to our rolling programme of shop refurbishments in the UK, the merging of GVC and Ladbrokes Coral offices, as well as the decarbonisation of the electricity grid in our key markets. As of January 2020, all electricity consumed by our stadia and shops in the UK will come from renewable sources, following in the footsteps of our Irish retail estate.

We have used the integration of the Ladbrokes Coral businesses into GVC to identify opportunities for reducing our carbon footprint, including starting work to merge our external data centre providers, to unlock cost and carbon savings. In 2019, through consolidation, we reduced the number of externally operated data centres from 6 to 5.

To keep the momentum going, we have appointed 120 Green Ambassadors across GVC to help identify ways in which we can minimise our negative impacts on the environment. Furthermore, we have appointed the Carbon Trust to deliver training to our

“AS OF JANUARY 2020, ALL ELECTRICITY CONSUMED BY OUR STADIA AND SHOPS IN THE UK WILL COME FROM RENEWABLE SOURCES, FOLLOWING IN THE FOOTSTEPS OF OUR IRISH RETAIL ESTATE.”

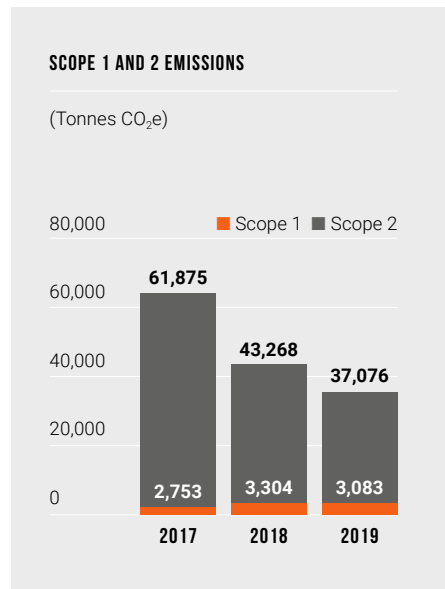
COLIN GRAY
ENVIRONMENT MANAGER



colleagues in procurement on how to reduce emissions in our supply chain. The Carbon Trust will also validate our carbon data to ensure our processes and reporting are robust and credible. Finally, to benchmark our carbon management performance against peers and create transparency for investors, we will be disclosing against CDP’s (formerly known as the Carbon Disclosure Project) Climate Change questionnaire in 2020.

120

We have appointed 120 Green Ambassadors across GVC to help identify ways in which we can minimise our negative impacts on the environment.



“I’m passionate about protecting our environment and strongly believe that businesses should be doing as much as they can to reduce their impact. It’s great that GVC is committed to taking action and I’m keen to play my part. That’s why I signed up to become a Green Ambassador. I’m a member of the Group Communications Team. In 2019, we promoted our Recycling Campaign to help reduce waste across the Group. We also started a conversation about what else we can all do. The response was great and many of the ideas were incorporated in our Environment Action plan. During the COVID-19 crisis, we’ve shown how we can change our behaviours to protect one another. We’ve all seen the wider benefits of those actions including a reduction in air pollution in some of our major cities. As we emerge from the health crisis, it’s going to be really important that we continue to do everything we can to protect our environment. I will be working with our Environment Manager to highlight the actions we can all take and the big impact we’ll have if we all do our bit.”

PHIL POWER
Senior Internal Communications Business Partner: Operations



RESPONSIBLE BUSINESS OPERATIONS

CYBERSECURITY AND DATA PROTECTION

It is essential that we safeguard our customer and corporate information, managing cybersecurity and data protection risks. Our privacy and data programme is underpinned by a multi-layered governance framework and close collaboration between the privacy, information security, IT and operations, compliance, HR, regulatory, legal and business teams. To ensure proper accountability and oversight, the Chief Privacy Officer (“CPO”) – who is also GVC’s dedicated Data Protection Officer – regularly submits reports to the Board CSR Committee. Starting from 2020, the CPO will hold responsibility for a dedicated privacy budget, following a significant increase in resourcing and team-size. For example, we have recruited a team of privacy analysts to embed privacy-by-design capabilities across GVC through early and consistent engagement in product development, marketing and technology design processes. The privacy team has also started working more closely with colleagues in communication and information security, as well as other stakeholders, to optimise GVC’s breach response, with an Executive Committee and Board level cyberattack simulation to stress-test our processes scheduled for 2020.

Human behaviour can be the biggest threat to maintaining data privacy and cybersecurity. A core objective of our programme is to create awareness and deliver training to colleagues to raise GVC’s ‘data IQ’, which we continued to do in 2019. More than 23,000 GVC colleagues received online GDPR training during the year, with an additional 300 customer-facing colleagues receiving face-to-face training. Fundamental to these efforts is our newly developed Group Data Protection Policy, designed to ensure all employees understand how to treat and protect personal data. The policy applies to all GVC employees globally, as well as agency staff and contractors.



23,000+
GVC colleagues received online GDPR training during the year, with an additional 300 customer-facing colleagues receiving face-to-face training.

-17%
In 2019, through consolidation, we reduced the number of externally operated data centres from 6 to 5.

HEALTH, SAFETY AND SECURITY

Health, Safety and Security (“HSS”) remain core priorities for us. We continue to encourage a positive health and safety culture throughout the business and to maintain a safe environment for our customers and colleagues. To that effect, we approach HSS risks proactively, using a fully integrated policy and management framework that allows us to identify risks early and take action accordingly.

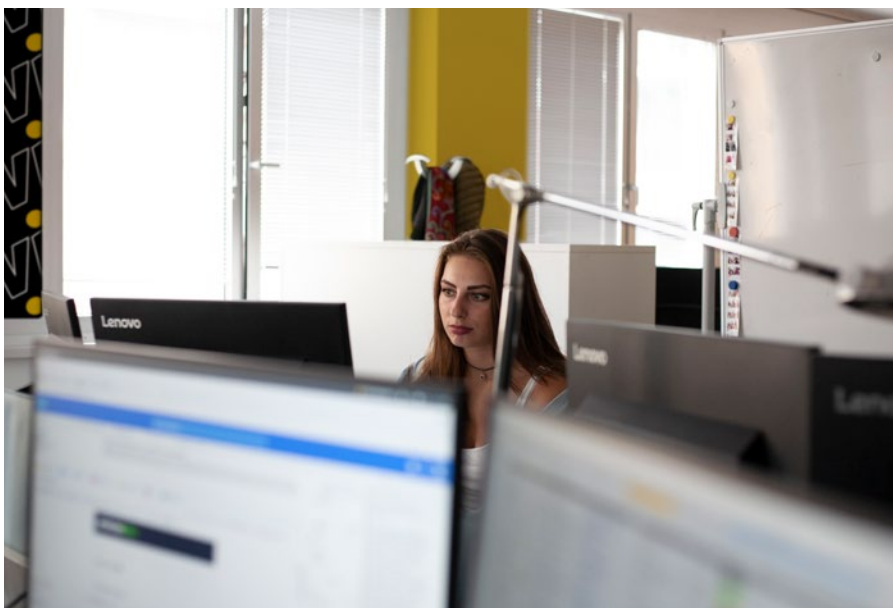
Mental health is the leading cause of sickness absence in the UK, with one in four adults experiencing at least one diagnosable mental health problem in any given year.

Yet only one in 10 employees feel able to tell their line manager about mental health issues. Equipped with these facts, we launched wellbeing as a major theme in 2019, developing a three-year strategy and plan, ‘Think Well, Live Well, Work Well’. In its inaugural year, key objectives included:

- Developing wellbeing awareness, making information, tools and support easily accessible to all colleagues;
- Supporting and training line managers, ensuring regular conversations about wellbeing;
- Developing mental health awareness among all colleagues, reducing stigma around mental health issues;
- Providing targeted support for those who are struggling, offering appropriate workplace adjustments; and
- Providing preventive tools to support colleagues to thrive, improving engagement and performance.

Among the key achievements in 2019, we launched the ‘Think Well’ virtual space, providing easy access to tools and resources to support mental health; delivered classroom-based resilience training to 150 Area Managers and e-learning to over 12,000 colleagues; and launched a mental health tool developed by Mind, the mental health charity, with over 8,000 colleagues using it to date.

2020 will see us bedding in the mental health programme – Think Well – further and also developing and implementing the second strand of the strategy – Live Well – which is about physical health and wellbeing.



RESPONSIBLE BUSINESS OPERATIONS



AML AND CRIME PREVENTION

We remain committed to ensuring that criminals cannot launder the proceeds of crime through GVC's products or services. We continue to scrutinise abnormal customer betting and gaming activities both in our shops and online in order to spot gambling-related crime. In 2019 alone, we undertook more than 11,000 AML reviews and barred over 5,000 customers for failing to provide a valid source of funds. Our dedicated AML teams ensure compliance with AML and antiterrorism financing legislation wherever we operate.

All relevant colleagues are trained regularly in the GVC AML processes and procedures covering: what money laundering is and what incidents they may detect that could constitute money laundering within the GVC Group, to whom suspicious cases should be reported, the roles of Money Laundering Reporting Officers and AML Investigators.

We also remain vigilant and active on all matters relating to sporting integrity, including through our partnership with the Professional Players Federation in the UK and by launching the German Sports Integrity Forum.

We have established a comprehensive compliance programme, including detection and monitoring systems across all our business activities. Where possible, we work in partnership with local authorities and other bodies to ensure gambling remains crime free.

SUPPLY CHAIN

We take the issues of modern slavery and human trafficking very seriously and we have a zero-tolerance approach to all forms of slavery, both in our own operations and within our extended supply chains. Our approach is guided and reinforced by our Code of Conduct, and Environmental, Social, and Ethical Purchasing Policies which are communicated to all employees and explicitly referenced in our terms of engagement for all suppliers and business partners.

At the end of 2018, GVC introduced a combined new supplier protocol which includes specific requirements that any third-party must have compliant anti-modern slavery policies in place. Using the Walk Free Foundation Global Slavery Index, any supplier in a high-risk country will be subject to an enhanced social and environmental risk check carried out by our procurement team.

Our plans for 2020 include training and development of guidelines for colleagues with procurement responsibilities to improve their understanding of social and environmental supply chain risks and how to deal with those risks effectively.

RESPONSIBLE BUSINESS OPERATIONS PERFORMANCE

	2019 Group total ¹	2018 Group total ¹	2017 Group total ¹
Customer satisfaction rate ²	60%	57%	61%
Whistle-blowing incidents reported and investigated	34	2	25
Employee accidents	179	297	140
Employee reportable incidents	8	12	0
Public accidents ³	31	287	235
Public reportable incidents	0	3	0
Energy usage (kWh) ⁴	149,976,498	155,771,722	184,901,000
Scope 1 GHG emissions (tonnes CO ₂ e) ^{3,4,5}	3,083	3,304	2,753
Scope 2 GHG emissions (tonnes CO ₂ e) ^{3,4,5}	37,076	43,268	61,875
Total scope 1 and 2 GHG emissions (tonnes CO ₂ e)	40,160	46,572	64,628
GHG efficiency (tonnes CO ₂ e per employee)	1.63	1.82	2.45
Water use (cubic metres) ⁶	527,694	434,475	569,980
Waste generated (tonnes) ⁷	6,560	13,811	8,587

1. Proforma figures for both GVC and Ladbrokes Coral combined businesses for the relevant calendar year.
 2. This rate covers digital customer satisfaction across Ladbrokes, Coral and Gala brands.
 3. The methodology used for 2019 has been updated to reflect work-related injuries only, i.e. accidents caused by a fault/defect in the working environment or processes GVC has in place. Data reported in previous years included non-work-related injuries.
 4. Emissions from our global operations include those arising from our businesses in Australia, Austria, Belgium, Bulgaria, Gibraltar, India, Ireland, Israel, Italy, Philippines, Spain, UK, Uruguay. This makes up over 99% of our overall headcount. Figures shown are prorated to 100% coverage.

5. Based on UK Defra/BEIS greenhouse gas reporting; conversion factors 2018; except for overseas electricity conversion factors which are based on IEA/OECD CO₂ emissions from fuel Combustion 2019. Includes Scope 1: Direct emissions from the combustion of fuel, and Scope 2: Indirect emissions from the purchase of electricity. Excluding fugitive emissions from refrigerants, which represent less than 2% of GHG emissions from our business operations.
 6. Water data is sourced from our operations in Austria, Bulgaria, Gibraltar, India, Ireland, Israel, Philippines, UK, Uruguay. This makes up 96% of our overall headcount. These figures are not prorated to 100% coverage.
 7. Waste data is sourced from our operations in Austria, Belgium, Bulgaria, Gibraltar, India, Ireland, Philippines, UK, Uruguay. This makes up 92% of our overall headcount. These figures are not prorated to 100% coverage.

TARGETS AND OBJECTIVES



2020 marks year two of the integration of Ladbrokes Coral into GVC Group. The table below sets out our performance against some of the key targets and objectives contained in our Fair Play strategy.

As previously mentioned, in 2020 we will refresh the purpose, mission and vision of GVC to reflect the sea change in public expectations and our own ambition. While retaining some elements of Fair Play, we will up our game further, setting out a long-term strategy revolving around Always Backing our Customers, Colleagues and Communities (ABC).

TARGET / OBJECTIVE	STATUS	COMMENTARY
SAFER GAMBLING		
<ul style="list-style-type: none"> ■ Doubling the amount we donate to problem gambling research, education and treatment bodies to 0.2% of UK gross gaming revenue, rising gradually to 1% by 2022. 	↔	We are on track to achieve a 10-fold increase in our donations towards RET against a 2018 baseline.
<ul style="list-style-type: none"> ■ Starting the provision of safer gambling awareness and education programmes for school children through our partnership with EPIC. 	✓	During the academic year, over 22,500 state school students received awareness and education sessions across 109 schools, overshooting our original target of 15,000.
<ul style="list-style-type: none"> ■ Pioneering new approaches to transparent reporting on responsible gaming and betting, developing robust metrics in partnership with our peers. 	↔	We have expanded our reporting on responsible gambling performance, including both narrative and new KPIs.
<ul style="list-style-type: none"> ■ Developing our partnership with Harvard Medical School to better understand and reduce the potential for problem gambling behaviour through rigorous research. 	✓	As reported on page 10, our partnership with Harvard Medical School developed rapidly in 2019, year one of five.
RESPONSIBLE EMPLOYER		
<ul style="list-style-type: none"> ■ Creating a "one GVC" culture across the company, harmonising policies and developing our employer proposition around a shared set of values and opportunities. 	↔	Alongside other initiatives, we conducted our first ever global engagement survey, with over 70% of colleagues choosing to take part. Priority action areas for the future include training & development and doing a better job of listening to employees.
<ul style="list-style-type: none"> ■ Embedding and broadening our initiatives to continuously strive to make GVC an inclusive employer of choice where people can succeed and progress in a meritocracy; a company where "everyone is in the game". 	↔	Since the launch of GVC's international D&I strategy in 2018, we have ramped up our efforts and widened our priorities, as described on page 14.
<ul style="list-style-type: none"> ■ Rolling out Well-Me, a targeted three-year plan to enhance the physical and emotional wellbeing of all GVC colleagues. 	✓	In 2019, we focused our efforts on mental wellbeing, giving colleagues easy access to tools and resources, and providing training to 1,000s of colleagues. The programme will continue throughout 2020 with a renewed focus on physical health and wellbeing.
RESPONSIBLE COMMUNITIES AND MARKETS		
<ul style="list-style-type: none"> ■ Start distributing funds from the newly established GVC Community Fund through grants of up to £5,000 around the key themes of supporting grassroots, women's and disability sport as well as mental health and men's health issues. 	✓	The GVC Community Fund is now part of the GVC Global Foundation, with a ring-fenced budget of £2m which we started distributing in 2019.
<ul style="list-style-type: none"> ■ Implementing the strategic partnership with SportsAid which will support both talented individuals and national sporting excellence programmes in the lead up to the next Olympics. 	↔	As part of our three-year partnership with SportsAid, we supported 50 British athletes in their efforts to become the next generation of sporting heroes.
RESPONSIBLE BUSINESS OPERATIONS		
<ul style="list-style-type: none"> ■ Taking steps towards reducing our GHG emissions (scope 1 and 2) by 15% by 2021 on a per capita basis. 	↔	We are on track to meet our 2021 target, having achieved a carbon saving of 0.19 tonnes per employee. This is a 10% reduction since 2018. We will also be disclosing against CDP's (formerly known as the Carbon Disclosure Project) Climate Change questionnaire in 2020.
<ul style="list-style-type: none"> ■ Further streamlining our approach to supplier management, ensuring our value chain partners share our high social and environmental standards. 	⬇️	Against a picture of mixed progress, we have appointed the Carbon Trust to deliver training to our procurement colleagues on how to reduce emissions in our supply chain.

✓ Achieved
 ↔ In progress
 ⬇️ Limited progress

YOUR FEEDBACK

We welcome your feedback on this report or any aspect of our CSR programme.

For more information on how to get in touch, check out the contacts section of our Group website: <https://gvc-plc.com/>

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