

# Excitement with Integrity



**Tabcorp**

CORPORATE RESPONSIBILITY REPORT 2021

## ABOUT THIS REPORT

This is the 2021 Corporate Responsibility 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, 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 5 for a map showing the extent of the Group's operations, and further details are contained in Tabcorp's 2021 Annual Report.

### Reporting period

This Report is dated December 2021 and relates to the corporate responsibility activities of the Group for the financial year from 1 July 2020 to 30 June 2021 (FY21). In certain sections of the Report, data has been included for financial years prior to FY21 to provide context for the reader.

### Organisational changes

In February 2021, the Group acquired the remaining 50% interest in the Premier Gateway International (PGI) wagering pooling hub business located in the Isle of Man, and now has a 100% interest in this business.

There were no other significant organisational changes or changes in the principal activities of the Group during FY21 (or FY20), other than in respect of the impacts from the COVID-19 pandemic and related government restrictions which are disclosed throughout the Report.

In respect of comparing data with prior financial years, as contained in the Appendices, 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 data for FY17 did not include any contributions from Tatts.

In June 2021, Tabcorp announced its intention to undertake a demerger of its Lotteries and Keno business. The proposed demerger is subject to shareholder, court, regulatory and other stakeholder approvals and is targeted for completion by June 2022. Any changes as a result of the proposed demerger are expected to be reported in next year's Corporate Responsibility Report.

### Reporting framework

This Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards

2016 core option. The GRI Content Index included in the Appendices contains information about the extent to which Tabcorp has applied the GRI Standards and cross-references to relevant Tabcorp disclosures.

The disclosure of the Group's core corporate responsibility activities within this Report is arranged with reference to the corporate responsibility topics that are considered material to Tabcorp and its stakeholders which applied during FY21. These topics are: Customer care; Community contribution; Supporting our people; and Building a sustainable future. These material topics are explained on page 10 and are set out in the adjacent Contents.

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

Tabcorp's website provides additional information about the Group and its corporate responsibility activities that supplement the disclosures in this Report.

This Report should be read in conjunction with Tabcorp's 2021 Annual Report and Corporate Governance Statement, and key policies and governance documents which are published on Tabcorp's website.

## CONTENTS

<b>Introduction</b>	<b>02</b>
Managing Director's message	03
About Tabcorp	04
Stakeholder engagement	08
Materiality	10
Corporate responsibility strategy	11
FY21 overview	12
<b>Customer care</b>	<b>13</b>
<b>Community contribution</b>	<b>16</b>
<b>Supporting our people</b>	<b>21</b>
<b>Building a sustainable future</b>	<b>28</b>
Governance	29
Human rights	30
Sustainable procurement	30
Modern slavery	31
Animal welfare	31
Sports and racing integrity	31
Data security and privacy	32
Taxation and transparency	32
Political contributions and engagement	33
Environment	33
<b>Appendices</b>	<b>37</b>
Community data	38
Workplace data	40
Supply chain data	42
Environmental data	43
Memberships of associations	44
GRI Content Index	45
<b>Independent recognition</b>	<b>57</b>
<b>Company directory</b>	<b>58</b>

## MANAGING DIRECTOR'S MESSAGE



David Attenborough  
Managing Director and  
Chief Executive Officer

“Tabcorp’s ethos has been to build a sustainable future for gambling entertainment while making a positive impact for our stakeholders.”

The COVID-19 pandemic continued to disrupt our way of life and challenge our business in FY21. Our priority during this time has been ensuring the health, safety and wellbeing of our people and supporting our business partners and the community.

We also continued to support our industry partners during the pandemic, waiving approximately \$95m in contracted fees to venues such as hotels and clubs when their trade was impacted by COVID-19 restrictions. Since the pandemic’s onset in March 2020, we have waived more than \$200m in fees to venue partners.

### Community

In FY21, Tabcorp contributed \$9.1m to charities and community organisations in donations, unclaimed prizemoney and in-kind support. The Group also generated \$4.9b in government taxes, industry funding, commissions to retail partners, employee costs and shareholder dividends in FY21. Our Charitable Games division also drove fundraising for more than 500 charities and sporting clubs around Australia through its Play For Purpose and the 50-50 Charity raffles.

### Customer care

Delivering superb entertainment experiences ethically, responsibly and sustainably is core to

Tabcorp’s purpose of **Excitement with Integrity**. In FY21, we launched several new initiatives that support our customer care principles for responsible gambling. These included improved notifications for customers when changing deposit limits, an enhanced early intervention model for Keno digital customers and for Lotteries retail and digital customers, and a review of our pre-commitment limits across Lotteries and Keno digital channels.

### Industry leadership

Tabcorp continued to make good progress against our sustainability initiatives, which was recognised by being ranked global leader in the Dow Jones Sustainability Index assessment’s Casinos and Gaming sector for the second consecutive year.

### Inclusion and diversity

For several years, Tabcorp has had a goal to be the inclusion and diversity leader in our industry and an employer of choice. In FY21, we increased our representation of women in leadership to 43%, exceeding our target of 40% by the end of FY21. Tabcorp was also awarded the WGEA Employer of Choice for Gender Equality citation for the sixth straight year and we complemented our commitment to gender diversity by becoming a signatory to the investor led HESTA 40:40 Vision initiative.

### Environment

Tabcorp has been progressing its environment and climate initiatives. In September 2021 the Group published a new Environment and Climate Change Position Statement and set medium and long term emission reduction targets aligned with the Paris Agreement goals. While Tabcorp’s environmental footprint is relatively small when compared with other Australian companies and industries, the position statement and targets underpin our commitment to minimising our impact on the environment.

### Human Rights and Modern Slavery

At Tabcorp, we believe that human rights are universal and fundamental rights that preserve the inherent freedom, dignity and equality of all human beings. In FY21, Tabcorp formalised its commitment to upholding human rights by launching its Human Rights Policy. Tabcorp also published its first Modern Slavery Statement which describes the activities we undertook to address the potential risk of modern slavery and human trafficking in our operations and supply chain.

### Proposed demerger

In 2021, Tabcorp announced its intention to undertake a demerger of its Lotteries and Keno business. The proposed demerger will create two standalone, market leading ASX-listed companies with distinct operating profiles, strategies and growth opportunities and is targeted for completion by June 2022 (subject to shareholder, court, regulatory and other stakeholder approvals).

Tabcorp’s ethos has been to build a sustainable future for gambling entertainment while making a positive impact for our stakeholders. This ethos will move forward with the proposed demerged companies and they will each focus on the sustainability initiatives that are most relevant to their businesses and stakeholders.

David R H Attenborough  
Managing Director and  
Chief Executive Officer



## ABOUT TABCORP

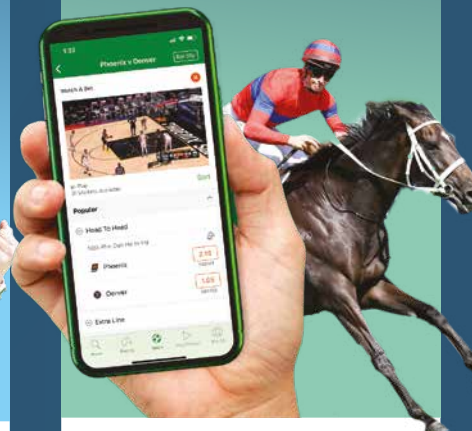
- ✓ We are an Australian based company with a rich heritage in lotteries and wagering.
- ✓ We manage iconic Australian brands which ignite passion and excitement in millions of customers.
- ✓ We also have international operations, with the European based Premier Gateway International wagering pooling hub and the US based Sky Racing World vision distribution hub and licensed tote provider.
- ✓ We offer a unique portfolio of market leading products through our omni-channel network: in retail, online, phone, and apps.
- ✓ Our goal is to build a sustainable future for gambling entertainment while making a positive impact for our stakeholders.
- ✓ Our operations return billions of dollars each year to the Australian community, the racing industry and venue partners including newsagents, hotels, clubs and TAB agents.

Tabcorp operates three market leading businesses

### Lotteries and Keno



### Wagering and Media



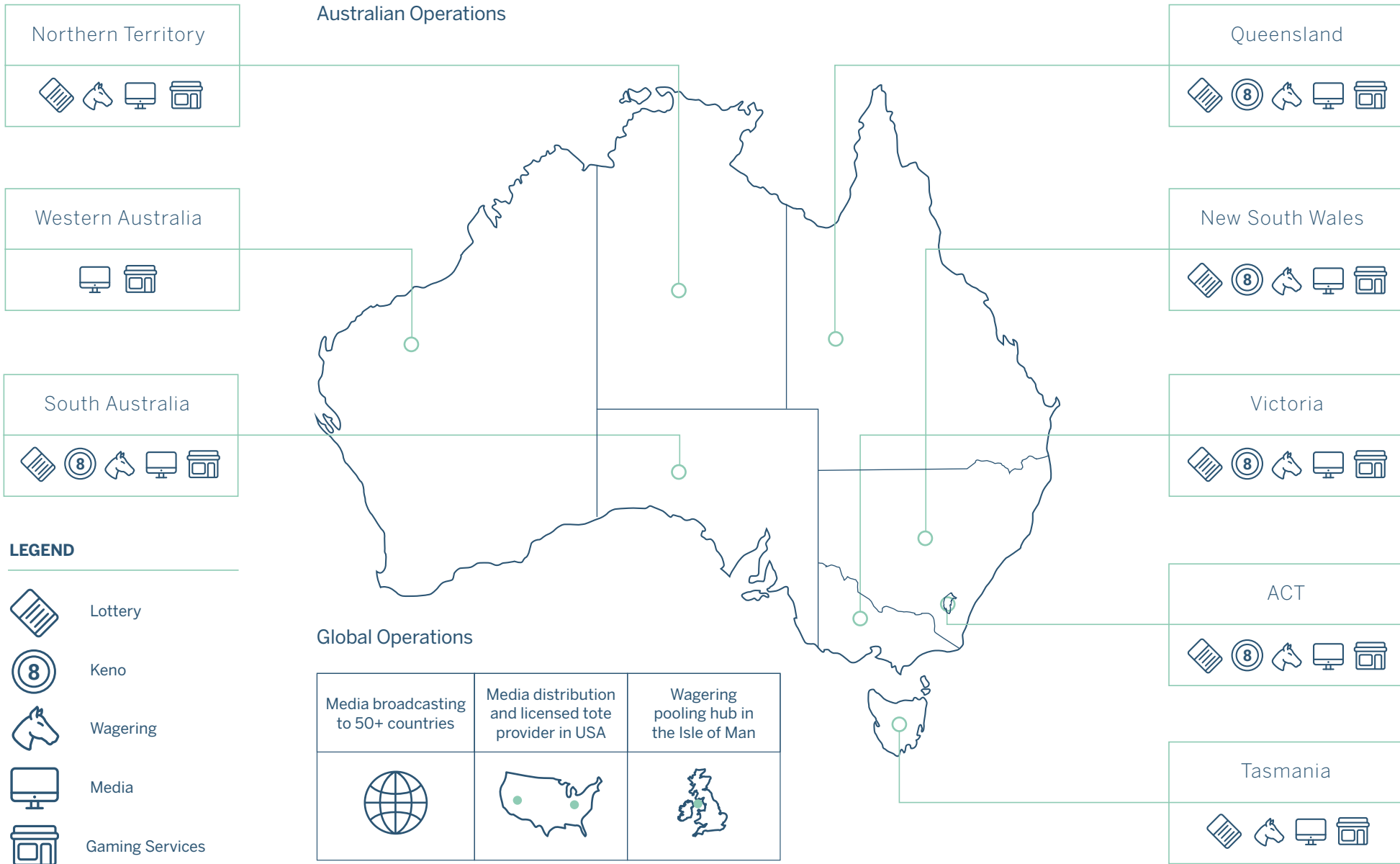
### Gaming Services





ABOUT TABCORP CONTINUED

Tabcorp is an Australian based company with operations in each Australian state and territory. We have a national reach through our venue network which represents the largest retail footprint of any company in Australia, in addition to our digital and telephone channels. Tabcorp also operates the Premier Gateway International wagering pooling hub (located in the Isle of Man) and the Sky Racing World vision distribution hub and licenced tote provider (located in Kentucky and Nevada, USA).



## OUR VISION, PURPOSE AND VALUES

Tabcorp's brands are trusted by millions of Australians to provide moments of excitement every day. We act with integrity and are committed to creating value for our stakeholders in a responsible and sustainable manner. We do this by delivering on our strategic pillars, modelling our values in our behaviours, and leveraging our strong foundations.

Our vision is to be	<b>THE TRUSTED GAMBLING ENTERTAINMENT COMPANY</b>
Our purpose is	<b>EXCITEMENT WITH INTEGRITY</b>

- ✓ We create excitement and value for our stakeholders while acting responsibly and with integrity.
- ✓ We work collaboratively with all our stakeholders to achieve success in a responsible, enjoyable and sustainable manner.
- ✓ We do this by delivering on our strategic pillars, modelling our values in our behaviours, and leveraging our strong foundations.

Our Strategic Pillars			
			
Customer Led	Superb Experience	Brilliant Execution	Collaborative Partnerships

Our Values				
				
Do it as one team	Do the right thing	Explore what's possible	Create awesome moments	Make a difference

Our Foundations	 Outstanding people and teams	 Commitment to community and integrity	 Leading technology and innovation
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## TABCORP AT A GLANCE

For the financial year ended 30 June or as at 30 June (as applicable)	FY21	FY20	Change %
<b>Key financial indicators:</b>			
Net assets (\$m)	6,696	6,027	11.1
Revenue (\$m)	5,686	5,224	8.8
Earnings before interest and tax before goodwill impairment (\$m)	773	516	49.8
Impairment – goodwill (\$m)	(122)	(1,090)	(88.8)
Net profit after tax (\$m)	269	(870)	NM <sup>(i)</sup>
Net profit after tax before significant items <sup>(ii)</sup> (\$m)	399	271	47.2
Earnings per share before goodwill impairment (cents per share)	17.9	10.9	64.2
Dividends per share <sup>(iii)</sup> (cents per share fully franked)	14.5	11.0	31.8
<b>Economic value generated:</b>			
State and territory gambling taxes and GST (\$m)	2,240	2,086	7.4
Income tax expense (\$m)	214	103	>100
Returns to racing industry (\$m)	1,037	954	8.7
Employee costs (\$m)	419	378	10.8
Shareholder dividends <sup>(iii)</sup> (\$m)	322	223	44.4
<b>Other indicators:</b>			
Market capitalisation (\$m)	11,508	6,869	67.5
Voluntary community investment (\$m)	9.1	12.6	(27.8)
Safety (LTIFR) <sup>(iv)</sup>	2.3	4.1	(43.9)
Females in senior management roles (%)	43	39	10.3
Greenhouse gas emissions (tCO <sub>2</sub> -e) <sup>(v)</sup>	19,007	28,010	(32.1)

(i) Percentage change is not meaningful.

(ii) Significant items (after tax) in FY21 of \$130m comprised impairment of goodwill following the annual impairment review relating to Gaming Services \$122m, amended tax treatment of MAX CMS Licence \$69m, Tatts Group combination implementation costs \$14m, restructure costs \$12m, Racing Queensland arrangements \$11m, strategic review costs \$4m and property (net) \$2m, partly offset by the profit on sale of Jumbo \$69m and PGI revaluation gain \$35m.

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

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

(v) Sum of Scope 1, 2 and 3 greenhouse gas emissions measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

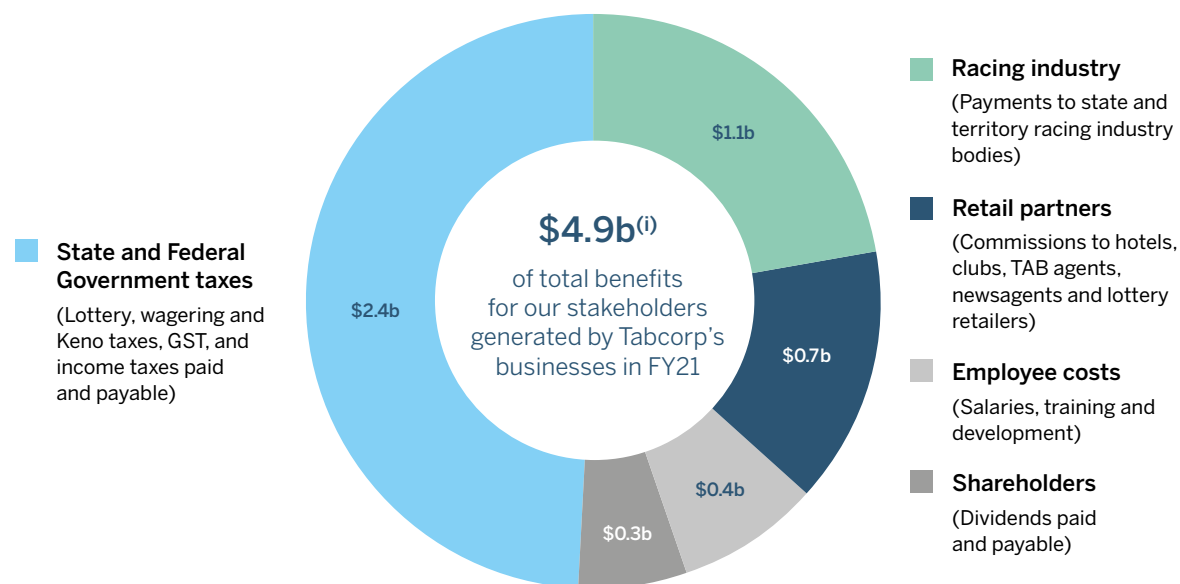
## ECONOMIC VALUE GENERATED FOR STAKEHOLDERS

Tabcorp's business model generates significant economic benefits that are shared with our stakeholders.

Almost 70% of Tabcorp's FY21 revenue<sup>(i)</sup> was returned to governments, racing industry and retail partners, totalling \$4.2b<sup>(i)</sup> (up 7.7% from FY20).

These contributions support essential government-funded community services and is a significant source of funding for our industry partners.

In FY21, we continued to support our stakeholders during the COVID-19 pandemic. Initiatives included providing approximately \$95m of fee relief for venue partners when they were unable to trade because of lockdowns. We also contributed \$9.1m in voluntary community funding through donations, unclaimed prize money, in-kind giving and other support (refer to pages 17 to 20).



(i) Total includes 100% of Victorian Racing Industry joint venture interest and 100% of Keno NSW interest.



# STAKEHOLDER ENGAGEMENT

## OUR APPROACH

Consistent with Tabcorp's vision and purpose, we're committed to creating value for our stakeholders in a responsible and sustainable manner. 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.

Tabcorp has a Group-wide stakeholder engagement framework and strategy that recognises all 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

Tabcorp's extensive geographic reach and diverse business portfolio within the highly regulated and complex gambling industry means that we're accountable to a large number of stakeholders.

Our stakeholders are also diverse, with interests in areas such as government policy, licensing, compliance, responsible gambling, industry representation, shareholder returns, employment, access to products and services, and commercial partnerships.

Tabcorp's key stakeholder groups are shown in the diagram opposite, and include our customers, shareholders, suppliers, employees, industry partners, governments, regulators and communities in which we operate.

To assist Tabcorp to engage effectively with stakeholders, Tabcorp is a member of a number of industry and professional associations and Tabcorp employees attend events that promote stakeholder engagement. Refer to the "Memberships of Associations" section on page 44 for further details.

## OUR STAKEHOLDERS



## STAKEHOLDER ENGAGEMENT CONTINUED

### GOVERNANCE

Our Group-wide stakeholder engagement framework, strategy and objectives are overseen by the Office of the CEO. This team comprises the MD & CEO and senior managers with specialist skills and experience in stakeholder communications and management. This team is responsible for managing stakeholder engagement, implementing the stakeholder strategy and advising on stakeholder issues. The team meets regularly and provides centralised support and governance to ensure that stakeholder management is undertaken in an informed and consistent manner and coordinated across the Group, with regular reporting to the Executive Leadership Team and business units.

Stakeholder engagement key performance indicators and objectives are included in the balanced scorecards of senior executives, managers and employees who have specific responsibilities to support and drive engagement with their relevant stakeholders.

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

### IMPLEMENTATION

In developing and implementing specific stakeholder management activities, the Office of the CEO provides guidance and advice regarding the identification, relevance and prioritisation of stakeholders, 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 mapped against a framework, and senior managers within relevant business units are assigned to manage the relationships with their specific stakeholders. Stakeholders' needs, objectives, motives and potential issues are identified and managed by the relevant business unit with oversight and support from the Office of the CEO.

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

### POLICIES

Tabcorp has a number of policies in place to support our people in managing stakeholder engagement in line with leading governance practices and community expectations, including its 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. These policies are available on Tabcorp's website at [www.tabcorp.com.au/who-we-are/corporate-governance](http://www.tabcorp.com.au/who-we-are/corporate-governance).

## MATERIALITY

The material corporate responsibility topics set out below were applicable to Tabcorp in FY21. These topics were identified through an independent materiality assessment conducted in 2019 and further refined in FY20. Tabcorp regularly engages with its stakeholders to understand what is important to them, to seek feedback on our performance and to help us identify any focus areas. We use the insights obtained to further refine our material topics, which represent challenges and opportunities for us to improve

and better respond to our stakeholders' expectations. This process helps inform our corporate responsibility priorities and approach to reporting.

Refer to the FY21 Overview on page 12 for the progress we have made during FY21 to address these material topics.

With the upcoming proposed demerger of the Lotteries and Keno business, it is envisaged that a materiality assessment will be conducted after the demerger to identify the materiality topics

applicable to the Group comprising the Wagering and Media and Gaming Services businesses.

We use the following process to determine those environmental, social and governance topics of most significance to our business and our stakeholders:

### 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.

### 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 ensure we continue to maintain appropriate focus on the most material topics.

### Stage 3. Validate

We review the priority material topics to validate the findings and develop a materiality matrix reflecting those topics most important to Tabcorp and our stakeholders.

## Material topic

## What this means for Tabcorp

 <b>Caring for our customers</b>	<ul style="list-style-type: none"> <li>✓ We protect our customers from gambling harm by:               <ul style="list-style-type: none"> <li>› Promoting awareness about gambling harm and training our agents and venues in best practices in responsible gambling.</li> <li>› Developing self-service tools to help our customers manage their potential risk of harm.</li> <li>› Using technology to identify customers at potential risk of harm.</li> <li>› Providing a safety net by placing restrictions and exclusions on our products as appropriate.</li> <li>› Using technology to deliver a great customer experience and manage potential risks such as privacy and cyber security.</li> </ul> </li> </ul>	Page 13
 <b>Contributing to the community</b>	<ul style="list-style-type: none"> <li>✓ We contribute to the communities in which we operate by supporting local charities, industry partners and participants, and our people to give to and volunteer in the community.</li> <li>✓ We create economic value for the community through taxes, industry funding, commissions to retail partners, employee costs and shareholder dividends that our businesses generate for stakeholders.</li> </ul>	Page 16
 <b>Supporting our people to succeed</b>	<ul style="list-style-type: none"> <li>✓ We attract and retain talented and engaged people and create an inclusive and diverse workplace to make Tabcorp the most exciting and rewarding place for our people to succeed.</li> </ul>	Page 21
 <b>Building a sustainable future</b>	<ul style="list-style-type: none"> <li>✓ We are committed to creating a culture around doing the right thing and setting the standard for integrity in every aspect of our business. This includes:               <ul style="list-style-type: none"> <li>› Ensuring a robust, transparent and effective approach to governance.</li> <li>› Supporting social and humanitarian issues such as climate change, human rights and animal welfare.</li> <li>› Holding our partners and suppliers to the same standard we hold ourselves.</li> </ul> </li> </ul>	Page 28



# CORPORATE RESPONSIBILITY STRATEGY

## APPROACH AND FRAMEWORK

Our purpose of **Excitement with Integrity** underpins everything we do at Tabcorp. We aim to deliver superb entertainment experiences ethically, responsibly and sustainably. We believe in taking responsibility for the role we play in our communities and sharing the benefits of our success with all our stakeholders – our shareholders, customers, people, industry partners, governments, and the community. This ethos supports our business strategy and our vision to be **The Trusted Gambling Entertainment Company**.

Our corporate responsibility framework is founded on the five pillars of community, workplace, governance, responsible entertainment and environment. In FY21, our corporate responsibility priorities were aligned with those material environment, social and governance topics determined through the materiality process we undertake each year, and are reflected in the four themes of:

- Customer care
- Supporting our people
- Community contribution
- Building a sustainable future

The structure of this year's Corporate Responsibility Report is aligned with these four material themes, which are explained further in the Materiality section on page 10.

## OVERSIGHT AND MANAGEMENT

Tabcorp's Board has oversight of the Group's corporate responsibility strategy, activities and programs. Regular reports are provided to, and discussed by, the Board regarding the corporate responsibility strategy and its progress. Relevant aspects of the strategy are considered when making decisions that may impact Tabcorp's operations and its stakeholders.

The Executive Leadership Team is responsible for making key decisions and providing leadership in relation to Tabcorp's corporate responsibility activities in accordance with the Board approved framework.

The day-to-day management of our corporate responsibility program is undertaken within the Office of the Company Secretary, and supplemented with expert advice sourced from independent third parties where necessary. This team works closely with business units to provide guidance and centralised support to champion corporate responsibility across the Tabcorp Group and ensure activities and programs are aligned with the strategy and framework.

## REPORTING

Tabcorp regularly reports its progress on corporate responsibility activities to external stakeholders through its Corporate Responsibility Report, Annual Report, website and various independent sustainability ratings agencies.

In FY21, Tabcorp was recognised for its continued improvements in sustainability performance and disclosures, ranking first globally in the Casinos and Gaming sector of the Dow Jones Sustainability Index (DJSI) World and DJSI Australia Indices. Tabcorp has also been independently assessed according to the FTSE4Good criteria and continued to be a member of the FTSE4Good Index in 2021.

## FY21 OVERVIEW

HIGHLIGHTS	KEY POINTS	
<b>Significant economic benefit and community investment</b>	› Tabcorp's businesses generated a record \$4.2b (up 7.7% on FY20) in economic benefit to governments, racing industry and retail partners.	Page 7
	› The value of Tabcorp's direct donations and contributions to charities and community organisations was \$9.1m <sup>(i)</sup> .	Page 17
<b>Supported our people</b>	› We continued to prioritise the health, safety and wellbeing of our team members during the COVID-19 pandemic, including additional leave and other benefits.	Page 26
	› Our continued progress with inclusion and diversity enabled us to exceed our 40% target and achieve 43% of women in leadership at the end of FY21.	Page 23
	› Tabcorp became a signatory to the investor led HESTA 40:40 Vision initiative for gender diversity.	Page 23
	› Tabcorp was named an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for the sixth consecutive year.	Page 23
<b>Enhanced our customer care technology and human-led tools</b>	› We reduced our lost time injury frequency rate (LTIFR) to 2.3 per million hours worked (down 44% from 4.1 in FY20).	Page 26
	› Enhanced the early intervention model for Lotteries retail and digital customers.	Page 15
	› Enhanced the early intervention model for Keno digital customers through the development of a machine learning early intervention predictive model.	Page 15
	› Reviewed pre-commitment limits across Lotteries and Keno digital channels.	Page 15
<b>Adopted new environmental commitments</b>	› Improved customer notifications for deposit limit changes.	Page 15
	› Tabcorp adopted a new Environment and Climate Change Position Statement.	Page 33
	› We set medium and long term emission reduction targets aligned with the Paris Agreement goals.	Page 34
<b>Committed to building a sustainable business</b>	› Total greenhouse gas (GHG) emissions reduced by 32% from FY20.	Page 35
	› Launched Tabcorp's Human Rights Policy.	Page 30
	› Published Tabcorp's first Modern Slavery Statement.	Page 31
	› Continued to support the racing industry's animal welfare efforts.	Page 31
	› Tabcorp recognised as the industry leader in the Dow Jones Sustainability Index and FTSE4Good Index.	Page 57

(i) Independently verified by the Business for Societal Impact, refer to page 20.

**\$9.1m**

voluntary community investment<sup>(i)</sup>

**43%**

of females in the Senior Leadership Cohort

**44% reduction**

in LTIFR safety measure

**32% reduction**

in GHG emissions

**100<sup>th</sup> percentile**

ranking in the DJSI and FTSE4Good

## CUSTOMER CARE



## CUSTOMER CARE

### OUR APPROACH

At Tabcorp, we aim to deliver superb customer experiences and moments of excitement, safely and responsibly.

We're committed to responsible gambling, gaming and play – it's integral to our long term success. Guided by our Customer Care Principles, we actively strive to minimise the potential harm to individuals and society from problem gambling through technology and human-led tools, and other support to enable our customers to make informed, self-aware decisions when using our products and services.

Our approach to providing superb customer experiences is driven by customer insights and emerging technology, and we're committed to protecting our customers' privacy and information security.

Tabcorp is committed to complying with, or exceeding the requirements of relevant legislation in all jurisdictions in which we operate, including those relating to:

- minors;
- restrictions on the provision of credit;
- Betting Rules;
- not serving intoxicated customers;
- advertising and promotions;
- privacy;
- provision of self-exclusion;
- online wagering;
- Wagering, Keno and Lotteries Rules; and
- Responsible Gambling and Play Codes of Conduct.

### CUSTOMER CARE PRINCIPLES







Tabcorp's approach to customer care is underpinned by our Customer Care Principles for responsible gambling. These principles 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 (for TAB, Keno and the Lott), 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 minimise potential harm.

We aim to continually enhance our systems, processes and services to further protect customers, including controls customers can use to manage their account such as taking a break, setting deposit or spend limits or self-exclusion.

Customer Care Principles					
RESPECT THE CUSTOMER DECISION		ENABLE INFORMED CHOICE		CUSTOMER CARE BY DESIGN	
CREATE TOOLS THAT CARE					
					
Our customers are adults and we respect their freedom to make their own choices, except in specific situations where individual safety is compromised. Meaning, when a customer informs us they need help directly, or when Tabcorp analysis indicates the customer is displaying signs of problem gambling behaviour that present an unacceptable risk.		We distribute 'helpful yet human' educational messages along with legally required messages, to give our customers the right information, at the right time, to make their own individual decisions.		We always put our customers first, especially when designing new products. From a fresh idea to product design and implementation; customer needs are central to everything we do. That's why our products support our customers, and our business.	
ANALYSE CUSTOMER BEHAVIOUR		INTERACT RESPONSIBLY		PROVIDE A SAFETY NET	
					
We unlock insights that help us understand the impact our products, services and experiences have on our customers. We use technology and human sourced data, and we use it with integrity to further benefit our customers – and our business.		We equip our people with the training to know when and how they should interact with customers; from providing customers with helpful self-service tools online, to knowing when to step in and address high risk behaviour in a retail location.		We endeavour to protect our customers and minimise harm. We do this by placing restrictions and exclusions on our products and services when either; a customer informs us they wish to self-exclude or when Tabcorp analysis indicates the customer is displaying signs of problem gambling behaviour that present an unacceptable risk.	

### RESPONSIBLE GAMBLING CODES OF CONDUCT

Tabcorp's 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 Tabcorp provides an environment where they can make informed choices to gamble responsibly, and how to seek further assistance.

### STAKEHOLDER ENGAGEMENT

Tabcorp regularly engages with governments, regulators, industry groups and community groups to enhance our understanding of responsible gambling and relevant research, identify trends and respond to feedback, and to demonstrate our shared commitment to actively promote responsible gambling. We act on customer and stakeholder feedback, and adopt new technologies, which enable us to enhance our systems, processes and services to further help protect our customers.

### FY21 HIGHLIGHTS AND FUTURE PRIORITIES

In FY21, Tabcorp launched programs to further enhance our approach to customer care across our Wagering and Media and Lotteries and Keno businesses. A number of enhancements that reflect leading practice in customer care research as well as industry and community expectations have been identified and are being progressively implemented across the businesses.

In FY21, we also continued to enhance customer care technology and human-led tools that work hand-in-hand to better understand gambling behaviour and empower customer choice.

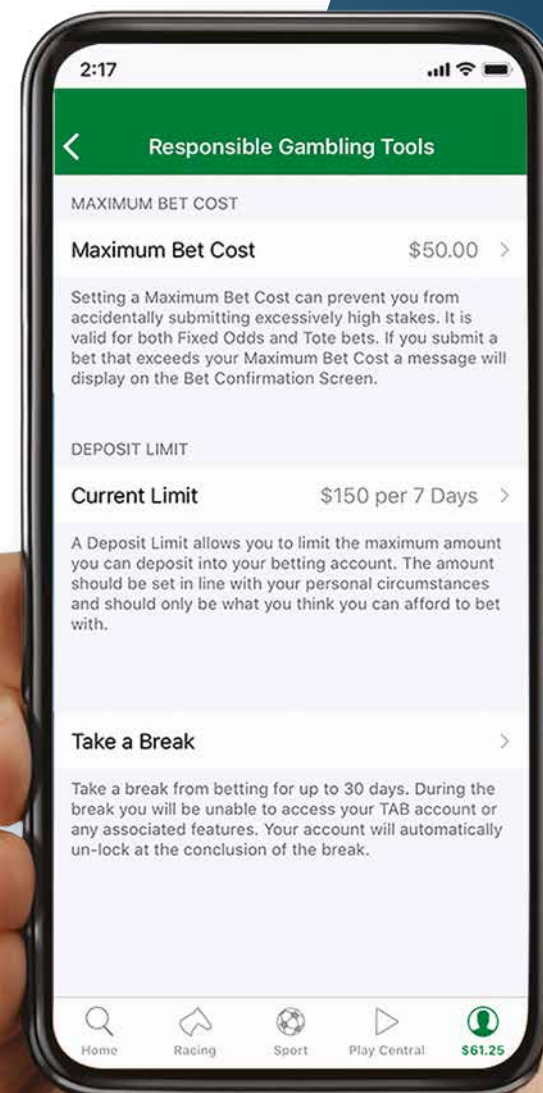
Recent initiatives to minimise gambling harm include:

- Enhanced governance and reporting on customer care related issues.
- Updated responsible gambling signage across all our retail venues.
- Enhanced the early intervention model for Lotteries retail and digital customers.

- Enhanced the early intervention model for Keno digital customers through the development of a machine learning early intervention predictive model to better identify and address potential risks of gambling harm.
- Reviewed pre-commitment limits across Lotteries and Keno digital channels.
- Additional Responsible Gambling training for team members.
- Improved customer notifications for deposit limit changes.

Our Lotteries business continues to hold the highest certification (level 4) under the World Lottery Association Responsible Gaming Framework. This internationally recognised standard requires independent assessment of compliance with multiple program elements.

As we navigate the proposed demerger, Tabcorp will continue to develop and enhance its systems and processes to further support responsible gambling practices and ensure that our commitment to customer care carries forward with both demerged companies.



## COMMUNITY CONTRIBUTION



# COMMUNITY CONTRIBUTION

## OUR APPROACH

Tabcorp has a long history of supporting the community. We're committed to making a positive contribution to our industry and charity partners, and through them, the broader community. We believe that supporting the wellbeing of the communities in which we operate is critical to our long term success.

We have partnerships with a number of Australian charities, industry based charitable organisations and community sporting groups. We also manage programs and events that allow us to engage with industry partners and enable our team members to contribute to the community.

## FY21 HIGHLIGHTS

- The value of Tabcorp's contribution to charities and community organisations in FY21 totalled \$9.1m. This funding 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 employee time.
- The Lott contributed \$2.35m to the community from Golden Casket unclaimed prize money, including to the Daniel Morcombe Foundation, the Starlight Children's Foundation,

- and to long term medical research projects being conducted by the Children's Brain Cancer Centre and The University of Queensland.
- Another \$1.3m of donations were made by Tabcorp to help fund medical research, health and education outcomes for young indigenous women, men's health, bushfire relief, racing industry community support and other long term community partners.
- Tabcorp's support for Play For Purpose, Australia's Sports and Charity Raffle, raised \$1.9m for hundreds of charities and grassroots sporting clubs across Australia.
- Tabcorp's support for the 50-50 Charity Raffle enabled it to partner with sporting clubs and charities raising over \$390,000 and co-ordinating over 4,200 volunteer hours.

## FUTURE PRIORITIES

- Continue to support our community and industry partners, and the broader community we operate in, through our existing community and industry partnerships, and expand where possible.
- Further promote Tabcare, our community and employee engagement program, as we emerge from COVID-19 lockdowns to lift our employee volunteering rate and support

activities that help team members reconnect with each other and the community.

- Continue to grow Play For Purpose and 50-50 Charity Raffle.
- As part of the demerger, we will review the community and industry support strategies applicable for each of the proposed demerged groups.

## COMMUNITY DONATIONS

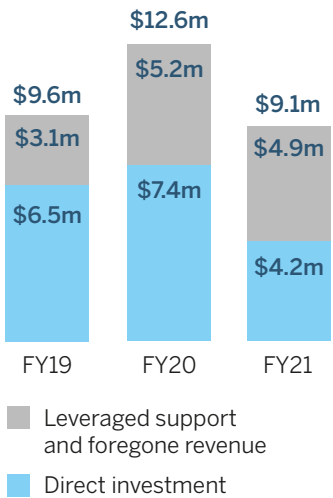
Tabcorp's community activities contributed \$9.1m to charities and community organisations in FY21. This was down from the \$12.6m in FY20 due to the significant donations in the prior year made by Tabcorp in response to the devastating national bushfires and to support COVID-19 related medical research at the start of the pandemic.

In FY21, Tabcorp's community support was in the form of:

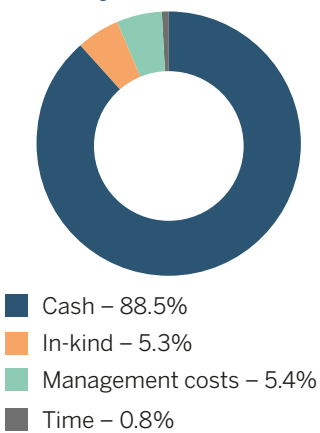
- **Cash donations** of more than \$3.7m including donations to bushfire relief, medical research, long term community partners and the community contributions generated by the Charitable Games division.

- **Management costs** of \$230,000 for overseeing and managing community programs.
- **In-kind giving** of \$223,000, mainly via advertising on Sky Racing.
- **Time** spent by team members of \$33,000 for volunteering activities.
- **Leveraged** support from third party donations totalling \$4.9m, the majority of which related to Golden Casket community contributions from unclaimed prize money and public donations generated through Play For Purpose draws.

### Tabcorp's voluntary community contributions

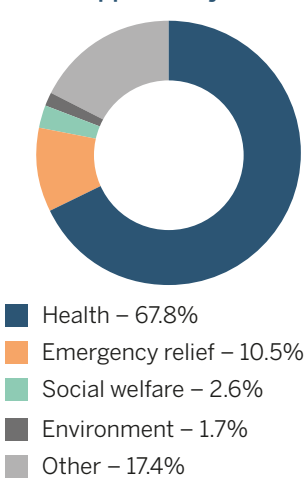


### Source of Tabcorp's FY21 voluntary contributions\*



\* Refers to the \$4.2m of direct investment provided by Tabcorp (excluding the \$4.9m of leveraged support and foregone revenue).

### Community investment by issue supported by Tabcorp\*



\* Excludes Charitable Games and management costs.

## COMMUNITY CONTRIBUTION CONTINUED

The case studies on pages 18 to 20 provide additional information about our community support activities in FY21.

These donations and community contributions are in addition to the \$4.9b in taxes, industry funding, commissions to retail partners, employee costs and shareholder dividends that our businesses generated for stakeholders in FY21 through our industry arrangements, licences and taxation (refer page 7).

### THE LOTT

Tabcorp's lottery business, the Lott, has a long history of contributing to causes that support healthy and happy communities. The Lott has access to unclaimed prize money in certain states, and returns a significant amount to benefit communities.

In FY21, the Lott, via Golden Casket, contributed \$2.35m from unclaimed prize money to long term projects, including:

- Funding two research projects at the University of Queensland to improve health outcomes for Australians recovering from stroke and heart attack and developing new technology to improve future vaccines.

- Supporting the Daniel Morcombe Foundation to continue its important work in child safety education and help support victims of crime and families of missing persons.
- For the third consecutive year, funding research into improved treatments and survivorship outcomes for children diagnosed with brain cancer at the Children's Brain Cancer Centre.
- Ongoing support for the Starlight Children's Foundation.

The Lott also donated a further \$350,000 to a number of other important causes, including to:

- My Room Children's Cancer Charity telethon in Victoria to help cure childhood cancers.
- Women's and Children's Hospital Foundation to provide access to medical care, research, facilities and support services for South Australian children and their families.
- Very Special Kids in Victoria to support families caring for children with life-threatening conditions.
- Stars Foundation to support health and education outcomes in the Northern Territory.

### CASE STUDY

#### HELPING THE FIGHT AGAINST BRAIN CANCER

The Lott is proud to support the vital work of the Children's Brain Cancer Centre, and during FY21 donated a total of \$1m from unclaimed Golden Casket prize money. The donations assist the Centre, comprised of global research partners and home-grown experts, in their visionary work as they research improved treatments and survivorship outcomes in children suffering from brain cancer. The Centre, which is part of the Children's Hospital Foundation in South Brisbane, is the only research centre in Australia dedicated to improving survival and survivorship for children with this disease. The Centre gives children and their families living with the disease a greater chance for a brighter future.



## COMMUNITY CONTRIBUTION CONTINUED

### INDUSTRY-LINKED COMMUNITY SUPPORT

Tabcorp works closely with the racing industry and partners to support initiatives that contribute to the wellbeing of those within our industry and the broader community.

In FY21, Tabcorp's wagering business, TAB, once again partnered with the Victorian and NSW racing industries to raise funds and support animal welfare initiatives. A total of over \$103,000 was raised for equine welfare from the sale of specially designed socks. Refer to the case study on page 31.

TAB has a long term partnership with the Prostate Cancer Foundation of Australia, which is now into its sixth year. In FY21, TAB was pleased to continue its support of the Foundation with a \$100,000 donation and promotion for the Foundation's Big Aussie Barbie campaign to raise awareness about prostate cancer and men's health.

Tabcorp has been a long term supporter of Teal Pants, the harness racing industry's annual campaign that raises funds and awareness for ovarian and gynaecological cancers. Teal Pants operated in February and March 2021, and TAB donated \$200, and

\$400 on International Women's Day, for every time a female harness driver wearing teal pants won. TAB's activities raised over \$65,000 which was donated to the Women's Cancer Foundation. Refer to case study opposite.

FY21 was the sixth year of Tabcorp's long term partnership with the National Jockeys Trust. Our partnership helps the Trust to support injured jockeys and apprentices, and families of fallen riders. Tabcorp was the major sponsor of the TAB National Jockeys Trust Race Day in May 2021. In total, Tabcorp contributed over \$48,000 to the National Jockeys Trust in FY21 from direct donations and unclaimed TAB winnings.

Tabcorp's Sky Racing broadcasting business was a major sponsor of the Pink Ribbon Race Day held in September 2020 on the Gold Coast to raise funds and awareness for the National Breast Cancer Foundation. Sky racing also supports charities and community groups by providing on-air advertising opportunities.

Tabcorp has a long history of supporting Australian communities impacted by natural disasters, such as bushfires, floods and drought. In February 2021, Tabcorp's Keno business was proud to donate \$100,000 to Disaster Relief Australia to provide

emergency assistance to communities impacted by a range of natural disasters. Many of these communities are where our employees, partners and other stakeholders live and work.

### CHARITABLE GAMES

Tabcorp's Charitable Games business supports the 50-50 Foundation to provide fundraising opportunities for more than 500 Australian charities and sporting clubs. The 50-50 Foundation is an independent Australian registered charity governed by a pro-bono board. Tabcorp provides technology, people and marketing resources and expertise to support the activities of the 50-50 Foundation.

The 50-50 Foundation operates Play For Purpose and the 50-50 Charity Raffle, both of which are powered by Tabcorp technology. The Play For Purpose and 50-50 Charity Raffle platforms are free for charities with prizes guaranteed, providing a win-win experience for charities and supporters. Through its involvement with the 50-50 Foundation, Tabcorp Charitable Games aims to form part of a long term fundraising solution for our charity partners, allowing them to diversify their funding, innovate, and deliver a sustainable income stream for their cause.

### CASE STUDY

#### LONG TERM SUPPORTER OF THE TEAL PANTS INITIATIVE

Tabcorp is a proud long term supporter of the harness racing industry's Teal Pants initiative. With TAB's help, this annual event raises funds and awareness to fight ovarian and gynaecological cancers. Over the past six years, TAB has donated over \$250,000 to the Women's Cancer Foundation to further their important cancer research.





## COMMUNITY CONTRIBUTION CONTINUED

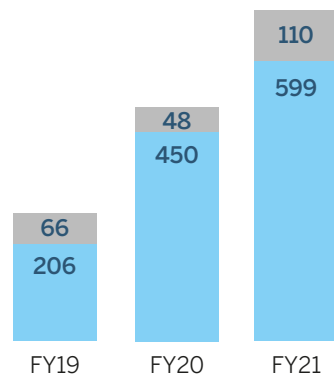
### Play For Purpose

Play For Purpose is the first charity raffle of its kind in Australia enabling participants to play for prizes while supporting their favourite cause. Five Play For Purpose draws were conducted in FY21 with \$1.5m in prizes awarded and \$1.9m distributed to more than 200 charities. In partnership with the Australian Sports Foundation and Sport Australia, Play For Purpose has helped raise funds for a variety of charitable projects at over 360 grassroots sporting clubs across Australia.

### 50-50 Charity Raffle

The 50-50 Charity Raffle gives sports fans and the public who attend major sporting events the chance to play for large cash prizes while supporting local charities. The 50-50 Charity Raffle is Australia's largest event-based charity and sports fundraising raffle, and has partnered with teams from the NRL, AFL, ARU, racing, cricket and netball across NSW, Queensland and the ACT. In FY21, the 50-50 Charity Raffle held almost 200 raffles, raising \$390,000 for local charities and contributing over 4,200 volunteer hours.

**Number of charities and sporting clubs supported by Tabcorp's Charitable Games unit**



■ 50-50 Charity Raffle  
■ Play For Purpose

### TABCARE

Tabcare is Tabcorp's employee community engagement program which promotes Tabcorp team members to contribute to the community through matched fundraising and volunteering opportunities for charities.

In FY21 Tabcorp donated almost \$20,000 to match the fundraising efforts of team members. This is down around 50% from the prior year due to the large scale COVID-19 lockdowns and restrictions which prevented employee gatherings.

At Tabcorp, employees are entitled to one day of volunteer leave a year that can be used to assist any charity. Most employees volunteer in a team with one of our two long term community partners: OzHarvest; and Conservation Volunteers Australia. Over the past two years, the amount of volunteering has dropped as team volunteering activities were suspended in many locations due to COVID-19 restrictions. A key objective for us is to further promote the benefits of team volunteering activities and increase the level of participation in volunteering activities, subject to any further COVID-19 impacts.

### DATA VERIFICATION

Tabcorp's community contributions are recorded and classified in accordance with the Business for Societal Impact's (formerly LBG) globally recognised methodology. Tabcorp's FY21 community contribution data was verified by the Business for Societal Impact.



### CASE STUDY

#### SUPPORTING HEALTH AND EDUCATION OUTCOMES FOR YOUNG INDIGENOUS WOMEN

For the second consecutive year, the Lott supported the Stars Foundation with a \$100,000 donation. With the mission of empowering young Indigenous women in the Northern Territory, the Stars Foundation has been working with Aboriginal and Torres Strait Islander women and girls to close the gap on important health and education outcomes since 2015.





## SUPPORTING OUR PEOPLE

## SUPPORTING OUR PEOPLE

### OUR APPROACH

When it comes to our people, our mission is to make Tabcorp the most exciting place to succeed. We aim to be the inclusion and diversity leader in our industry and an employer of choice. Tabcorp is committed to fostering 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 ensuring remuneration is equitable across all team members in equivalent roles, irrespective of gender, race, religion, disability and any other affiliation.





We provide learning and development opportunities for team members and managers to grow, and support business growth.

We regularly review and benchmark ourselves against relevant indicators to ensure we 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 related matters, including with regard to remuneration, talent and retention, diversity and inclusion, culture, employee engagement, health, safety and wellbeing.

### TABCORP VALUES

Tabcorp's values are shown below. They support the delivery of our business strategy, and the achievement of Tabcorp's purpose and vision (refer page 6). These values guide the way we work at Tabcorp and are central to Tabcorp's Code of Conduct which sets the behaviours and ethical conduct expected of our team members. For more information, refer to the Code of Conduct available from the Corporate Governance section of Tabcorp's website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

	<b>Do it as One Team</b>		<b>Explore What's Possible</b>
<p>We are stronger together. We are inclusive, collaborative and know that amazing ideas can come from anywhere</p>		<p>We listen. We think big. We ask 'what if'. Our curiosity for what's next will shape tomorrow</p>	
	<b>Create Awesome Moments</b>		<b>Make a Difference</b>
<p>We all have the power to delight and inspire, so let's dial up the excitement and create awesome moments</p>		<p>We're passionate and proud about making a real change for customers, and benefiting our communities</p>	

### FY21 HIGHLIGHTS

- Our team members' wellbeing has been a key focus of Tabcorp's response to the COVID-19 pandemic. In FY21:
  - Permanent employees received an additional one week of annual leave as 'Thank You Leave' in recognition of employees' efforts in reducing leave balances in FY20 as the company managed COVID-19 impacts.
  - Employees were eligible for additional personal leave when receiving COVID-19 vaccinations.
  - Tabcorp reimbursed employees required to work from home during the pandemic for specific home office equipment.
- Tabcorp progressed its inclusion and diversity strategy and programs by:
  - Becoming a signatory to the investor led HESTA 40:40 Vision initiative for gender diversity.
  - Exceeding our 40% target for female representation in the Senior Leadership Cohort by reaching 43% at the end of FY21.
  - Being awarded Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for the sixth consecutive year.
  - Developing a Gender Affirmation Statement of Support and establishing the Tabcorp Pride Allies Network.
  - Introducing one day of cultural leave and strengthening our parental leave policies.
- Reduced our lost time injury frequency rate from 4.1 to 2.3 (per million hours worked) in FY21 due to enhanced risk and control reviews, early intervention and enhancements in injury management.

### FUTURE PRIORITIES

- We are undertaking workforce planning in preparation for the proposed demerger of the Lotteries and Keno business.
- With the demerger in mind, we aim to set both demerged organisations up with leading people policies and practices.
- We will continue to enhance our policies to further support our people, including with respect to our Parental Leave Policy, Domestic and Family Violence Support Policy and other policies.
- Inclusion and diversity remain as key focus areas for us, and as we progress the demerger we will look to establish Boards and executive teams with a gender balance and diversity of applicable skills and experience relevant for each demerged organisation.
- We will continue to prioritise the health, safety and wellbeing of our employees, contractors and customers and respond to changes in COVID-19 restrictions and directions relating to our workplace.

### INCLUSION AND DIVERSITY

The Board has set a target for the Tabcorp Board to comprise at least 40% female Non-executive Directors by the end of FY23 and to have at least 40% female representation in the Senior Leadership Cohort by the end of FY21.

At 30 June 2021, Tabcorp's representation of women in the Senior Leadership Cohort was 43%, exceeding this target. The proportion of female Non-executive Directors on the Board is 29%. Due to the impending demerger of the Lotteries and Keno business, the Board has maintained the Senior Leadership Cohort gender diversity target at 40% female representation for FY22. This target will be revised by the end of FY22.

Tabcorp has further cemented its commitment to achieving gender balance in our executive leadership ranks by becoming a signatory to the investor led HESTA 40:40 Vision initiative in 2021.

Tabcorp has once again been recognised for its strong performance in gender equality, being named an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for six consecutive years.

In addition, Tabcorp progressed the delivery of its Inclusion and Diversity Strategy by:

- Developing a Gender Affirmation Statement of Support outlining our approach to gender affirmation, including leave, flexible work arrangements and financial support.
- Establishing the Tabcorp Pride Allies Network, an employee group to promote respect and inclusion of all LGBTIQ+ identifying people.
- Supporting flexible working arrangements with our 'start with yes' approach, and introducing paid Cultural Leave for employees to take part in cultural activities.

## SUPPORTING OUR PEOPLE CONTINUED

- 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.

- Establishing a new 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 2021, and NAIDOC Week in July 2021.

### Proportion of female employees as at 30 June 2021

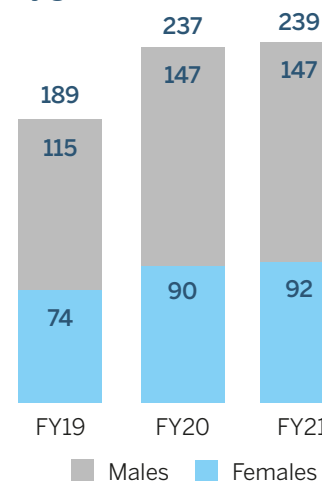


### Parental leave

Tabcorp has a leading Parental Leave Policy and in early FY22 we removed the terms “primary” and “secondary” carer which are often linked to traditional gendered roles. Our revised policy recognises that today families come in all shapes and sizes, and “parent” is the only label that now applies.

In FY21, Tabcorp was again named in Australia’s top 20 best workplaces for new dads by health insurer HBF. This is the second consecutive year Tabcorp has been included in this list, which recognises companies that have leading dad-friendly policies including parental leave and flexible working arrangements. We 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

Tabcorp has continued the development of its indigenous inclusion plan, as one part of our three-year inclusion and diversity strategy. We introduced Cultural Leave to enable employees 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 2021, Tabcorp and team members celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander people. The NSW Granville contact centre held a painting workshop for team members to get creative while showing their appreciation for indigenous art. All week, Sky Racing featured the NAIDOC Week logo and the year’s ‘Heal Country!’ theming, while the Sky team commenced an Acknowledgement of Country at the start of programs across radio and TV. We also hosted indigenous sports stars and leaders to discuss their heritage and celebrate their achievements.

### CASE STUDY



### #NOTONEDAY TAB CAMPAIGN PROMOTING WOMEN IN RACING

In recognition of the huge contribution women make to the racing industry every single day, TAB proudly launched its Not One Day campaign on International Women’s Day, 8 March 2021. The #notoneday campaign ran until spring highlighting the achievements women have made to the Australian racing industry. In addition, on International Women’s Day Tabcorp’s Sky Racing business featured all-female presenters throughout the day.

### Domestic and Family Violence Support

Tabcorp's 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.

In November 2021 we also supported the global campaign '16 Days of Activism Against Gender-based Violence' to raise awareness about gender-based violence, challenges discriminatory attitudes, and calls for improved services to end violence for good. We have also updated our policy to detail how team members who use violence, or at risk of using violence, 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. Tabcorp has also released a Domestic and Family Violence statement of support which is available on the Tabcorp website. The statement outlines our position against domestic and family violence, and provides information about our policy and support framework.

### EMPLOYEE ENGAGEMENT

In FY21, we resumed the annual "All In" survey to gain a detailed understanding of employee engagement and what matters to them, and to identify areas where we are doing well and those that need improvement.

This "All In" survey followed the "team check-in" pulse surveys conducted in FY20 to understand and respond quickly to employee feedback during the first year of the COVID-19 pandemic.

In the latest "All In", employee engagement was measured as 60% favourable from a 68% participation rate. This is similar to the results from the last "All In" conducted in FY19.

### HEALTH, SAFETY AND WELLBEING

Tabcorp is committed to providing a safe environment for employees, contractors and visitors, and actively promotes 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;

- 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 ensure 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 constant improvement.

Tabcorp takes a risk-based approach to managing health, safety and wellbeing. The 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. The Workplace Health and Safety team also

review and verify audits of our workplaces and the associated risk controls.

Our Health and Safety Management System has been developed to comply with independent standard AS 4801. 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 the Tabcorp Workplace Health and Safety team.

The Workplace Health and Safety 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 FY21, health, safety and wellbeing performance was regularly reported to the Executive Leadership Team and the Board People and Remuneration Committee.





## SUPPORTING OUR PEOPLE CONTINUED

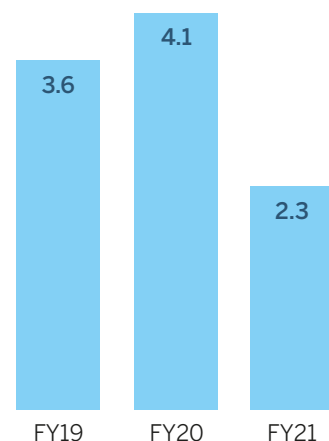
### Lost time injuries

In FY21, the Group reported a lost time injury frequency rate of 2.3 (per million hours worked), down from 4.1 in FY20. This rate is well below the industry average of 7.7 based on Safe Work Australia benchmarks. 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.

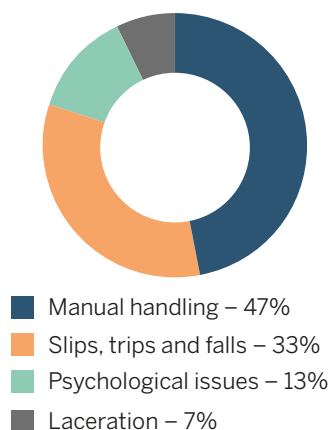
In FY21, the most significant health, safety and wellbeing risks identified for our team members and contractors were manual handling injuries and slips, trips and falls. The majority of lost time injuries occurred in the Gaming Services business, primarily due to the non-office based nature of work 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 FY21.

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



**Lost time injury types FY21**



### COVID-19 response

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

Tabcorp has followed the advice of the Australian Government Department of Health, Safe Work Australia and State health and safety regulators to implement an organisation wide COVID Safe Plan to protect our employees, contractors and customers. This is continually reviewed to ensure compliance with changes in health orders.

We redeployed some employees who were impacted by extended worksite closures, rather than stand them down. This occurred mostly in our Gaming Services business, as employees could not work while venues were closed.

We introduced paid leave for team members that experience an adverse reaction to the COVID-19 vaccination and require time off work. Team members are encouraged to use Tabcorp's flexible approach to working to attend an appointment to receive the vaccination.

To support team member safety, we have expanded our working from home health and safety controls in Donesafe, Tabcorp's online health and safety management system. We also developed an essential learning training model for all team members specifically covering working from home health and safety requirements.

In FY21 we introduced home office reimbursement to ensure all team members have the set up they need to work safely and ergonomically from home. This offer was taken up by more than 1,300 team members to support them to have the set up.

We continue to support our people's wellbeing during this period through our Employee Assistance Program for employees and their families, with a dedicated phone and email help line and an employee wellbeing hub on our Intranet.

## LEARNING AND DEVELOPMENT

Tabcorp is committed to investing in the development of its people to enable them to grow and succeed. Developing the skills and capability of our people improves individual and collective performance, and has a positive impact on business outcomes. Investing in the growth and development of our people correlates strongly with increased employee engagement and is important for making Tabcorp an exciting place to work and a workplace of choice. It also assists to inspire, motivate and retain our talent.

At Tabcorp, we have a "yes first" attitude to empowering employees 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. We also support employees who undertake externally facilitated further study, such as attaining a university degree or specific upskilling for their roles and chosen career.

In early FY21, we launched Essential Learning, our refreshed approach to delivering Tabcorp's suite of compliance training. Essential Learning covers topics such as privacy, anti-bribery and corruption, responsible gambling and Tabcorp's Employee Gambling Policy, anti-money laundering, IT security, health and safety. We have now embedded Essential Learning throughout our business, together with a consequence framework. The new consequence framework makes it clear what team members can expect if they do the right thing by completing their Essential Learning within the time frame, and what happens if they don't. Completion of all Essential Learning by team members is a key performance indicator assessed in employee evaluations for all permanent employees, from the CEO down.

In FY21, our Technology Team introduced its new T++ program to attract top technology graduates and combine study with real-world on-the-job experience at Tabcorp. T++ is a bespoke two-year intern and graduate program targeting information and communication technology students entering their

final year of tertiary study. In their first year, successful applicants do a part-time paid internship with meaningful hands-on work across six Tabcorp Technology Teams while finishing their university degree, before moving into a 12-month full time graduate position. The program sets Tabcorp apart in the graduate market, and has strengthened the Tabcorp Technology talent pipeline. It has also helped interns transition from student to professional life, and develop their confidence to successfully connect and contribute in today's work environment.

A new Wagering and Media initiative was rolled out during FY21 to provide added context and experiences for retail TAB operators. This two-part immersion program hosted at racecourses was developed to teach retail TAB operators more about racing and give them an 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 AND OTHER PEOPLE MATTERS

Internal transfers and filling roles with existing employees is an important aspect of talent retention, development and recruitment. Across the organisation, employees have the opportunity to see new roles and apply for 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 FY21, 48% of new positions were filled by internal candidates, which is up from 25% in the prior year. This increase reflects our focus during COVID-19 impacted periods in seconding and redeploying people who were stood down or wanted a change in role.

Contractors are a vital part of bringing our **Excitement with Integrity** vision to life as they are often responsible for carrying out projects or tasks that call for a unique skill set. With that in mind, Tabcorp partnered with Hudson RPO to establish a dedicated on-site contractor workforce team to manage all contractors throughout our business in a coordinated and structured manner. The project uses the latest vendor management technology to provide a streamlined approach to recruitment of contractors, improved quality and speed of hiring, smarter strategic approach for contractor talent, efficiencies, and consistent reporting and governance.

For information about Tabcorp's remuneration framework and practices, refer to the Remuneration Report contained in Tabcorp's 2021 Annual Report.

## BUILDING A SUSTAINABLE FUTURE

# BUILDING A SUSTAINABLE FUTURE

## OUR APPROACH

In line with Tabcorp's vision to be **The Trusted Gambling Entertainment Company**, we set high standards for integrity in every aspect of our business. We are committed to building a sustainable future for our business and our industry by fostering a culture around doing the right thing to deliver our purpose of **Excitement with Integrity**. We do this by:

- ensuring a robust, transparent and effective approach to governance, taxation, data security and privacy;
- supporting and investing in social and humanitarian issues, such as human rights, animal welfare and climate change; and
- holding our partners and suppliers to the same standards we hold for ourselves.

## FY21 HIGHLIGHTS

- Launched Tabcorp's Human Rights Policy formalising our commitment to respecting the rights of the people we interact with and are impacted by our business operations and relationships.
- Published Tabcorp's first Modern Slavery Statement.
- Established a cross-functional Modern Slavery and Human Rights Working Group to oversee Tabcorp's modern slavery and human rights risk management practices.

- Adopted an Environment and Climate Change Position Statement, and set medium and long term emission reduction targets aligned with the Paris Agreement goals, which were launched in September 2021.

## FUTURE PRIORITIES

- Continue to support the racing industry's animal welfare efforts.
- Review and update policies, frameworks and practices to reflect the organisation's changing business profile following the demerger.
- Adopt a new baseline for our environmental footprint post-demerger and progress development of a 'Net Zero' roadmap to support our emission reduction targets.
- Incorporate modern slavery and human rights into Code of Conduct training undertaken by all Tabcorp employees and contractors annually.
- Uplift our supplier due diligence capabilities by implementing new technology that will enhance the supplier risk assessment process.

## GOVERNANCE

Tabcorp recognises the importance of effective governance and demonstrating

high standards of corporate behaviour and accountability. We are committed to maintaining leading governance and risk management practices which help us meet or exceed the requirements of applicable legislation and corporate governance standards.

Tabcorp's corporate governance framework is summarised in the diagram below.

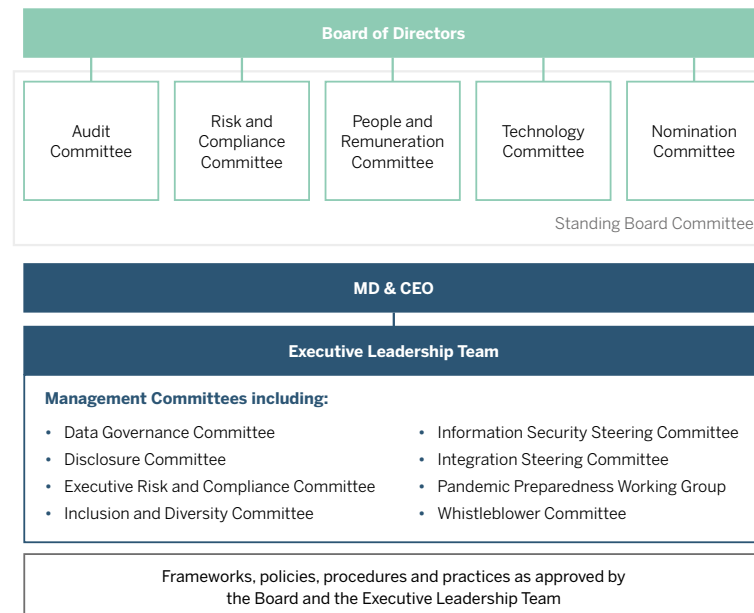
Tabcorp's corporate governance, risk management and compliance arrangements enable the Board and management to make well informed decisions, provide

appropriate accountability and transparency, and instil and reinforce a culture and behaviours that supports Tabcorp's vision and purpose.

Throughout FY21, Tabcorp complied with the 4th Edition of the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations*.

Tabcorp's corporate governance arrangements, its policies and practices, are regularly reviewed and revised as appropriate to reflect Tabcorp's evolving needs, changes in law and developments in corporate governance practices.

Refer to the Who We Are > Corporate Governance section of Tabcorp's website [www.tabcorp.com.au](http://www.tabcorp.com.au) for Tabcorp's Corporate Governance Statement 2021, key policies, and other governance documents.



## HUMAN RIGHTS

In FY21 Tabcorp launched its Human Rights Policy which formalises our commitment to respecting the rights of the people we interact with and are impacted by our business operations and relationships. Tabcorp's Human Rights Policy complies with the guidelines for companies set out in the *UN Guiding Principles on Business and Human Rights*.

Tabcorp is 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*.

Through this policy, Tabcorp commits 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.

The implementation of these commitments is overseen by a cross-functional Modern Slavery and Human Rights Working Group that was established in FY21. The Working Group comprises senior managers from Procurement, Risk, Legal, Corporate Responsibility, Governance and People & Culture and oversees the identification, management, mitigation, remediation and disclosure of modern slavery and human rights risks.

Tabcorp's Human Rights Policy is available from the [Who We Are > Corporate Governance](#) section of Tabcorp's website.

## SUSTAINABLE PROCUREMENT

Tabcorp is committed to ethical, sustainable and socially responsible procurement. We have a procurement framework to assess, onboard, review and manage suppliers to ensure that we work with partners that make fair, responsible and ethical decisions.

Tabcorp has a Supplier Code of Conduct which sets the expectations we have of our suppliers and accords with the following six principles:

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

We expect our suppliers to:

- Assess their compliance with the Code, report on any deficiencies or breaches, and ensure timely remediation of any noncompliance.

- Provide evidence of their compliance with the Code and we may conduct independent audits of compliance.

Tabcorp's Supplier Code of Conduct is available from the [Who We Are > Corporate Governance](#) section of Tabcorp's website.

In FY21, Tabcorp engaged directly with over 1,823 suppliers and contractors. Approximately 68% of Tabcorp's FY21 total spend was with 50 suppliers. Our largest category of spend was information and communication technology at 30%. This includes items used to develop and manage our systems, hardware and software purchases and purchases within our gaming business. The remaining 70% of procurement spend was on activities including property, recruitment and professional services, travel and consumables. Only 4% of total FY21 spend was with 82 international suppliers and 94% of this spend was with suppliers based in countries deemed as low risk for modern slavery according to the *Global Slavery Index*.

Tabcorp's Procurement function provides a centralised supplier governance and management framework for the Tabcorp Group. The framework includes processes for supplier pre-qualification, onboarding, contracting, monitoring and relationship management. Material environmental, social and governance risks within the supply chain are identified in the supplier pre-qualification process and then managed throughout the supplier lifespan. Tabcorp regularly engages with suppliers where these risks have been identified and expects them to take action toward meeting or exceeding the requirements outlined in Tabcorp's Supplier Code of Conduct.

Refer also to the Human Rights and Modern Slavery sections on pages 30 and 31 which also relate to Tabcorp's supply chain.



## BUILDING A SUSTAINABLE FUTURE CONTINUED

### MODERN SLAVERY

Tabcorp is committed to preventing modern slavery and minimising the risk of slavery within its operations and supply chain. We aim to meet and exceed all applicable laws and regulations with respect to wages, working hours, leave entitlements, superannuation and workers' compensation insurance.

We undertake an annual minimum wage review across all our operations to ensure that Tabcorp employees 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 in our retail networks. Our Fair Work Retail Compliance Program provides assurance that our lotteries franchisees and wagering agents comply with the Act regarding minimum rates of pay, awards and enterprise agreements.

Tabcorp has risk management processes in place to ensure we remain compliant with the various labour hire licencing schemes across Australia. These schemes are designed to ensure vulnerable workers are kept safe from exploitation and being underpaid.

Accordingly, we only procure designated labour hire services from licenced providers.

For further details refer to Tabcorp's 2021 Modern Slavery Statement which is available from the [Who We Are > Corporate Governance](#) section of Tabcorp's website.

### ANIMAL WELFARE

As part of our commitment to building a sustainable future for our business and the wagering industry, Tabcorp expects the highest standards of animal welfare and integrity. We have zero tolerance for animal cruelty, in racing and in society in general.

The racing industry has a strong focus on integrity and animal welfare and Tabcorp is committed to working in partnership with the thoroughbred, harness and greyhound racing bodies to ensure the welfare of animals continues to be prioritised.

In FY21, Tabcorp supported the racing industry's animal welfare efforts through several initiatives including the Sock Stable initiative, donating 100% of profits of themed sock sales to Racing Victoria's Off The Track program and Team Thoroughbred NSW.

Tabcorp was also a major financial contributor and a participant in the national Thoroughbred Welfare Initiative, working with racing industry bodies to improve the welfare of horses. We pledged to 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.

During FY21, Tabcorp continued to 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 animals involved in racing.

### SPORTS AND RACING INTEGRITY

As part of its commitment to building a sustainable future for its business and industry, Tabcorp expects the highest standards of integrity in sports and racing. Tabcorp has integrity arrangements in place with all major sports bodies and racing industries across Australia, allowing for the sharing of information between Tabcorp and sports/racing bodies to promote high levels of integrity among sports and racing.

### CASE STUDY

#### TAB'S SOCK STABLE CAMPAIGN

TAB engaged with the Victorian and NSW racing industries and donated \$100,000 for equine welfare initiatives Off the Track in Victoria and Team Thoroughbred NSW. Run by Racing Victoria and Racing NSW respectively, these initiatives rehome and retrain retired racehorses to enjoy a second career in pursuits such as dressage, show jumping, polo, trail riding and equine therapy. TAB created a range of patterned socks honouring some of our most celebrated equine stars like Winx, Black Caviar and Makybe Diva.



## DATA SECURITY AND PRIVACY

Tabcorp is committed to ensuring the security and protection of company information, technology systems, services and equipment, and the privacy of personal information. Tabcorp has frameworks, policies, procedures, practices and resources in place to manage data security, privacy, and related risks.

Tabcorp has a Group-wide Information Security Strategy that is overseen by the Technology Committee and supported by an Information Security Steering Committee. The strategy is risk-based, and the key focus is the protection of customer data and company sensitive information that is held by Tabcorp against external threats.

Tabcorp's Information Security Policy sets out how employees use data responsibly, maintain security and privacy of information, and protect against physical and cyber security threats.

Group-wide mandatory training and employee communications are regularly undertaken to improve cyber security awareness and reinforce positive messages and behaviours to support information security management.

Tabcorp also has a Group Privacy Policy which sets out how it collects, holds, uses and discloses personal information in accordance with the *Privacy Act 1988* (Cth) and the *Australian Privacy Principles*. Tabcorp has implemented practices, procedures and systems across the Group to ensure that personal information it holds is properly and securely handled in accordance with its privacy compliance obligations.

Tabcorp takes steps to foster a culture of privacy awareness and good privacy practices through a variety of channels including its Code of Conduct, induction process, policies and procedures around data and how it is used, training programs and specific awareness raising events.

Tabcorp has a Data Breach Response Plan that sets out procedures for employees to follow in the event of an actual or suspected data breach, however no material data breaches occurred in FY21.

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

Refer also to the 'Technology, cybersecurity and data/privacy risks' disclosures available in the Tabcorp Annual Report 2021 on page 38 for an overview of these risks and Tabcorp's mitigating actions, and Tabcorp's Corporate Governance Statement 2021.

## TAXATION AND TRANSPARENCY

Tabcorp is a significant taxpayer and in FY21 returned \$2.4b in State and Federal taxes to benefit the community through the gambling taxes, GST and income taxes levied on its operations (refer page 7).

Tabcorp adopts a conservative and cautious approach to tax risk management. The objective of Tabcorp's tax strategy is to ensure that shareholders' best interests are served by the correct amount of taxes being paid at the right time in the countries in or through which Tabcorp Group members operate.

Tabcorp's tax strategy principles are to:

- ensure full compliance 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.

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

In addition to statutory taxation disclosures contained in Tabcorp's 2021 Annual Report, Tabcorp has also adopted the Board of Taxation's Voluntary Tax Transparency Code and has voluntarily published the following documents on the Who We Are > Corporate Governance section of Tabcorp's website:

- Tabcorp and Taxes
- Guide to Taxation Administration Act section 3C reported amounts.

## POLITICAL CONTRIBUTIONS AND ENGAGEMENT

As a listed entity operating in a highly regulated environment, Tabcorp has an obligation to its stakeholders to participate in the process of public policy development. Tabcorp holds memberships with various networking forums organised by political parties and Tabcorp personnel attend networking events that support political parties as they participate in the democratic system of parliamentary government in Australia – at both a Commonwealth and state/territory level. Under various Australian laws the cost of these networking forums and events is classified as a 'political donation' and is sometimes required to be publicly disclosed.

Tabcorp takes a strict principles-based approach when making contributions to political parties in accordance with our Political Contributions Policy. In particular, Tabcorp does not make any 'cash only donations' to any political party or affiliate. The Board has oversight of this policy and approves Tabcorp's political contributions program and budget each year.

In the interest of transparency, Tabcorp discloses all political contributions made under our political contributions 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.

Tabcorp's Political Donations Policy and a link to Tabcorp's Annual Returns to the AEC are available from the Who We Are > Corporate Governance section of Tabcorp's website.

For further details, including the amount of Tabcorp's political expenditure in FY21, refer to page 49 of Tabcorp's Annual Report 2021 and page 24 of Tabcorp's Corporate Governance Statement 2021.

## ENVIRONMENT

Tabcorp is committed to building a sustainable future for our business and our industry. Fundamental to this is Tabcorp's commitment to minimising our environmental impact to protect the environment and reduce the cost of doing business.

While Tabcorp's environmental footprint is relatively small when compared with other Australian companies and industries, Tabcorp recognises that it has an impact on the environment, directly through our operations, and indirectly through our value chain. We're committed to minimising adverse environmental impacts through our operations and the delivery of our products and services.

Tabcorp recognises that climate change is a significant global challenge and is committed to reducing our greenhouse gas emissions profile and identifying and managing climate related risks and opportunities across our business.

In September 2021, Tabcorp formalised these commitments by adopting a new Environment and Climate Change Position Statement and setting medium and long term emission reduction targets aligned with the Paris Agreement goals<sup>1</sup>.

## Our Commitments

Tabcorp is 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.
- Engaging 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 Taskforce on Climate-Related Financial Disclosures (TCFD), including setting science-based greenhouse gas emissions (GHG) reduction targets for our operations aligned with Paris Agreement goals.
- 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.

Tabcorp's Environment and Climate Change Position Statement is available from the Who We Are > Corporate Governance section of Tabcorp's website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

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



## BUILDING A SUSTAINABLE FUTURE CONTINUED

### Climate risk

Tabcorp has undertaken a climate risk analysis to evaluate our current and short term climate related risks and opportunities. While Tabcorp has in recent years experienced physical climate-related events such as bushfires and other extreme weather events, these have had a limited impact on our business, primarily to the operations of the Wagering and Media business due to the disruption or cancellation of some racing and sporting events, and temporary closure of a small number of retail venues and agencies.

The proposed demerger will materially change the operating profile of Tabcorp's businesses and its environmental footprint. As such, following the demerger we intend to expand Tabcorp's climate risk and opportunity analysis in line with the TCFD recommendations.

### Managing our environmental impact

Tabcorp's environmental footprint is relatively low, with most of Tabcorp's greenhouse gas emissions coming from energy use in our premises and fuel use in our vehicle fleet.

Tabcorp has set the following medium and long term GHG emissions reduction targets aligned with the Paris Agreement:

- A 45% reduction in operating emissions by 2030 from 2019 levels<sup>1</sup>.
- Net zero emissions by 2050.

Following the proposed demerger, a new baseline for operational emissions will be set once a full year of Scope 1 and Scope 2 data for the remaining Group is available, and a 'Net Zero' roadmap finalised to support our emission reduction targets. Also, a relevant environmental intensity measure will also be adopted post-demerger, which will be appropriate for the organisation going forward.

In the interim, our focus is on:

- Reducing our use of natural resources through improved energy efficiency in our premises.
- Embedding sustainability criteria into our procurement processes to ensure our suppliers and partners manage the environmental impact of their operations and take responsibility for minimising the impact of their products and services.

- Initiatives aimed at encouraging team members to minimise their impact on the environment and participate in activities that protect the environment.

Tabcorp has an environmental reporting framework for measuring and managing our environmental footprint and impacts. Our environmental reporting 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 for FY21. Additional data is available in the Appendices.

1. Scope 1 and Scope 2 emissions.

## CASE STUDY

### SUPPORTING ENVIRONMENTAL CONSERVATION

Tabcorp has also been a long term partner of Conservation Volunteers Australia, a national organisation working with communities to conserve and restore Australia's natural heritage, and to build stronger, more resilient communities. During the year, Tabcorp team members used their volunteer leave to plant trees for Conservation Volunteers Australia's annual Tree Planting Challenge.



Greenhouse gas emissions

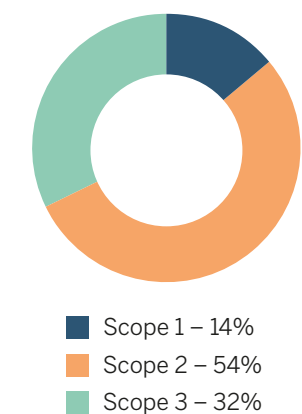
Tabcorp's total greenhouse gas (GHG) emissions (Scope 1, 2 and 3) for FY21 were 19,007 tonnes CO2-e, a decrease of 32.1% from FY20 (28,010 tonnes CO2-e).

Tabcorp's Scope 1 and Scope 2 GHG emissions for FY21 were 12,840 tonnes CO2-e, a decrease of 34.6% and 42.2% from FY20 and FY19, respectively.

The decrease in total GHG emissions reflects lower emissions from all sources in FY21 compared to the prior year. The impact of COVID-19, which meant that parts of Tabcorp's business were shut down and team members worked from home for part of FY21 (and some of FY20) contributed to the lower emissions.

The chart opposite shows Tabcorp's GHG emissions by source. Emissions from the consumption of electricity and natural gas at Tabcorp's offices (Scope 2) contributed 54% of total GHG emissions, followed by Scope 3 emissions which contributed 32% of total GHG emissions, and fuel consumption of our vehicle fleet and diesel generators used at some office and media transmitter sites (Scope 1) which contributed 14% of total GHG emissions.

FY21 GHG emissions by Scope



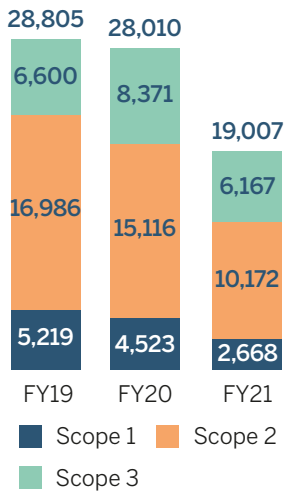
Fuel consumption (Scope 1)

Tabcorp operates a fleet of vehicles used by our venue support and field services teams when visiting our network of venues distributed throughout Australia, including in many regional areas. Fuel consumption also includes fuel used in some of our offices and media transmitter sites to power diesel generators, which represents approximately 25% of total fuel use reported for FY21. There was a 42.4% decrease in total fuel consumption in FY21, largely due to the closure of venues for part of the year as a consequence of COVID-19 and the non-renewal of a Telstra field services contract.

Energy consumption (Scope 2)

Tabcorp uses electricity in our offices and warehouse premises across Australia. Electricity use in FY21 was 13,987 Mwh, a decrease of 29.6% from FY20 (19,854 Mwh). This is largely due to the ongoing impacts of COVID-19 with team members working from home for part of the year, and FY21 being the first full year after relocating our main Brisbane offices to new premises which features a 6 Star Green Star Design rating and a 5 Star NABERS Energy rating.

Greenhouse gas emissions (tonnes CO2-e)



Other emissions (Scope 3)

Tabcorp's Scope 3 GHG emissions for FY21 decreased 26.3% from the prior year, mostly due to COVID-19 restrictions impacting employee air travel and third party energy use at offices when many employees were unable to work in the office.

The largest contributor to Scope 3 GHG emissions in FY21 are those emissions associated with paper used in retail venues, such as for information leaflets and posters, bet slips, lottery tickets and instant scratch-its, which accounted for 47% of all Scope 3 emissions. Tabcorp decreased its paper used in venues and our offices by 10% to 1.2 million kilograms in FY21, but since the majority of paper used in Tabcorp offices is carbon neutral, and has negligible GHG emissions, there was only a 3% decrease in GHG emissions associated with all paper used in FY21.

GHG emissions from third party energy use, including Tabcorp's 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 22% of all Scope 3

emissions. In FY21, these emissions decreased by 22% due mainly to many people working from home during COVID-19 lockdowns, and a full year contribution from the more energy efficient Brisbane office following the relocation in the prior year.

Employee air travel accounted for 3% of all Scope 3 emissions. Emissions from air travel have fallen by 87% this year, due to both the ongoing impact of COVID-19 and measures to reduce employee air travel through the use of technology collaboration tools.



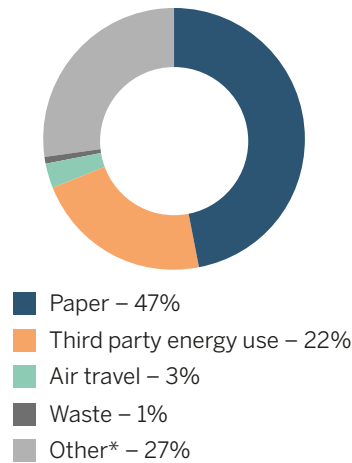
BUILDING A SUSTAINABLE FUTURE CONTINUED

Waste data was measured for our three largest office premises in Melbourne, Sydney and Brisbane. GHG emissions from this source accounted for 1% of all Scope 3 emissions. In FY21, waste emissions decreased by 37% due to the impact of team members working from home for part of the year. In FY21, our offices generated 20.45 tonnes of waste, of which 29% was recycled. Our total reported waste in FY21 decreased by 51% from FY20, and our water consumption in FY21 decreased by 22% from the prior year, mainly due to fewer people working from our offices during the COVID-19 pandemic.

Other Scope 3 GHG emissions includes emissions associated with energy extraction, production, transportation of fuels, and transmission and distribution losses for electricity. These account for 27% of all Scope 3 emissions in FY21. These emissions were 28% lower in FY21 due to less people working in offices for part of the year during COVID-19 lockdowns, and the move to the more energy efficient Brisbane office.

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.

FY21 Scope 3 GHG emissions



\* Other includes emissions associated with energy extraction, production, transportation of fuels, and transmission and distribution losses for electricity.

## APPENDICES

## APPENDICES

### COMMUNITY DATA

#### Community investment by source

Year	Cash \$	Time \$	In kind \$	Management \$	Total \$
FY17	535,008	52,473	561,050	39,200	1,187,731
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
<b>FY21</b>	<b>3,749,259</b>	<b>32,690</b>	<b>222,894</b>	<b>229,750</b>	<b>4,234,593</b>
% change (1 year)	-44.3%	-26.6%	-43.8%	9.8%	-42.7%
% change (4 years)	>100%	-37.7%	-60.3%	>100%	>100%

- Cash includes Tabcorp's operating expenses for the Charitable Games unit and cash donations.
- Time is the value of employees' 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.

#### Additional leverage and foregone revenue

Year	Leverage \$	Foregone revenue \$
FY17	109,726	251,400
FY18	453,922	77,823
FY19	3,005,143	112,233
FY20	5,016,233	169,872
<b>FY21</b>	<b>4,809,062</b>	<b>95,466</b>
% change (1 year)	-4.1%	-43.8%
% change (4 years)	>100%	-62.0%

- Leverage includes donations from unclaimed prizemoney, employees, 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 \$
FY17	1,548,857
FY18	1,947,359
FY19	9,619,080
FY20	12,570,162
<b>FY21</b>	<b>9,139,121</b>
% change (1 year)	-27.3%
% change (4 years)	>100%

#### Contributions by type of program

Year	Charitable donation %	Community investment %	Commercial initiative %
FY17	91.1	8.9	0
FY18	59.1	40.9	0
FY19	15.2	81.6	3.2
FY20	36.3	62.5	1.2
<b>FY21</b>	<b>15.0</b>	<b>82.5</b>	<b>2.5</b>
% change (1 year)	-58.6%	31.9%	>100%
% change (4 years)	-83.5%	>100%	n/a

#### Community investment by issues supported by Tabcorp

Year	Health %	Emergency relief %	Social welfare %	Environment %	Education %	Other %
FY17	45.1	21.8	10.6	6.1	11.6	4.8
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
<b>FY21</b>	<b>67.8</b>	<b>10.5</b>	<b>2.6</b>	<b>1.7</b>	<b>0.0</b>	<b>17.4</b>
% change (1 year)	>100%	-84.3%	-4.0%	-30.1%	na	>100%
% change (4 years)	50.3%	-51.7%	-75.2%	-73.0%	-100.0%	>100%

- Excludes Charitable Games and management costs.

## COMMUNITY DATA

### Charitable Games

Year	Number of charities and sporting clubs supported		
	Play For Purpose	50-50 Charity Raffle	Total
FY18	n/a	46	46
FY19	206	66	272
FY20	450	48	498
<b>FY21</b>	<b>599</b>	<b>110</b>	<b>709</b>
% change (1 year)	33.1%	>100%	42.4%
% change (3 years)	>100%	66.7%	>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).

### Tabcare employee volunteering

Year	% of eligible employees
FY17	13.2
FY18	14.7
FY19	8.3
FY20	5.1
<b>FY21</b>	<b>3.4</b>
% change (1 year)	-33.3%
% change (4 years)	-59.0%

- Volunteering activities were heavily impacted in 2020 and 2021 due to COVID-19 restrictions.

### Employee blood donations

Year	Number of donations
FY17	57
FY18	63
FY19	90
FY20	135
<b>FY21</b>	<b>221</b>
% change (1 year)	63.7%
% change (4 years)	>100%

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

Year	Monies raised		
	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
<b>FY21</b>	<b>1,860,400</b>	<b>391,507</b>	<b>2,251,907</b>
% change (1 year)	60.1%	>100%	67.5%
% change (3 years)	94.9%	18.3%	75.2%

## WORKPLACE DATA

## Employee engagement

Year	1-5 scale	Percentile ranking
FY17	4.04	62
FY18	3.76	29

Year	% engaged	% response rate
FY19	65	72

Year	% favourable	% response rate
FY20	75	65
<b>FY21</b>	<b>60</b>	<b>68</b>

- In FY21 the annual "All In" employee engagement survey resumed.
- In FY20 the employee engagement survey was replaced with "team check-in" pulse surveys to understand employee 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.
- Prior to FY18 employee engagement was independently assessed by Gallup. Percentile ranking refers to Gallup's global database.
- 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.

## Gender diversity

Year	Non Executive Directors %	Executive Leadership Team %	Senior Leadership Cohort %	Whole of Tabcorp %
FY17	33	36	39	45
FY18	25	30	36	43
FY19	29	30	36	43
FY20	38	30	39	43
<b>FY21</b>	<b>29</b>	<b>33</b>	<b>43</b>	<b>43</b>
% change (1 year)	-23.7%	10.0%	10.3%	0.0%
% change (4 years)	-12.1%	-8.3%	10.3%	-4.4%

## Lost time injury frequency rate (LTIFR)

Year	Number of lost days per million hours worked
FY17	1.5
FY18	2.3
FY19	3.6
FY20	4.1
<b>FY21</b>	<b>2.3</b>
% change (1 year)	-43.9%
% change (4 years)	53.3%

- In FY20, the number of lost time injuries was the same as for FY19, however, there was a reduction in employee hours worked 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 lost time injury frequency rate.

## Employee training and development

Year	Average training hours per headcount
FY17	4.06
FY18	3.44
FY19	3.64
FY20	7.94
<b>FY21</b>	<b>9.15</b>
% change (1 year)	15.2%
% change (4 years)	>100%

- FY19 includes Tatts employees following incorporation into Tabcorp's systems as part of the integration process following the Combination.
- FY18 excludes Tatts, because Tatts did not track learning hours.

## Employee recruitment from within Tabcorp

Year	% of positions filled by internal candidates
FY17	23
FY18	49
FY19	34
FY20	25
<b>FY21</b>	<b>48</b>
% change (1 year)	95.9%
% change (4 years)	>100%

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

- Proportion of women employees across Tabcorp at 30 June.
- The Executive Leadership Team comprises the CEO and executives who report to the CEO.
- The Senior Leadership Cohort comprises the Executive Leadership Team and the senior management team (direct reports to the Executive Leadership Team and their direct reports, as determined by meeting a minimum role size).

## Employee turnover

Year	Total employee turnover rate %	Voluntary employee turnover rate %
FY17	16.6%	12.8%
FY18	27.5%	13.9%
FY19	16.0%	8.6%
FY20	15.0%	8.6%
<b>FY21</b>	<b>24.3%</b>	<b>12.3%</b>
% change (1 year)	61.7%	42.8%
% change (4 years)	46.0%	-3.8%

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

## Employee absenteeism

Year	Absenteeism rate %
FY17	1.7%
FY18	1.7%
FY19	1.9%
FY20	2.2%
<b>FY21</b>	<b>2.4%</b>
% change (1 year)	11.0%
% change (4 years)	42.6%

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



## WORKPLACE DATA

## Parental leave

Year	Females	Males	Total
FY18	64	112	176
FY19	74	115	189
FY20	90	147	237
<b>FY21</b>	<b>92</b>	<b>147</b>	<b>239</b>
% change (1 year)	2.2%	0.0%	0.8%
% change (3 years)	43.8%	31.3%	35.8%

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

## Workplace profile (headcount)

Year	Full time permanent	Part time permanent	Total permanent	Fixed term	Casuals	Contingent workers/ contractors	Total
FY17	1,720	99	1,819	53	1,429	1,005	4,306
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
<b>FY21</b>	<b>2,537</b>	<b>152</b>	<b>2,689</b>	<b>69</b>	<b>1,242</b>	<b>145</b>	<b>4,145</b>
% change (1 year)	-9.8%	-5.0%	-9.6%	-4.2%	-20.6%	-46.5%	-15.1%
% change (4 years)	47.5%	53.5%	47.8%	30.2%	-13.1%	-85.6%	-3.7%

- 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).

## FY21 workplace summary

Position	Number of women	Number of men	Number of employees
Executive Leadership Team	3	6	9
Senior Leader	23	40	63
Frontline Leader	110	134	244
<b>Total Leadership Cohort*</b>	<b>136</b>	<b>180</b>	<b>316</b>
Other	796	1,646	2,442
<b>Total (excluding Casuals)</b>	<b>932</b>	<b>1,826</b>	<b>2,758</b>
Casuals	774	468	1,242
<b>Total (including Casuals)</b>	<b>1,706</b>	<b>2,294</b>	<b>4,000</b>

\* Total leadership cohort is comprised of senior leaders (level 3) and frontline leaders (level 1-4) (Hay grade 15 – 20).

## Workplace profile (FTE)

Year	Number of employees
FY17	1,839.0
FY18	1,692.3
FY19	3,058.7
FY20	2,995.3
<b>FY21</b>	<b>2,712.9</b>
% change (1 year)	-9.4%
% change (4 years)	47.5%

- 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.

## APPENDICES CONTINUED

### SUPPLY CHAIN DATA

#### Procurement portfolio summary

	Number of suppliers and contractors	Proportion of total spend with top 50 suppliers %
FY20	2,299	64
<b>FY21</b>	<b>1,823</b>	<b>68</b>

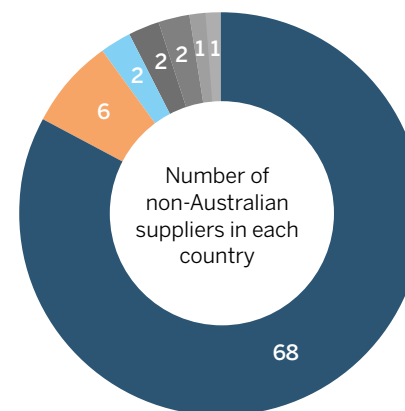
#### Types of procurement spend

	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
<b>FY21</b>	<b>30</b>	<b>15</b>	<b>12</b>	<b>5</b>	<b>38</b>

#### Location of suppliers

	Australian suppliers %	Non-Australian suppliers %
FY20	98	2
<b>FY21</b>	<b>96</b>	<b>4</b>

#### Tabcorp's non-Australian suppliers by location



#### Key

- United States
- France
- Singapore
- United Kingdom
- Canada
- Japan
- Switzerland

## ENVIRONMENTAL DATA

## Vehicle fuel consumption

Year	Diesel (l)	Unleaded (l)	Total (l)
FY17	673,017	7,265	680,282
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
<b>FY21</b>	<b>691,109</b>	<b>244,783</b>	<b>935,892</b>
% change (1 year)	-46.2%	-28.2%	-42.4%
% change (4 years)	2.7%	>100%	37.6%

- Measured in litres.

## Paper consumption

Year	Total (kg)
FY18	872,476
FY19	750,405
FY20	1,371,543
<b>FY21</b>	<b>1,237,021</b>
% change (1 year)	-9.8%
% change (3 years)	41.8%

- 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.

## Water consumption

Year	Total (kl)
FY17	18,895
FY18	28,630
FY19	36,022
FY20	37,696
<b>FY21</b>	<b>29,518</b>
% change (1 year)	-21.7%
% change (4 years)	56.2%

- Measured in kilolitres.
- From January 2018, the Melbourne office premises is not included because water use is not measurable at that property.
- FY18 data has been restated to adopt the new methodology introduced in FY19 regarding inclusion of base building consumption.

## Energy consumption

Year	Electricity (mWh)	Gas (GJ)
FY17	13,459	3,137
FY18	18,247	3,868
FY19	21,260	2,571
FY20	19,854	5,182
<b>FY21</b>	<b>13,987</b>	<b>6,323</b>
% change (1 year)	-29.6%	22.0%
% change (4 years)	3.9%	>100%

- Electricity is measured in megawatt hours.
- Gas is measured in gigajoules.
- FY18 data has been restated to adopt the new methodology introduced in FY19 regarding inclusion of base building consumption.
- FY20 includes for the first time Sydney and Brisbane base building data.

## Waste

Year	Landfill (t)	Recycled (t)	Total (t)
FY19	32.71	22.78	55.49
FY20	28.30	13.70	42.00
<b>FY21</b>	<b>14.59</b>	<b>5.86</b>	<b>20.45</b>
% change (1 year)	-48.4%	-57.2%	-51.3%
% change (2 years)	-55.4%	-74.3%	-63.1%

- Measured in tonnes.

## ENVIRONMENTAL DATA

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

Year	Air travel	Paper use	Office paper	Waste	Third party energy use	Other	Total
FY18	1,165	888	6	59	379	2,344	4,841
FY19	2,011	757	4	64	1,073	2,692	6,600
FY20	1,208	3,020	0	59	1,757	2,327	8,371
<b>FY21</b>	<b>152</b>	<b>2,918</b>	<b>0</b>	<b>37</b>	<b>1,379</b>	<b>1,681</b>	<b>6,167</b>
% change (1 year)	-87.4%	-3.4%	n/c	-37.3%	-21.5%	-27.8%	-26.3%
% change (3 years)	-87.0%	>100%	-100.0%	-37.3%	>100%	-28.3%	27.4%

- '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 a 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.
- '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, and transmission and distribution losses for electricity.

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

Year	Scope 1	Scope 2	Scope 3	Total
FY17	2,021	16,335	n/c	18,356
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
<b>FY21</b>	<b>2,668</b>	<b>10,172</b>	<b>6,167</b>	<b>19,007</b>
% change (1 year)	-41.0%	-32.7%	-26.3%	-32.1%
% change (4 years)	32.0%	-37.7%	n/c	3.5%

- 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 from the sources in the table above.
- FY18 data has been restated to adopt the new methodology introduced in FY19 regarding inclusion of base building consumption.

n/c – not collected.

## MEMBERSHIPS OF ASSOCIATIONS

As a leader in the lotteries, wagering, broadcasting, and gaming services industries, Tabcorp maintains memberships or representation of industry associations and professional bodies to enable us to effectively engage with stakeholders on key industry issues that are important to Tabcorp and our stakeholders, including the following:

- Asia Pacific Lottery Association
- Australasian Gaming Council
- Australian Association of Convenience Stores
- Australian Hotels Association
- Australian Lottery and Newsagents Association
- Australian Narrowcast Radio Association
- Australian Network on Disability
- Business Council of Australia
- Certified Institute of Procurement Specialists
- Commercial Radio Australia Limited
- Digital Radio Broadcasting (Brisbane and Sydney)
- Fintel Alliance
- Franchise Council of Australia
- Gaming Standards Association
- Gaming Technologies Association
- Group of 100
- National Association for Gambling Studies
- National Retail Association
- Responsible Gambling Ministerial Advisory Council (Victoria)
- Victorian Association for Newsagents
- World Lottery Association
- World Tote Association

Tabcorp also maintains memberships with various Australian state and territory-based bodies which represent the interests of community clubs, hotels and newsagents.

## GRI CONTENT INDEX

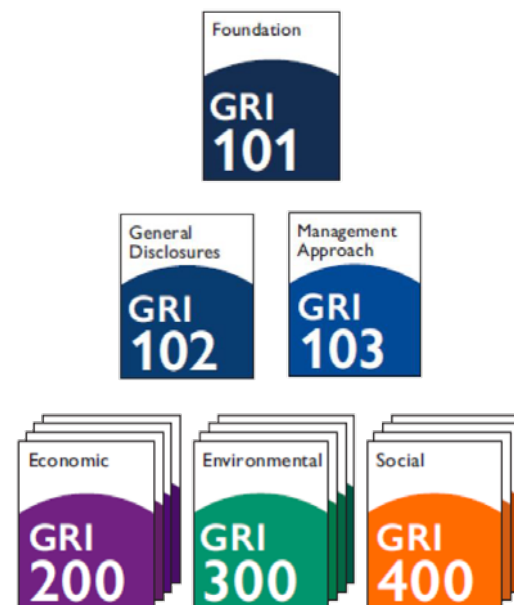
This Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

This material references:

- GRI 101: Foundation 2016
- GRI 102: General Disclosures 2016
- GRI 103: Management Approach 2016
- GRI 201: Economic Performance 2016
- GRI 202: Market Presence 2016
- GRI 203: Indirect Economic Impacts 2016
- GRI 204: Procurement Practices 2016
- GRI 205: Anti-corruption 2016
- GRI 206: Anti-competitive Behavior 2016
- GRI 207: Tax 2019
- GRI 302: Energy 2016
- GRI 303: Water and Effluents 2018
- GRI 305: Emissions 2016
- GRI 306: Effluents and Waste 2016
- GRI 307: Environmental Compliance 2016
- GRI 401: Employment 2016
- GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016

Tabcorp's disclosures against these GRI Standards are set out in the tables within this section. The location where Tabcorp's disclosures can be found are referenced to the relevant pages within this Report, to Tabcorp's Annual Report 2021, Corporate Governance Statement 2021 and website ([www.tabcorp.com.au](http://www.tabcorp.com.au)). Where information is not disclosed a brief explanation is given.

Tabcorp continues to develop its reporting in line with the GRI Standards and intends to further evolve its practices to more comprehensively report in accordance with the GRI Standards. In October 2021, the GRI announced revised Universal Standards applicable for the GRI Standards which become effective from 1 January 2023. Tabcorp will review these revised GRI Standards in future years.





## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 101: Foundation 2016 (no disclosures necessary)		
GRI 102: General Disclosures 2016		
GRI 102: 1. Organisational profile		
102-1	Name of the organisation	Page 2 and inside back cover.
102-2	Activities, brands, products, and services	Pages 4 to 7 and the Brands page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/our-brands">www.tabcorp.com.au/who-we-are/our-brands</a> .
102-3	Location of headquarters	Inside back cover
102-4	Location of operations	Page 4
102-5	Ownership and legal form	Page 2
102-6	Markets served	Page 4 and 5 and the Brands page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/our-brands">www.tabcorp.com.au/who-we-are/our-brands</a> . Also refer to business segments disclosed on pages 12 to 23 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-7	Scale of the organization	Page 7. Substantial shareholders and the top twenty registered shareholders are disclosed on pages 131 and 132 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-8	Information on employees and other workers	Pages 40 and 41. Also refer to page 27 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-9	Supply chain	Page 30
102-10	Significant changes to the organisation and its supply chain	No significant changes during FY21. Refer page 2 for further detail.
102-11	Precautionary Principle or approach	Not applicable due to the minimal environmental impact of Tabcorp's products.
102-12	External initiatives	Not applicable
102-13	Membership of associations	Page 43
GRI 102: 2. Strategy		
102-14	Statement from senior decision-maker	Page 3. Also refer to pages 4 and 5 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-15	Key impacts, risks, and opportunities	Page 10. Also refer to pages 8 to 23 and 36 to 41 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 102: General Disclosures 2016 (continued)</b>		
<b>GRI 102: 3. Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Page 6. Also refer to the Our Vision and Purpose page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/our-vision-and-purpose">www.tabcorp.com.au/who-we-are/our-vision-and-purpose</a> , page 2 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> , and page 22 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-17	Mechanisms for advice and concerns about ethics	Pages 8 and 9. The Tabcorp Integrity Protection Service (TIPS), Tabcorp's whistleblower framework and Whistleblower Policy are disclosed on pages 22 and 23 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> , and on the Corporate Governance page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> . The TIPS service is accessible via <a href="http://www.tips.deloitte.com.au">www.tips.deloitte.com.au</a> .
<b>GRI 102: 4. Governance</b>		
102-18	Governance structure	Pages 9, 11 and 29. Also refer to page 2 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-19	Delegating authority	Page 11. Also refer to page 2 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 11
102-21	Consulting stakeholders on economic, environmental, and social topics	Pages 8 to 11
102-22	Composition of the highest governance body and its committees	Page 11. The Tabcorp Board of Directors currently comprises seven independent Non-executive Directors and the MD & CEO. The Board has governance oversight of corporate responsibility. Refer to the Our Leaders page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/our-leaders">www.tabcorp.com.au/who-we-are/our-leaders</a> for Board composition. Refer also to pages 4 and 11 to 15 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-23	Chair of the highest governance body	The Chairman of the Board is Steven Gregg. His biographical details are set out on the Our Leaders page of Tabcorp's website at <a href="http://www.tabcorp.com.au/who-we-are/our-leaders">www.tabcorp.com.au/who-we-are/our-leaders</a> and page 30 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-24	Nominating and selecting the highest governance body	Pages 4 to 9 and 14 to 15 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-25	Conflicts of interest	Pages 5 and 22 to 23 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> and the Tabcorp Code of Conduct available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
102-26	Role of highest governance body in setting purpose, values, and strategy	Page 11. Pages 3, 5 and 22 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 102: General Disclosures 2016 (continued)</b>		
102-27	Collective knowledge of highest governance body	Page 34 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> . Pages 6 and 7 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-28	Evaluating the highest governance body's performance	Page 9 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-29	Identifying and managing economic, environmental, and social impacts	Pages 10 and 11. Refer to pages 24 to 29 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> . Refer also to pages 12, 13, 16 to 19, and 29 to 30 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> . Refer to the Corporate Responsibility section of Tabcorp's website at <a href="http://www.tabcorp.com.au/corporate-responsibility">www.tabcorp.com.au/corporate-responsibility</a> .
102-30	Effectiveness of risk management processes	Pages 16 to 19 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-31	Review of economic, environmental, and social topics	Pages 10 and 11
102-32	Highest governance body's role in sustainability reporting	Page 11. The Board has approved Tabcorp's corporate responsibility framework and strategy, which includes enhancing Tabcorp's reporting and transparency in line with the framework.
102-33	Communicating critical concerns	Pages 10 and 11
102-34	Nature and total number of critical concerns	Page 10
102-35	Remuneration policies	Pages 51 to 76 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-36	Process for determining remuneration	Pages 51 to 76 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
102-37	Stakeholders' involvement in remuneration	Refer to pages 52 to 53 and 57 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> . Refer also to pages 9 to 13 of the 2021 Notice of Annual General Meeting available at <a href="http://www.tabcorp.com.au/Investors/AGM">www.tabcorp.com.au/Investors/AGM</a> which contains resolutions (items 3 and 4) seeking shareholder approval of remuneration matters.
102-38	Annual total compensation ratio	Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation for all employees: 19.9
102-39	Percentage increase in annual total compensation ratio	Ratio of the annual total compensation % increase of the highest-paid individual to the median annual total compensation % increase for all employees: 0.0  No changes were made to the MD & CEO's total remuneration in FY21, and none are proposed for FY22. Refer to pages 52 to 54 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 102: General Disclosures 2016 (continued)</b>		
<b>GRI 102: 5. Stakeholder engagement</b>		
102-40	List of stakeholder groups	Page 8
102-41	Collective bargaining agreements	36.0% of employees are covered by an enterprise agreement (excludes contingent workers).
102-42	Identifying and selecting stakeholders	Pages 8 and 9
102-43	Approach to stakeholder engagement	Page 8
102-44	Key topics and concerns raised	Pages 10 and 11
<b>GRI 102: 6. Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	Page 2. Refer also to pages 82, 111 and 112 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> for information about the Tabcorp Group entities which were included in the Financial Report of Tabcorp Holdings Limited (the Company) for the year ended 30 June 2021 which comprised the Company and its subsidiaries (the Group) and the Group's interest in joint arrangements and associates.
102-46	Defining report content and topic Boundaries	Page 2
102-47	List of material topics	Page 10
102-48	Restatements of information	There are no material restatements of information. FY20 paper use data has been restated to adopt a new emissions factor released by the relevant government agency which applied for FY20 and FY21 (refer to page 43).
102-49	Changes in reporting	None
102-50	Reporting period	The Company's financial year from 1 July 2020 to 30 June 2021.
102-51	Date of most recent report	This Report is dated December 2021. The previous year's report was dated December 2020.
102-52	Reporting cycle	Annual reporting cycle in respect of financial years ending 30 June, supplemented with continuous disclosure of material issues reported on Tabcorp's website at <a href="http://www.tabcorp.com.au">www.tabcorp.com.au</a> .
102-53	Contact point for questions regarding the report	Inside back cover
102-54	Claims of reporting in accordance with the GRI Standards	Pages 2 and 44
102-55	GRI content index	Pages 45 to 56
102-56	External assurance	Only in relation to community investment activities, which is verified by the Business for Societal Impact. Refer page 20.

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 200: Economic</b>		
<b>GRI 201: Economic Performance</b>		
201-1	Direct economic value generated and distributed	Page 7. Also refer to page 3 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
201-2	Financial implications and other risks and opportunities due to climate change	Pages 33 and 34. Refer to pages 39 and 40 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
201-3	Defined benefit plan obligations and other retirement plans	Refer to pages 119 to 121 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> for details about Tabcorp's two defined benefit superannuation plans (closed to new entrants). 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.  Under Australian laws, Tabcorp contributes statutory superannuation guarantee contributions from employee's salaries to an employee's nominated superannuation fund, at the rate of 9.5% applicable in FY21 of their ordinary time earnings (subject to meeting certain thresholds), with employees able to voluntarily salary sacrifice additional contributions into their superannuation plan.
201-4	Financial assistance received from government	During FY21, Tabcorp received \$8m in subsidies under the Federal Government's JobKeeper scheme as part of the Government's response to the COVID-19 pandemic. Refer to page 87 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
<b>GRI 202: Market Presence</b>		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not disclosed
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
203-2	Significant indirect economic impacts	Page 7
<b>GRI 204: Procurement Practices</b>		
204-1	Proportion of spending on local suppliers	Page 30. In FY21, 96% of Tabcorp's total procurement spend was with local Australian based suppliers.



## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 200: Economic (continued)</b>		
<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.
205-2	Communication and training about anti-corruption policies and procedures	Applicable to all employees of the Tabcorp Group.
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
<b>GRI 207: Tax</b>		
207-1	Approach to tax	Page 32. Refer also to the document <i>Tabcorp and Taxes</i> available from the Tabcorp website at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
207-2	Tax governance, control, and risk management	Page 32. Refer to the document <i>Tabcorp and Taxes</i> available from the Tabcorp website at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/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 and Compliance Committee in accordance with Tabcorp's Risk Management Framework – refer to pages 16 to 19 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
207-3	Stakeholder engagement and management of concerns related to tax	Page 32. Refer also to the document <i>Tabcorp and Taxes</i> available from the Tabcorp website at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/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 reported amounts</i> available from the Tabcorp website at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> . Refer also to pages 88 and 89 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> for FY21 income tax disclosures and pages 111 and 112 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 36 and 42 to 43
301-2	Recycled input materials used	Not applicable
301-3	Reclaimed products and their packaging materials	Not applicable

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 300: Environmental (continued)</b>		
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organization	Pages 35 and 42
302-2	Energy consumption outside of the organization	Pages 35, 36, 42 and 43
302-3	Energy intensity	Not measured
302-4	Reduction of energy consumption	Pages 34 to 36, 42 and 43
302-5	Reduction in energy requirements of products and services	Not measured
<b>GRI 303: Water and Effluents</b>		
303-1	Interactions with water as a shared resource	Not applicable
303-2	Management of water discharge-related impacts	Not applicable
303-3	Water withdrawal	Not applicable
303-4	Water discharge	Not applicable
303-5	Water consumption	Page 42. 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 35 and 43
305-2	Energy indirect (Scope 2) GHG emissions	Pages 35 and 43
305-3	Other indirect (Scope 3) GHG emissions	Pages 35, 36 and 43
305-4	GHG emissions intensity	Not measured
305-5	Reduction of GHG emissions	Pages 35 and 43
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

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 300: Environmental (continued)</b>		
<b>GRI 306: Effluents and Waste</b>		
306-1	Water discharge by quality and destination	None identified
306-2	Waste by type and disposal method	Page 43
306-3	Significant spills	None identified
306-4	Transport of hazardous waste	None identified
306-5	Water bodies affected by water discharges and/or runoff	None identified
<b>GRI 307: Environmental Compliance</b>		
307-1	Non-compliance with environmental laws and regulations	No environmental breaches have been notified to the Group by any government agency. Refer to page 48 of the 2021 Annual Report available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
<b>GRI 308: Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	Not disclosed
308-2	Negative environmental impacts in the supply chain and actions taken	Not disclosed
<b>GRI 400: Social</b>		
<b>GRI 401: Employment</b>		
401-1	New employee hires and employee turnover	Page 40
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 23, 24 and 41
<b>GRI 402: Labour/Management Relations</b>		
402-1	Minimum notice periods regarding operational changes	Not disclosed
<b>GRI 403: Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	Pages 25, 26 and 40
403-2	Hazard identification, risk assessment, and incident investigation	Pages 25 and 26
403-3	Occupational health services	Page 25
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 25 and 26
403-5	Worker training on occupational health and safety	Page 25
403-6	Promotion of worker health	Pages 25 and 26
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 25 and 26

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 400: Social (continued)</b>		
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 26 and 40
403-10	Work-related ill health	Pages 25 and 26
<b>GRI 404: Training and Education</b>		
404-1	Average hours of training per year per employee	Page 40
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 26 and 27
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 23 and 24. Also refer to pages 27 and 34 of the 2021 Annual Report and pages 25 and 26 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
405-2	Ratio of basic salary and remuneration of women to men	Page 24
<b>GRI 406: Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	In FY21, Tabcorp managed 12 harassment and discrimination matters. Each of these was managed in line with the complaints procedure outlined in Tabcorp's Workplace Behaviour Policy, with each matter taking on average 18 days to resolve with the exception of six long running matters at an average of 119 days. Of the 12 matters, three were resolved with a warning, three were dismissed, one with a settlement, one was mediated and the remainder with a clarification about behaviour expectations. In each matter consideration is given to the causal factors and, where required, changes have been implemented including the provision of training, reaffirming of policies and expectations, and reviews of working arrangements.
<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 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
<b>GRI 408: Child Labour</b>		
408-1	Operations and suppliers at significant risk for incidents of child labour	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
<b>GRI 409: Forced or Compulsory Labour</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .

## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 400: Social (continued)</b>		
<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 412: Human Rights Assessment</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	None
412-2	Employee training on human rights policies or procedures	100%. All employees undertake training in Tabcorp's Code of Conduct which addresses human rights and labour rights.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
413-2	Operations with significant actual and potential negative impacts on local communities	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
<b>GRI 414: Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
414-2	Negative social impacts in the supply chain and actions taken	Pages 30 to 31. Refer also to Tabcorp's 2021 Modern Slavery Statement available at <a href="http://www.tabcorp.com.au/who-we-are/corporate-governance">www.tabcorp.com.au/who-we-are/corporate-governance</a> .
<b>GRI 415: Public Policy</b>		
415-1	Political contributions	Page 33. Refer to page 49 of the 2021 Annual Report and pages 24 and 25 of the 2021 Corporate Governance Statement available at <a href="http://www.tabcorp.com.au/investors/annual-reports">www.tabcorp.com.au/investors/annual-reports</a> .
<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



## GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 400: Social (continued)</b>		
<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 32. In FY21, Tabcorp did not experience any significant breaches of customer privacy.
<b>GRI 419: Socioeconomic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	Not disclosed

The following information is provided to supplement the disclosures contained in the GRI Standards:

- Tabcorp does not supply food or drinks as part of its business model.
- Tabcorp does not use packaging for its products in its business model.

## INDEPENDENT RECOGNITION

Tabcorp's continued progress in corporate responsibility was again recognised through the most recent annual independent assessments for the Dow Jones Sustainability Index (DJSI) released in November 2021 and the FTSE4Good Index released in July 2021.



Tabcorp retained its global leadership ranking in the Casinos and Gaming sector in the annual DJSI assessment, representing the second consecutive year for this achievement. Tabcorp is a member of the DJSI World, DJSI Asia Pacific and DJSI Australia Indexes.



Tabcorp also retained its 100th percentile ranking and leader of the world Travel and Leisure sector in the FTSE4Good Index for the second consecutive year.

Tabcorp also responded to the annual CDP Climate Change impact assessment, as well as other assessments and enquiries from stakeholders about our environmental, social and governance practices and performance.

### Member of **Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

Tabcorp Holdings Limited participated in the 2021 DJSI assessment, which analysed the Environmental, Social and Governance (ESG) practices of over 5,200 of the largest listed companies from around the world. In 2021, 26 companies in the global Casinos and Gaming sector were assessed for inclusion in the DJSI. The DJSI is part of the family of S&P Dow Jones Indices which operate in the US and global stock markets. The DJSI is used by investors to identify and track leading sustainable companies for long term investment potential.



**FTSE4Good**

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Tabcorp Holdings Limited has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.



Tabcorp Holdings Limited discloses its climate change impact through CDP, a global non-profit that runs the world's leading environmental disclosure platform. CDP drives companies and governments to reduce their greenhouse gas emissions, safeguard water resources and protect forests. Over 13,000 companies with over 64% of global market capitalization disclosed environmental data through CDP in 2021. This is in addition to the over 1,100 cities, states and regions who disclosed, making CDP's platform one of the richest sources of information globally on how companies and governments are driving environmental change.

# COMPANY DIRECTORY

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## Follow us on social media



## Corporate information

Tabcorp Holdings Limited (Tabcorp) is a company limited by shares that is incorporated and domiciled in Australia.

## Stock exchange listing

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

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## Investment warning

Past performance of shares is not necessarily a guide to future performance. The value of investments and any income from them is not guaranteed and can fall as well as rise. Tabcorp recommends investors seek independent professional advice before making investment decisions.

## Privacy

Tabcorp respects the privacy of its stakeholders. Tabcorp's Privacy Policy is available on the Company's website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

## Trade marks

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## Currency

References to currency are in Australian dollars unless otherwise stated.

## Feedback

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

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