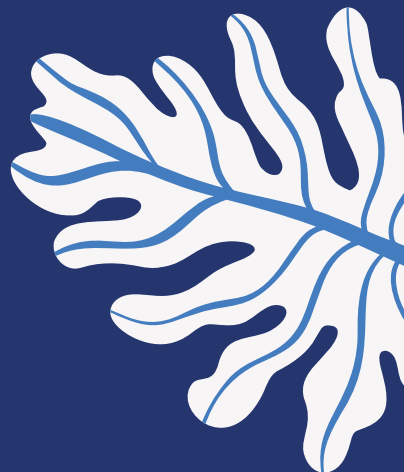
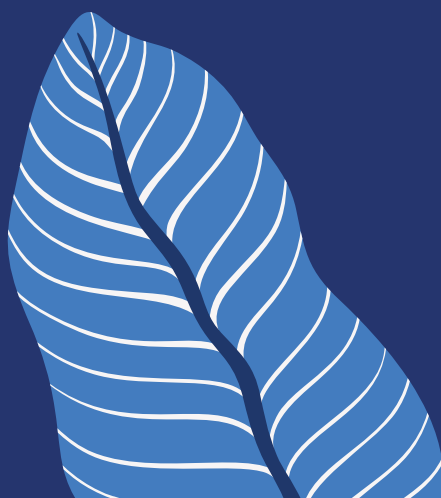
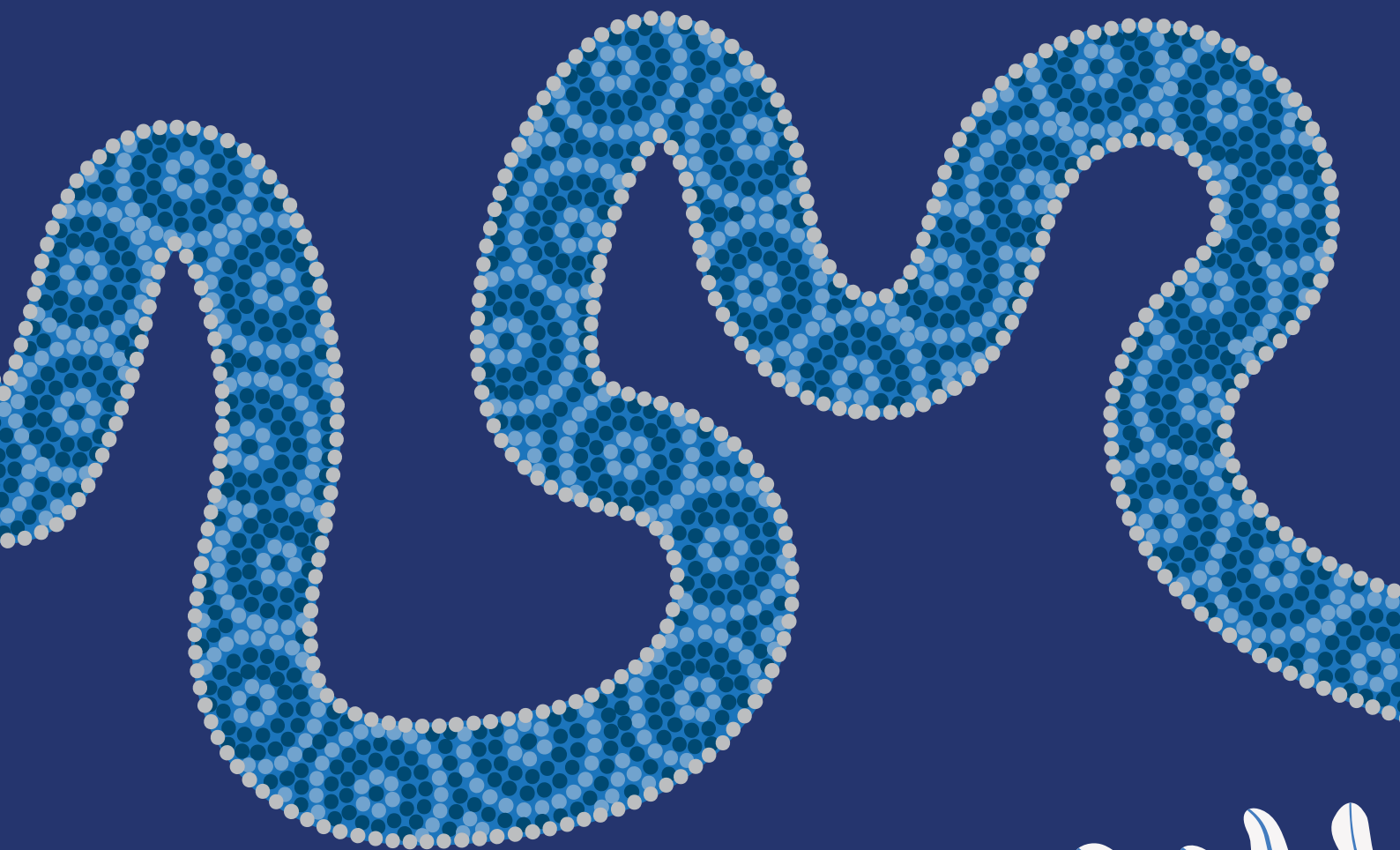


Sustainability Report 2023



For the year ended 30 June 2023



Jumbo Interactive Limited
ABN 66 009 189 128

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Acknowledgment of country

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

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

About this report

The 2023 Sustainability Report for Jumbo explains our approach and progress towards creating a socially responsible and sustainable business with effective governance that positively impacts our people, customers and communities, while delivering long-term value for shareholders. We published this report on 25 August 2023 as part of our annual reporting suite of documents. It covers the period 1 July 2022 to 30 June 2023 and is focused on Jumbo's Australian business operations, unless otherwise stated. In determining the content for inclusion, notably the material topics facing Jumbo, we referenced the Sustainable Accounting Standards Board (**SASB**) Foundation, UN Sustainable Development Goals (**UNSDGs**) and industry specific standards. All dollar values are in Australian dollars (**A\$**) and year referenced pertains to year 1 July to 30 June unless otherwise stated. The information enclosed in this report has not been subject to review by our external auditor. Please direct any questions on this report or topics related to sustainability to investor@jumbointeractive.com.

About Jumbo

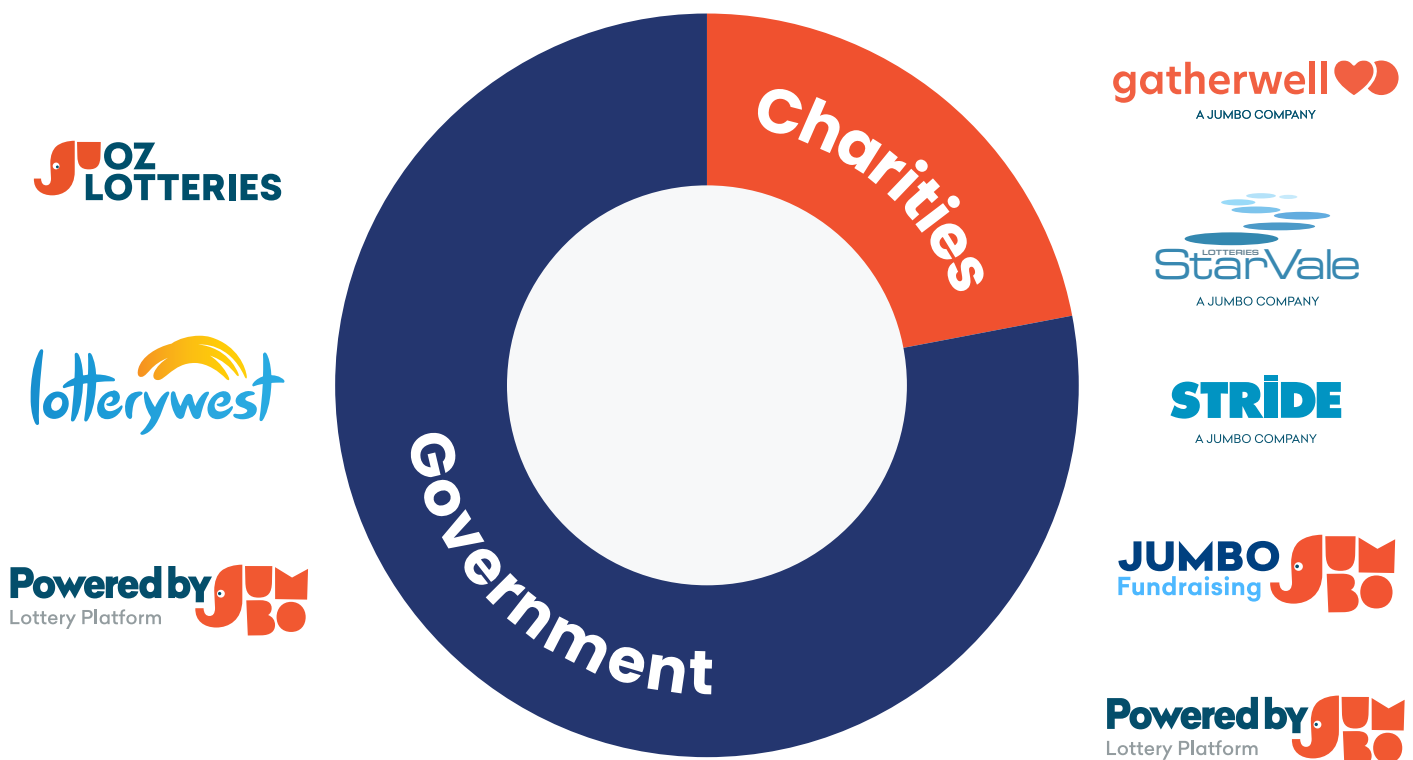
Jumbo is a digital lottery specialist. We provide our proprietary lottery software platforms and lottery management expertise to the charity and government lottery sectors in Australia and globally.

Our mission is to **create positive social impact through making lotteries easier** and our vision is to become **the number one choice in digital lottery and services** around the world.

Our innovative and player-centric approach to digital lotteries and online retailing make us the platform of choice for more than four million active players and more than 14,000 good causes. Our platform and superior player experience is scalable and caters for causes ranging from local causes to large state lotteries.

Jumbo was founded by Chief Executive Officer (CEO) Mike Veverka in 1995 with a single computer and listed the business on the ASX in 1999. Since then it has matured into a leading digital lottery retailer and lottery software provider with over 250 employees across Australasia, the United Kingdom (UK) and Canada. In FY23, Jumbo helped raise over \$235m for good causes for our charity partners¹.

Business mix (based on FY23 revenue)



¹. Return to cause funds raised by our charity partners, excluding state based lottery taxes from Lotterywest and The Lottery Corporation.

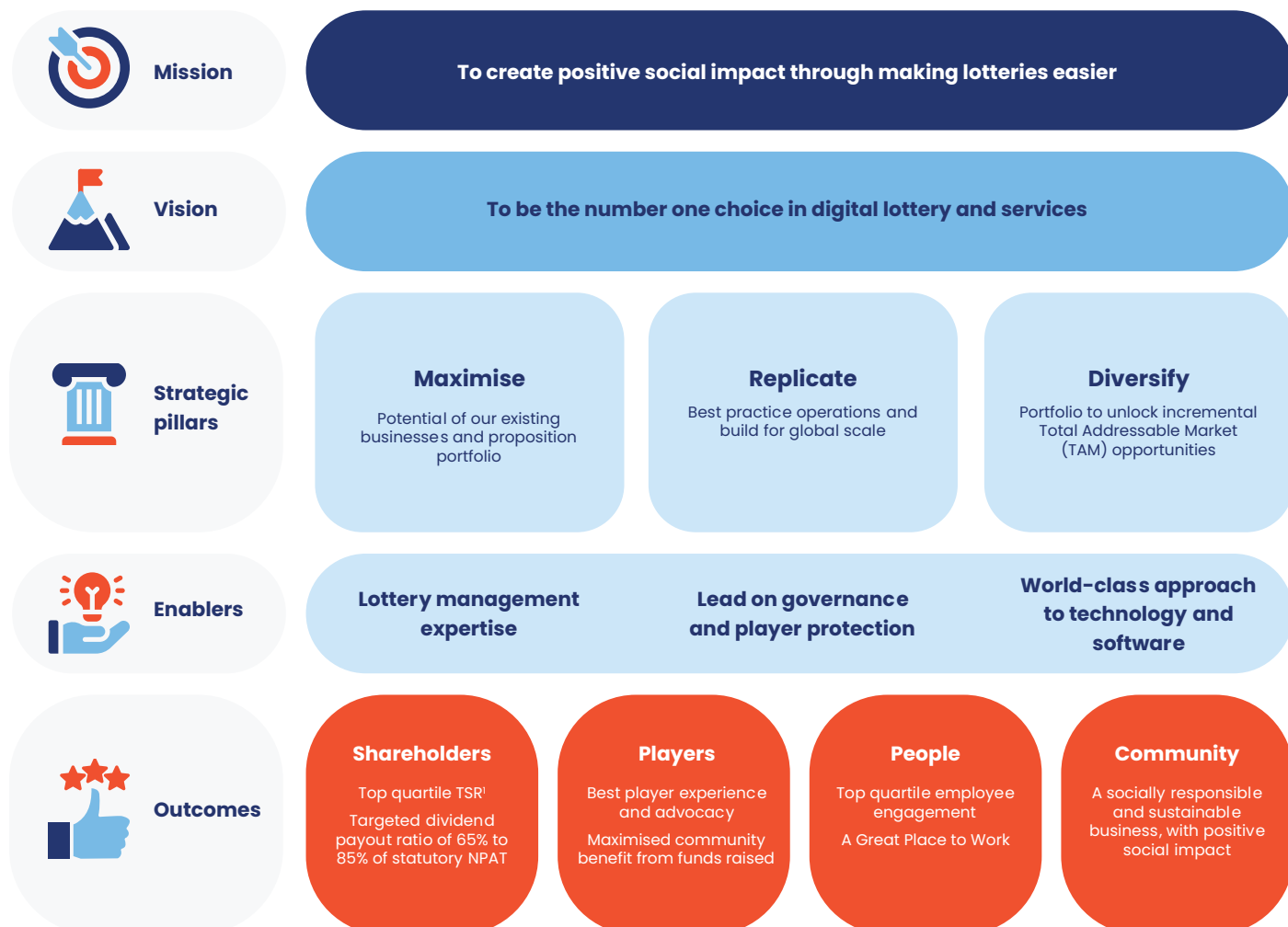
A clear strategy to deliver value for all our key stakeholders

Jumbo is on a mission to create positive social impact through making lotteries easier. Our vision is to be the number one choice in digital lottery and services.

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

- ✓ **Maximise** the potential of our existing businesses and proposition portfolio, particularly the Australian lottery retailing segment.
- ✓ **Replicate** best-practice operations and learnings from lottery retailing into our other operating segments and build for global scale.
- ✓ **Diversify** the portfolio to unlock incremental total addressable market (TAM) opportunities and create new revenue streams.

The lottery management expertise Jumbo has developed over the last 25 years and our world-class approach to technology and software underpin the success of our strategy.



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

Sustainability highlights

\$235 million
in FY23 for good causes¹

252 Employees
134 in Australia
89 in UK
25 in Canada
4 in other



Certified as a
Great Place to Work

Climate Active

FY2022 certification
undergoing assessment²

77%
Employee
engagement
score

Gender diversity -
female representation

50% Board
28% Senior Leadership Group
44% Group

Issued first

**Modern
Slavery
Statement**

December 2022

Australian operations³
**Carbon
neutral**

40:40 VISION

Continued commitment to
HESTA's vision
to increase the proportion of
women in senior leadership roles

\$250,000

each year in community
sponsorships and donations

89%
customer
satisfaction⁴

**Reflect
Reconciliation
Action Plan (RAP)**

officially accredited by
Reconciliation Australia

1. Return-to-cause funds raised by charity partners, excluding state based lottery taxes from Lotterywest and The Lottery Corporation.
2. Following an extensive internal process including independent verification, we expect to meet the criteria in order to achieve Climate Active Certification. Our certification feedback is still under review due to delays in processing as notified by Climate Active.
3. Offset Jumbo's 2019 and 2022 carbon emissions through offset investment.
4. Lottery retailing for the 12-month period ended 30 June 2023.

Message from our Chair and CEO

Welcome to our second Sustainability Report. This year we have enhanced our sustainability strategy and are excited to share the progress Jumbo has made.

More than ever before, stakeholders are holding businesses to the highest standards of integrity, responsibility and transparency – and this is a good thing. Those businesses that strive to do the right thing for their communities in the long term, can be trusted to make the right decisions for their own success in the short term as well.

Creating positive social impact

At Jumbo we are on a mission to create positive social impact by making lotteries easier. We are conscious of our impact on our immediate stakeholders – including players, clients, employees, and shareholders – and proud of the important contribution we make to the broader community by making lotteries easier for the charitable sector.

Our key achievements

Sustainability has been in the front of our minds this year at Jumbo. We are pleased to report on how we have performed on our sustainability priorities at 30 June 2023, they include:

- ✓ Carbon neutral emissions for FY22 for AU operations
- ✓ 40% gender diversity at both the Board and Group level
- 89% customer satisfaction score against our 90% target in lottery retailing.

Our journey

Last year our sustainability efforts were foundational. This year we have enhanced our strategy and built capacity to achieve our objectives.

We appointed a Sustainability Lead, who reports directly to the Board and coordinates the cross-functional Sustainability Council to develop and deliver our sustainability program.

Material risks and opportunities

Sustainability is a broad topic and we have set out to understand what it means at Jumbo to ensure we are meaningfully addressing the key topics and identifying the material risks and opportunities.

Strong governance, conduct and ethics are fundamental to our business, our partners and our players. We regularly assess our governance and management structure to ensure we are ready to respond to legislation in our industry, both domestically and internationally. During the year we comprehensively reviewed Jumbo's core ethics and conduct policies and introduced additional supplier assessment processes to enhance our risk management practices.

We engaged with our stakeholders to ensure we are adequately addressing and reporting on the sustainability matters which are most important to them.

Player welfare

While our best-in-class lottery software combined with our digital marketing expertise has led to strong active player and ticket sales growth over the years, our priority is always the welfare of our players. Through our digital offering, we monitor ticket sales in real time and can proactively promote responsible play. We are committed to using technology to deliver a fun and safe, industry-leading play experience.

Governance

In a regulated industry like ours, strong governance, conduct, and ethics are prerequisites for doing business, especially when you are working across multiple jurisdictions, as we do.

Despite heightened scrutiny of the gaming sector, it is recognized that lottery services, particularly those offered by charitable organisations, pose a low risk of societal harm. Accordingly, lottery services are not included in the upcoming suite of legislation proposing to ban the use of credit cards for online wagering in Australia and ban online gambling advertising across all media. Similarly, the measures proposed in the UK government's white paper on modernising the UK Gambling Act for the digital age, do not significantly affect Jumbo's existing operations.

Cyber resilience

More than ever, data protection, cyber risk and resilience are among the most discussed topics around the Board table. The executive leadership team and Board work closely to stay abreast of emerging data security regulation and best-practice trends, including scenario testing, to maintain the integrity of our service offering and create a safe and trustworthy environment where customers can play with confidence. We have increased the training for Board and Executives on cyber matters including the use of independent subject matter experts.

Environment

This year we have been developing our environmental strategy to achieve the Climate Active certification as this assures the accuracy and credibility of our carbon emission reporting. Following an extensive internal process including independent verification, we expect to meet the criteria in order to achieve Climate Active Certification. Our certification feedback is still under review.

due to delays in processing as notified by Climate Active.

To transition from our former emission calculation basis, we have recalibrated our targets to reflect the opportunities for reduction across scopes now that Jumbo has verified granular carbon inventory data.

We are now targeting net zero carbon emissions for our Australian operations by 2030; whereby scope 1 and 2 emissions are eliminated, incremental reductions are targeted across scope 3, and remaining carbon emissions are offset through the purchase of qualified carbon credits. At this stage, we are focused on our Australian operations with plans to expand to our international subsidiaries in the coming years.

Sustainability disclosures

We have been monitoring the sustainability regulatory and reporting developments to determine our path to compliance with the International Sustainability Standards Board (ISSB) disclosures. In 2024, Jumbo will undertake an in-depth review to identify the necessary steps to compliance.

Reconciliation

Our Reflect Reconciliation Action Plan is endorsed by Reconciliation Australia, and we are partnering with external cultural educators to raise awareness and celebrate First Nations cultures. We are proud to showcase local Yugambeh artist, Chad Briggs' artwork in this year's Sustainability Report and in the foyer of our Brisbane office.

Modern slavery

During the year we lodged our first Modern Slavery Statement and have enhanced our supplier selection and review process as part of our three-year roadmap to ensure our supply chain is sustainable and ethical.

Culture

We are delighted Jumbo was globally recognised as a Great Place to Work in April 2023. As a technology business, we must ensure Jumbo remains an attractive destination for top technology talent and that we offer best-in-class tools, varied and interesting projects, and a great culture to retain them.

Jumbo's commitment to diversity, equity, inclusion and belonging (DEIB) remains strong, with a refreshed DEIB Commitment focusing on accountability, access, education and community. Through targeted actions, we are fostering an inclusive and psychologically safe work environment where our people have an equal voice and opportunity to thrive.

We have enriched our commitment to the community through corporate sponsorships that align with our vision, mission and core values, including Women in Lottery Leadership, Women in Digital, Wattlenest and Paralympics Australia.

We understand that setting and delivering on a strong sustainability strategy creates a resilient business and drives value for all stakeholders. This report outlines the progress we have made and where we are planning to improve. Thank you for joining us on this journey.



Susan Forrester AM

Chair and Non-Executive Director



Mike Veverka

Chief Executive Officer and Executive Director

Our approach to sustainability

Jumbo is committed to being a socially responsible and sustainable business with effective governance that positively impacts our people, customers and communities, while delivering long-term value for our shareholders. We also commit to sharing our journey transparently: we are striving for progress over perfection. Many initiatives are predominantly focused on Australian operations, but we plan to expand our scope to international operations once they are fully integrated.

Our sustainability program is delivered by our Sustainability Council: a cross functional team including Legal, Marketing, People & Culture, Investor Relations, Corporate Affairs and led by our Head of Risk, Sustainability and Internal Audit who reports directly to the Board of Directors (**Board**).

The Sustainability Council monitors developments among our peers, markets, regulators and other stakeholders to make recommendations to the Board.

Governance of the sustainability program is led by the Board; the Directors approved the sustainability strategy and direction, and the progress of initiatives are routinely reported and discussed at Board meetings. Operationally, the People and Culture Committee (**PCC**) and Audit and Risk Management Committee (**ARC**) monitor sustainability risks and opportunities associated with their Charters. For example, the PCC brings a holistic focus to aspects of people and culture including remuneration, diversity and inclusion, employee experience, learning and development and our culture. The ARC has oversight of key audit and risk-related topics such as privacy, data governance, cyber security, regulatory compliance and risk management including oversight of climate-related risks and opportunities.

We are constantly reviewing our Board model and composition to ensure we have the right balance of experience, skills and diversity of outlook to lead Jumbo.

For the 2023 financial year, the executive and employee short term incentive performance metrics reflect

alignment between strategic objectives, shareholder returns and consideration of sustainability risks and performance. Jumbo's leadership team are accountable for achieving incentive targets including gender diversity, Climate Active Certification, Carbon Neutral status, and sustainability benchmarking.

This report aligns with the SASB framework, promotes the UN Sustainable Development Goals (**UNSDGs**) and has been prepared with general reference to the Global Reporting Initiative (**GRI**) Standards. We will build capacity, expertise and commence data collection to prepare for International Sustainability Standards Board (**ISSB**) reporting compliance in the coming years.

SUSTAINABLE DEVELOPMENT GOALS



We have indicated the relevant Sustainable Development Goal supported by each section of the report.

Strategy and priorities

Jumbo has a sustainability approach based on continuous improvement and material relevance to our business model, corporate strategy and enterprise risks. We have structured our sustainability approach, initiatives and reporting into four key categories with relevant stakeholder groups for our sustainability program going forward:

- ✓ Our business
- ✓ Our people
- ✓ Our players
- ✓ Our community.

2023 areas of focus

- ✓ Diversity: We aspire to make diversity, equality, and inclusion part of our everyday. If we get this right, it will shape our business with the best of ideas, empower our people, and positively impact our players.



Stakeholder engagement

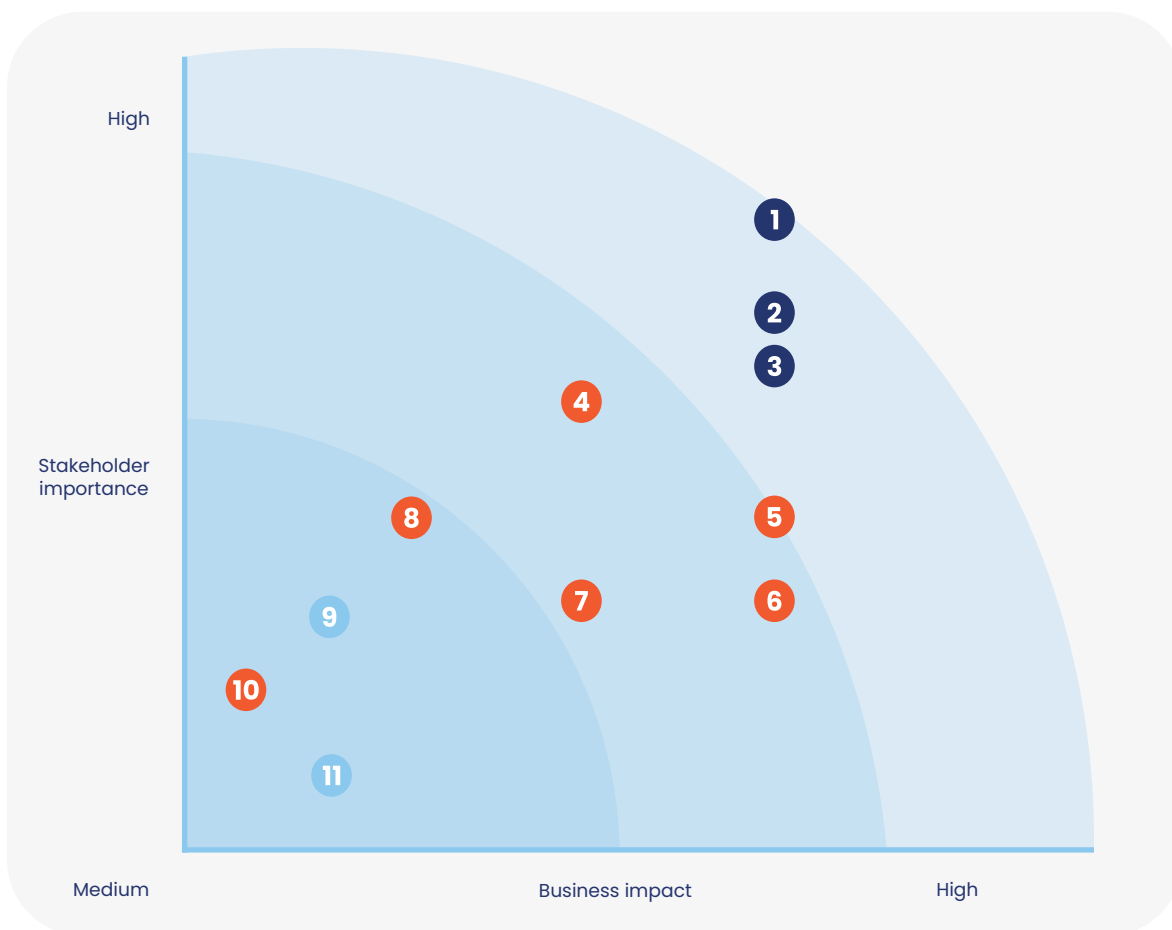
Jumbo's success depends on meeting the expectations of our stakeholders. To get this right, we engage with them throughout the year, ensuring we address and report on the matters most important to each stakeholder.

Stakeholder group	Method of engagement	Areas of focus
Customers/players	<ul style="list-style-type: none"> • Player feedback via Customer Support team interactions and surveys • EDMs, push notifications, in-app messaging • Focus groups and player interviews for feedback on design and features • Reviews on Apple and Google Play stores 	<ul style="list-style-type: none"> • Player experience • Design/features • Customer satisfaction • Speed of response • Privacy of customer data • Issue resolution
Partners/clients	<ul style="list-style-type: none"> • Client proposals and contracting • Performance reviews • Ad-hoc meetings • Surveys • Collaboration on system enhancements, marketing • Plans and product development 	<ul style="list-style-type: none"> • Regulatory and legal compliance • Performance – such as service levels, uptime, and marketing KPIs • Data protection and cyber security • Platform and service reliability and enhancements • Lottery management expertise • Sound governance • Modern slavery prevention
Employees	<ul style="list-style-type: none"> • Internal communication and collaboration tools • Employee surveys and feedback channels • Company events, town halls and conferences 	<ul style="list-style-type: none"> • Diversity, equity, inclusion and belonging • Talent attraction, development and retention • Health, safety and wellbeing • Compensation and benefits • Work life balance

Stakeholder group	Method of engagement	Areas of focus
Shareholders and analysts	<ul style="list-style-type: none"> • Half year and full year results presentations • Investor roadshows and meetings • Investor conferences • Annual Report • ASX announcements • Annual General Meetings • ESG Rating Agencies 	<ul style="list-style-type: none"> • Revenue and earnings growth • Strategy execution • Dividends • Board structure and remuneration • ESG strategy and performance • Transparency and disclosure • Cyber security and data governance • Mergers and acquisitions
Government and regulators	<ul style="list-style-type: none"> • Industry conferences • Application and permit-seeking process • Product development engagement • Ad-hoc meetings with regulators • Ongoing correspondence 	<ul style="list-style-type: none"> • Responsible Play • ISO certification • Regulatory compliance (including data protection and privacy, Corporations Act, Payment Card Industry Data Security Standards and taxation) • Fraud • Corporate governance • ASX compliance
Suppliers and partners	<ul style="list-style-type: none"> • Operational meetings with key suppliers • Service level meetings • Industry conferences (WLA, APLA) • Contracting and contract renewals 	<ul style="list-style-type: none"> • Regulatory compliance • Service levels • Sustainable supply chain • Cyber and data security
Community	<ul style="list-style-type: none"> • Sponsorships and donations • Reconciliation Working Group • Meetings, conferences and events 	<ul style="list-style-type: none"> • Reconciliation Action Plan • Gender and cultural diversity • Community investment
Media and public relations	<ul style="list-style-type: none"> • Media releases • Social media channels • Advocacy 	<ul style="list-style-type: none"> • Responsible Play • Business performance • Life-changing events for lottery winners

Materiality assessment

Throughout the year our stakeholders have told us which sustainability topics are most important to them. Jumbo's materiality matrix has been refined to reflect these expectations.



Governance

- 1 Data protection
- 2 Responsible play and player protection
- 3 Governance, ethics and culture

Environmental

- 9 Climate change and environmental impact
- 11 Ethical and Sustainable supply chain

Social

- 4 Foster talent
- 5 Employee health, safety and wellbeing
- 6 Player experience
- 7 Diversity, equity, inclusion and belonging
- 8 Empowering charities
- 10 Community engagement, donations and sponsorships

Our business



Corporate governance

Structure

In a regulated industry like ours, strong governance, conduct, and ethics are prerequisites for doing business, especially when you are working across multiple jurisdictions, as we do.

Corporate Governance Framework

Jumbo has the Corporate Governance Framework and decision-making flow in place to navigate the complexities of the legislative environment.



We have expanded the Board and Senior Leadership learning and development program to include exposure to subject matter experts in targeted areas relevant to Jumbo's operations and emerging risk issues.

This year we have transitioned from BDO to EY for external audit services. BDO has been Jumbo's auditor for over 10 years and the Board's decision to appoint EY was made following a competitive tender process.

Risk management

Our Board has delegated responsibility for setting our Risk Framework, risk appetite and the Risk Management Policy to guide our business strategy to the Audit and Risk Management Committee (**ARC**).

These are the three pillars of risk management at Jumbo:



Framework

- ✓ Strategies, policies, processes and analysis



Culture

- ✓ Tone at the top
- ✓ Roles and accountabilities
- ✓ Education and awareness
- ✓ Capability, interpersonal and technical skills



Governance

Employ the three lines model:

- ✓ Board and ARC
- ✓ Management
- ✓ Assurance

Risk management framework



Strategy



Risk appetite statement



Policy framework: protocols, designated authorities



Risk management process: identify, assess, respond, report and monitor



Risk and assurance function



Risk modelling



Compliance framework: monitor and report

Risk culture

Jumbo encourages a culture of honest and ethical behaviour. Our core values, our Code of Conduct and Jumbo's governance framework ensure we always do the right thing.

Key risk areas in focus are as follows.

Integration

Jumbo has expanded our international presence and addressable market through the acquisition of Stride in June 2022 and StarVale in November 2022.

Both businesses have undergone a multi-level internal review to ensure alignment to the goals of integration and appropriate accountability to deliver these goals.

Jumbo has also bolstered resourcing to ensure the right balance is struck between cultural fit and the achieving an efficient integration.

Expansion

We see a substantial opportunity for Jumbo to grow in our priority markets of Australia, the UK and Canada. During the year Jumbo has been analysing the domestic and international market to identify opportunities to acquire lottery-management companies. Our analysis ensures the opportunity and the investment it requires is not at the expense of the core business.

While we pursue the international expansion strategy, we are

also monitoring the broader macroeconomic conditions. The inflationary economy and cost-of-living pressures have been more pronounced in certain markets; the potential reduction in discretionary spending is being factored into target analysis.

Data protection and cyber resilience

Data governance is a strong risk focus and one of our most important compliance processes. During the year, we have added resourcing to refresh our data-governance strategy and minimise future risk by rationalising the data we collect and the period for which it is retained. We are closely following both the developments around the Australian Privacy Act and international legislation to ensure we are keeping pace with best practice data protection globally.

From its inception Jumbo has been an e-commerce and predominantly digital business and cyber risk has been a constant hazard. We will continue to monitor and prepare for future cyber threats.

In particular, over the past 12 months, we have been building a common understanding of good security posture and hygiene across the business from the customer-facing and operational employees through to the Board.

Regulatory compliance

We operate across an increasingly complex regulatory landscape in both our domestic and international markets. We work to ensure compliance with our regulatory obligations and proactively monitor legislative developments to help ensure we are safeguarding our future operations.

Sustainability

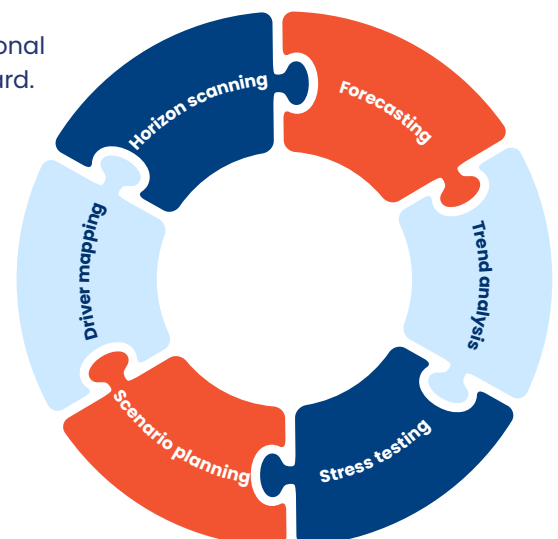
Jumbo's success depends on meeting the expectations of our stakeholders. Their expectations are increasing and we are monitoring the legislative and reporting changes which are anticipated in the near future.

This year is the second year for our Sustainability Council, and we are better positioned to prioritise the sustainability matters that are material to our stakeholders.

Planning for future

We are constantly scanning data points to determine leading risk indicators. We consider market sentiment, world economic forum global risk reports, regulator action and emerging domestic and international legislation.

We review and test business continuity and incident response plans annually to ensure they are relevant and adequate to restore operations following an event.



Ethics and culture

Guided by our Code of Conduct and our core values, Jumbo has developed and maintained a strong, ethical culture, which is critical to our success.

Our Code of Conduct is the backbone of Group policy and procedures; all new starters review and acknowledge it when they join us.

Each of our Group policies links to a relevant value, imbuing each policy with a link between doing what is required and doing the right thing. In fact, Jumbo's values are widely integrated into policies, recognition awards, and communication.

To maintain relevance, each Group policy is annually reviewed by our senior leadership group and re-approved by the Board. This year, Jumbo streamlined Group policies by:

- ✓ Developing overarching policies that outline underlying legal or regulatory requirements
- ✓ Creating adjunct procedures that are living documents, allowing departments to evolve processes without large-scale policy review.

This approach, combined with the annual review of Group policies, allows the business to operate more efficiently while ensuring that processes and procedures have a firm grounding in our legal obligations.

A recent refresh of our learning-management system will provide a modern platform for employee onboarding training, scheduled compliance-based training (such as modern slavery, whistleblowing, and privacy) and allow access to various self-guided training modules.

It also provides the ability to regularly update employees on changes to laws, regulations or industry practices through mandated refresher training modules.

Our Whistleblowing Policy provides a mechanism for employees to anonymously report unethical or unlawful behaviour, either internally or to an independent external whistleblowing reporting service.

Recent changes to our procurement process requires employees to assess the risk of modern slavery from external suppliers. In doing so, we will be able to identify and disengage from suppliers who may endorse or facilitate modern slavery in their supply chain more easily.

Jumbo core values



**We are open
and respectful**



We are adaptable



We take ownership



**We create
possibilities**



**We exist for
our customers**

Regulatory environment

More than ever before, stakeholders are holding businesses to a high standard of integrity, responsibility and transparency.

And in a regulated industry like ours, strong governance, conduct, and ethics are prerequisites for doing business, especially when you are working across multiple jurisdictions, as we do.

We strive to do the right thing and operate in line with regulatory obligations and stakeholder expectations.

We monitor and respond to the complex regulatory landscape across jurisdictions to ensure best practice within the gaming industry.

This includes, in some instances, operating in a manner above regulatory requirements, such as implementing anti-money laundering and counter-terrorism financing processes to safeguard the business from such risk in circumstances where no obligation to do so exists.

Jumbo's legal resources are focused on regulatory compliance and best-practice corporate governance in four areas:

- ✓ Responsible play and licensing requirements
- ✓ Data security and privacy
- ✓ Procurement practices which recognise and mitigate the risk of modern slavery
- ✓ Sales and marketing practices.

The Australian regulators such as the Australian Securities and Investments Commission (**ASIC**) and the Australian Competition and Consumer Commission (**ACCC**) have stated their interest in corporate behaviour labelled as 'greenwashing', a practice where companies promote sustainability credentials or initiatives without having a reasonable basis for doing so.

Jumbo is determined to ensure that its stated commitments to deliver positive outcomes in sustainability or environmental practices are met through adherence to regulator and industry expectations and are aligned with best-practice ESG guidelines.

Responsible tax strategy and transparency

Jumbo has a conservative risk appetite to taxation as directed by our Tax Risk Management Policy, and we adopt a tax strategy to reflect this.

The Chief Financial Officer (**CFO**) and Finance Team oversee and monitor the tax risk of all entities within the Group. The CFO is accountable for ensuring that appropriate controls are in place to identify and manage tax risks. We are supported by external specialists to ensure we are conducting our tax affairs appropriately.

Our Tax Risk Management Policy is endorsed by the Board which has oversight of this policy. The Board has delegated responsibility for reviewing the management of tax risk to the Audit and Risk Management Committee, whose responsibilities are set out in the Audit and Risk Management Committee Charter.

Environmental impact

Measure

This year Jumbo elected to pursue Climate Active certification to calculate and offset carbon emissions for our Australian operations. The Climate Active certification is the only government-accredited carbon neutral certification scheme in Australia and the process includes:

- ✓ Counting carbon emissions
- ✓ Verifying this carbon inventory through external assurance
- ✓ Purchasing eligible offsets to achieve carbon neutrality
- ✓ Setting reduction targets.

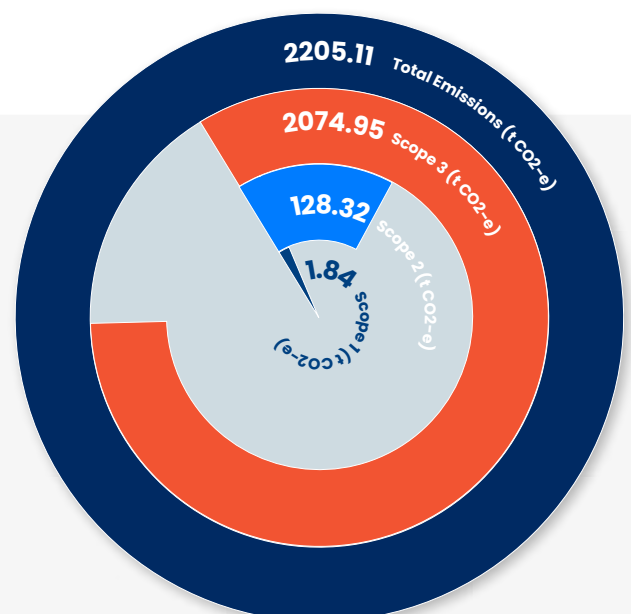
The Climate Active certification “is one of the most rigorous in the world.”¹

The Climate Active carbon-inventory calculation for Australian operations for the year ended 30 June 2022 has shifted from Jumbo’s previous baseline (year ended 30 June 2019). This stems from using a more rigorous carbon emissions calculation method and having a more accurate measure of Jumbo’s impact as our operations return to normal after COVID-19.



Under Climate Active, we collected detailed data, including employee surveys and waste audits, to calculate Jumbo’s Australian carbon inventory. This was then verified through an external technical assessment and an external third-party verifier. We expect to meet the criteria in order to achieve Climate Active Certification. Our certification feedback is still under review due to delays in processing as notified by Climate Active.

The 2022 carbon baseline is larger than the 2019 baseline, because we used a more rigorous process and external assurance. We now have greater clarity and confidence in our carbon baseline and scope composition. We have also re-aligned our targets with the most realistic and accessible reduction opportunities. We are committed to transparency and authenticity in our progress.



*Carbon emissions offset through the purchase of carbon credits = carbon neutral

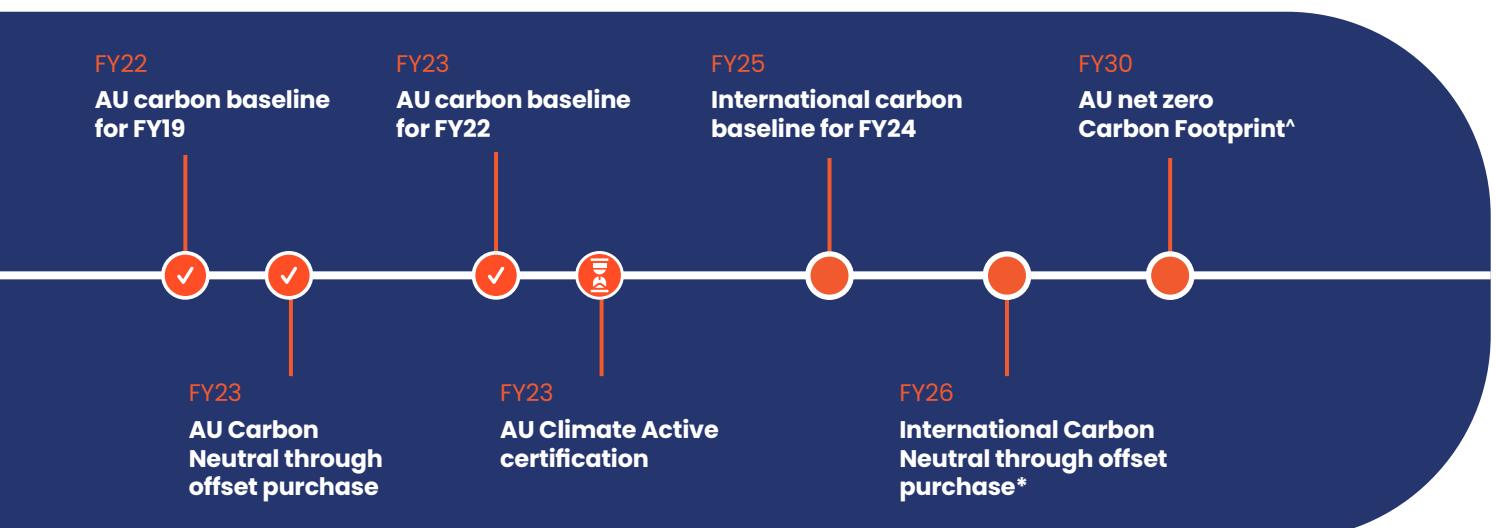
1. <https://www.climateactive.org.au/what-climate-active/about-us>
2. For Australian operations only

FY22 carbon baseline breakdown by scope²

FY22 Carbon baseline breakdown by category: (t CO₂-e)

Category	Scope 1	Scope 2	Scope 3	Total	%
Professional services			1354.69	1354.69	61.43%
Electricity		128.32	156.59	284.92	12.92%
Transport (air)			199.65	199.65	9.05%
Transport (land and sea)	1.84		124.46	126.31	5.73%
ICT services and equipment			122.70	122.70	5.56%
Postage, courier and freight			43.00	43.00	1.95%
Food			29.51	29.51	1.34%
Waste			15.82	15.82	0.72%
Cleaning and chemicals			10.87	10.87	0.49%
Working from home			8.22	8.22	0.37%
Office equipment and supplies			5.19	5.19	0.24%
Water			2.26	2.26	0.10%
Accommodation and facilities			1.98	1.98	0.09%
2022 total	1.84	128.32	2074.95	2205.11	100%
	0.1%	5.8%	94.1%	100%	

As a technology company, Jumbo's scope 1 and 2 carbon emissions are limited to Jumbo's facilities and vehicle. Sixty-one percent (61%) of Jumbo's carbon emissions are generated by professional services in the upstream supply chain and will be challenging to reduce in the near term. We have recalibrated our net zero target for Australian operations to FY2030 and are aiming to reduce carbon emissions by 20% based off our 2022 carbon emission baseline. This includes the elimination of scope 1 and scope 2 carbon emissions and incremental targeted reductions across other categories through sustainability initiatives. Jumbo will offset any remaining carbon emissions through an investment in eligible carbon credit units.

Revised carbon net zero roadmap

*For international subsidiaries under complete Jumbo ownership for the full reporting period.

^20% reduction in carbon emissions against 2022 baseline and remaining carbon emissions are offset through the purchase of qualified carbon credits.

Reduce

While the physical footprint of our Australian operations is limited to our head office in Brisbane and a satellite office in Melbourne, we are playing our part to reduce our impact on the environment.

Waste

- ✓ Waste separation system: paper, cardboard, cans, bottles, printer toners, batteries, technology and electronic waste are recycled.
- ✓ A waste audit in the Brisbane office this year quantified the waste generated and identified opportunities for reduction.

Energy

- ✓ Jumbo uses Equinix for our Data centre needs. Equinix uses 96% renewable energy globally and are targeting 100% renewable energy use by 2030.

Stakeholder engagement

- ✓ **Landlords and property agents:** Jumbo engaged with our Brisbane and Melbourne office landlords and property agents to collect energy data and identify opportunities to reduce our energy and water consumption, improve waste separation, and review transitioning to renewable energy sources.
- ✓ **Suppliers:** Our new supplier selection process will help us to identify suppliers that are Climate Active certified or carbon neutral, more easily.
- ✓ **Employees:** We are engaging our employees through training and knowledge sharing about sustainability, end-of-trip facilities to encourage active travel to the office, reusable coffee cups and water bottles, and technology recycling.

Transport

- ✓ Our business travel policy now restricts us to essential travel and limits the classes of air travel permitted.

Investing in offsets

Offsets

During the year we invested in eligible carbon units to offset both the 2019 and 2022 carbon emissions. We are proud that our Australian operations are carbon neutral and we look forward to working towards net zero in 2030.

2019

During the year Jumbo purchased 1,103.9 t CO₂-e offsets and planted 6,292 trees through the trace-managed portfolio of credits, equating to an extra 141.4 t CO₂-e sequestered over the trees' lifetime.

We invested in the following projects:

Nepalese Efficient Cookstoves

The Nepalese Efficient Cookstoves project distributes improved cooking stoves with modern design features, such as a built-in metal or ceramic combustion chamber, to families throughout Nepal. This ensures the stove is safer, more efficient, has a longer lifespan (around seven years) and emits less harmful smoke.

Coorong Lakes Biodiversity Conservation

In partnership with the traditional owners, the Coorong Lakes Biodiversity project protects and restores the native landscape of the South Australian Coorong region to produce biodiversity credits.

Katingan Peatlands Conservation

The Katingan Project is the world's largest emission-reduction forest project, preventing the release of 7.5 million tonnes of CO₂ on average annually – the equivalent of removing 2 million cars off the road each year. Protecting this area of forest is critical to avoiding the release of the largest forest-based store of carbon in the world into the atmosphere.

Cool Fire Traditional Land Management

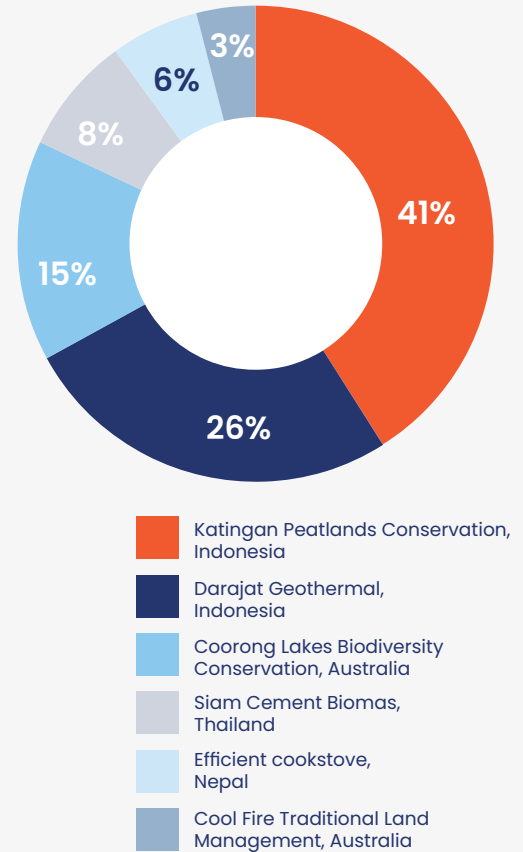
The Cool Fire Traditional Land Management project combines the knowledge and skills of Aboriginal Traditional Owners with contemporary technology to accomplish highly sophisticated landscape-scale fire management in the Northern Territory.

Siam Cement Biomass

The Siam Cement Biomass project modifies five cement manufacturing plants from burning fossil fuels to largely replace this with renewable biomass, such as rice husks, wood processing residues and other agricultural waste.

Darajat Geothermal

The Darajat Geothermal project supports one of the most efficient geothermal plants in the world – Darajat Unit III. The power generated by the plant avoids greenhouse gas emissions usually associated with electricity generation by using Indonesia's geothermal resources. Continued investment in renewable energy is required to keep up with Indonesia's growing national and regional energy demand.



2022

We have purchased 2,206 carbon offset units to offset our 2022 carbon emissions. With consideration for the recommendation made by the Independent Review of Australian Carbon Credit Units, we have elected to use 20% Australian Carbon Credit Units (**ACCUs**) with the remaining 80% Verified Carbon Units (**VCU**). All offsets were purchased from TEM, Asia Pacific's leading carbon offset provider to ensure quality and integrity in the carbon offsets used. We have carefully invested in domestic and international projects that align with our environmental strategy. The projects are as follows:



Renewable Energy Transition, India Regional

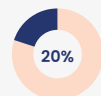


Across India, wind farms introduce clean energy to the grid; this energy would otherwise be generated by coal-fired power stations. Wind power is clean in two ways: it produces no emissions and also avoids the local air pollutants associated with fossil fuels. Electricity availability in the regions has been improved, reducing the occurrence of blackouts across the area.

The projects support national energy security and strengthens rural electrification coverage. In constructing the turbines, new roads were built, improving accessibility for locals. The boost in local employment by people engaged as engineers, maintenance technicians, 24-hour on-site operators and security guards also boosts local economies and village services.



Native Forest Regeneration, Southwest QLD, Australia



Located in Queensland, these projects involve the regeneration of native vegetation through changes in land management practices. This includes ending vegetation clearing, sustainably managing grazing and controlling pest animals such as feral goats and pigs. Land clearing and grazing by livestock impacts vegetation by stunting growth, causing direct tree death, preventing the recruitment of trees and shrubs, as well as removing ground cover such as native grasses. These impacts significantly reduce the capacity of vegetation to store carbon.

By removing these pressures and changing land management practices, carbon sequestration across the project area is maximised. In addition, these actions can also improve the condition of environmental values, such as threatened ecosystems, wetlands, and habitat for native wildlife.

Looking forward

Short term (within 12 months)

Waste

- ✓ Review stationary recycling options.
- ✓ Review further waste separation and recycling options.

Energy

- ✓ Transition to renewable energy sources for the Jumbo office spaces and engage with landlords about transitioning energy source for common use areas.
- ✓ Engage with landlords about energy efficiency measures.

Suppliers

- ✓ Review suppliers as contracts reach renewal for carbon neutral or carbon positive alternative.

Transport

Monitor travel carbon emissions by employees to assess the impact of:

- ✓ Transitioning to a hybrid work model from remote first working.
- ✓ Increased air travel following COVID-19 border restrictions lifting and the acquisition of international subsidiaries.

Measure

- ✓ Measure FY2023 carbon emissions.

Review

- ✓ Undertake gap analysis to understand how we work towards International Sustainability Standards Board (ISSB) standard alignment.

Mid-term objectives (within 1-5 years)

Energy

Review energy efficient measures:

- ✓ Optimise heating/cooling by adjusting air conditioning settings (21/22°C in Winter and 24/25°C in summer).
- ✓ Involve employees (turning off computers and monitors).
- ✓ Purchase energy-efficient appliances.
- ✓ Assess the lighting installed currently and provide recommendations to improve.

Transport

- ✓ Investigate upgrading company vehicle to electric model or transition with hybrid model.
- ✓ Minimise flights and accommodation.

International coverage

- ✓ Expand sustainability program to address the international operations.

Our supply chain

Ethical and sustainable

During the year we have reviewed our supply chain and introduced the following measures to avoid controversial sourcing and reduce our third-party risk:

- ✓ Modern slavery measures: Jumbo reviewed suppliers, trained personnel to identify and address the risk of modern slavery in our supply chain, established a grievance mechanism and issued our first modern slavery statement.
- ✓ Maintained regulatory controls: anti-bribery and corruption, sanctions and data protection frameworks.
- ✓ Strengthened internal contracting processes.
- ✓ Introduced a Human Rights Policy.
- ✓ Jumbo refined our procurement framework to

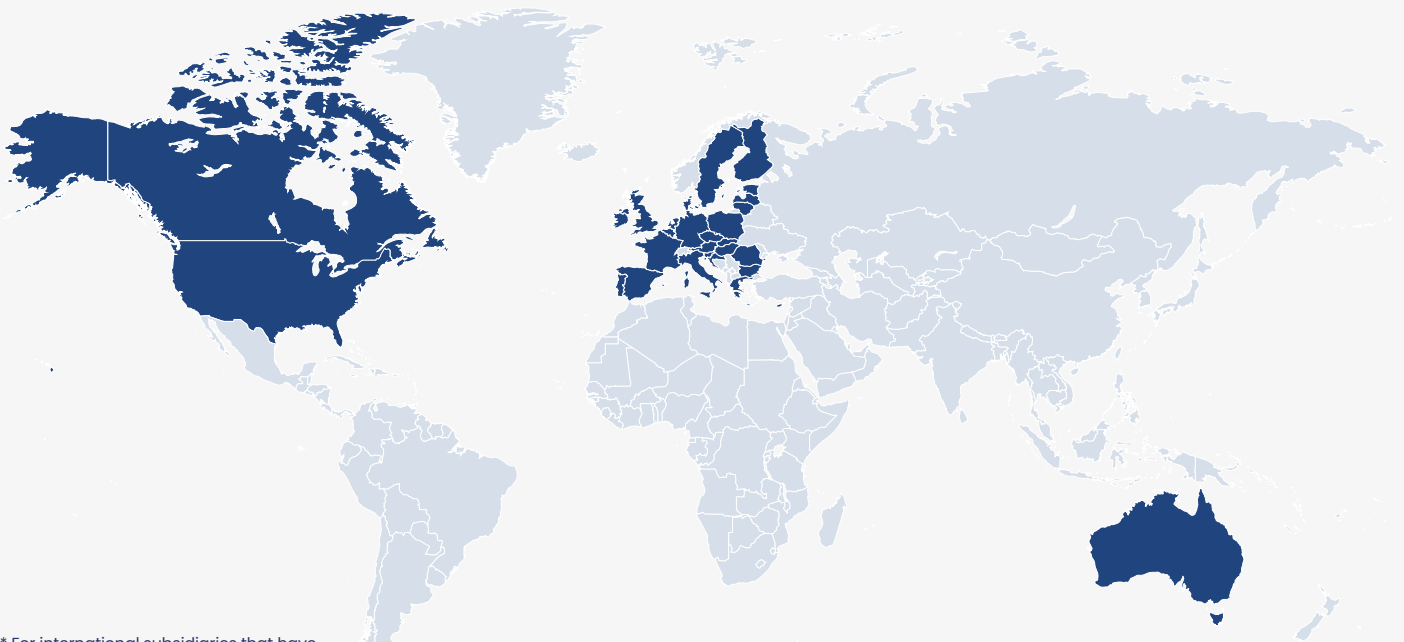
include an enhanced supplier screening process to best address data protection and privacy, information security, modern slavery, risk, and environmental and diversity considerations.

- ✓ Reviewed office supplies for recycled or green alternatives.

During the year we reviewed our top 50 suppliers (by spend) across our business*.

- ✓ Marketing, technology and professional services accounted for 75% of the top 50 suppliers. The remaining 25% were leasing, insurance and travel suppliers.

Jumbo's top 50 suppliers are headquartered in low-risk regions under the Global Slavery Index



* For international subsidiaries that have been wholly owned and controlled by the Jumbo Group since 1 July 2022.

Our people



Great Place to Work



Jumbo is proud of its vibrant culture and is recognised globally as a Great Place to Work. We offer people a variety of experiences, benefits and opportunities tailored to their individual needs and reflective of their local expectations.

The Great Place to Work (**GPTW**) organisation is the global authority in workplace culture, having surveyed over 100 million employees since 1992, across 60 different countries. Their carefully curated survey is unchangeable by participating organisations, providing employers with unparalleled insight and benchmarking when it comes to a great people experience.

In FY23, Jumbo and its subsidiaries participated in the GPTW survey, and we successfully achieved certification for all business units. This certification not only signals our strong workplace culture and the positive regard our team members have towards Jumbo as an employer, but it also enables us to continue to attract top talent and strengthen our overall employer brand.

Employer brand

In FY23 we developed a compelling Group Employee Value Proposition (**EVP**) through a global research project, which was pivotal to shaping Jumbo's employer brand and building salience as an employer of choice in the talent market.

Our goal is to attract quality talent by appealing to their ambition and desire to work for a rapidly growing organisation who offers career opportunities that are more than just a job.

Flexibility

Jumbo and our people are proud of our workplace culture. Vibrant and innovative, it drives our success. Earlier this year, Jumbo transitioned to a hybrid work model and asked our teams to attend the office on core days each week. This mix provides employees with time for quiet concentration and time for collaboration, enhancing our productivity, engagement and work-life balance.

Employee engagement

Jumbo surveys our team members annually, seeking input on their engagement. This includes asking about:

- ✓ Their relationship with their manager
- ✓ Belief in the company vision
- ✓ Satisfaction with Jumbo's wellbeing offering
- ✓ Work-life balance.

And over the past two years, Jumbo's employees at Gatherwell, Stride and StarVale have provided their feedback through the Group employee engagement survey too. In 2022 we were proud to achieve an engagement score of 90%. This was a 7% uplift on a still-impressive 83% in 2021.

In 2023 we saw a decline in our engagement score, dropping to 77%. Significant improvements in many areas of our employee offering were recognised and appreciated, however an inconsistent experience was identified in the survey results between existing, established business units, and businesses acquired in newer markets. The data gives us confidence that the work we are doing is headed in the right direction, and that our continued focus for FY24 of replicating our best-practise processes in-region will lead to a positive shift in employee engagement.

Questions that received a particularly favourable response include:

- ✓ 'We have good working relationships among people in my team' – 95%
- ✓ 'We hold ourselves and our team members accountable for results' – 92%
- ✓ 'I have enough autonomy to perform my job effectively' – 89%
- ✓ 'My manager shows that they genuinely care about my wellbeing' – 89%, and
- ✓ 'I know how my work contributes to the goals of the company' – 89%.

Coupled with the Group's global GPTW certification, we can be confident that the investments we are making into our people's experience are improving retention rates and attracting top talent to each of our businesses, regardless of location.

Employee appreciation

Jumbo celebrated our unique culture and our people on Employee Appreciation Day in March with events at all our sites.

As part of our celebration events, we took the opportunity to announce the implementation of our global Employee Assistance Program, LifeWorks, which is accessible to all Jumbo employees. Unlike most EAP's, LifeWorks offers holistic and proactive wellbeing services, inclusive of fitness programs, self-assessments and financial literacy programs. This has proven to be a widely successful tool with early adoption rates surpassing the industry average in Australia, the UK and Canada.

Recognition and reward

Jumbo is committed to recognising and rewarding our brilliant people and their outstanding contributions.

We launched the Jumbo Awards in 2022 to honour individuals across the Group and foster a positive work culture and motivate our workforce.

Award nominations are focused on four categories:

- ✓ Living and breathing our core values
- ✓ Demonstrating outstanding performance
- ✓ Celebrating exceptional leadership
- ✓ Congratulating a 'Rookie of the Year' selected from our Graduate Program.

Team members can be nominated by their peers or leaders for each category – providing wonderful opportunities to reflect on the preceding six months and the contributions of each nominee.

Jumbo Awards are an integral part of our employee value proposition, contributing to a positive work environment and driving organisational success. Our leaders also provide continuous recognition and feedback in the form of 'Wins' in weekly team meetings.

Further enhancements to our recognition and reward program in the next twelve months will improve the people experience by celebrating the positive achievements of our team.

Jumbo engagement questionnaire*



I believe our company values diversity and I am satisfied with the steps my company is taking to improve diversity, equity, inclusion and belonging.



We hold ourselves and our team members accountable for results.



I know where to raise any concerns I have in relation to my own or a colleague's wellbeing.



I receive recognition from my manager for outstanding work.



I have access to the learning and development I need to do my job well.

*Selection of questions only

■ Jumbo ■ Benchmark

Integration

Ways of working

We are delighted to welcome Stride and StarVale teams to the Group.

Efforts to integrate our businesses are well progressed. Functional and connected, our efforts to unite business cultures, strategic objectives, systems, and processes are paying off.

We are building a strong relationship between our Australian and international employees. To establish cohesive and connected ways of working, we expect to integrate our core communication platforms and set up common policies and procedures for the Group by Q2 FY24.

Global onboarding

Jumbo's onboarding program was created to provide the best possible start for new employees.

Regardless of an employees location, we have a consistent 90-day global onboarding process to welcome new employees. As soon as a new starter accepts a job, Jumbo builds connections with them by inviting them to engage with our induction modules and communication channels.

The goal of our onboarding program is to encourage and welcome people to Jumbo, reinforcing the key role they play in the achievement of our corporate strategy.

A survey of our recent new starters identified a 90% positive response to our 90-day onboarding program.

Strategy days

In March 2023, Jumbo's Corporate Strategy was rolled out across the Group through a series of department and business-led Strategy Days.

Our goal is to help our people understand how they contribute to Jumbo's strategy and success.



We shared Jumbo's Vision and Mission and reflected on our challenges and successes for the last year.

In a diverse business like ours, the format was tailored for each business segment and their unique operating setup:

- ✓ Leaders worked with their teams to understand how they help deliver Jumbo's strategy.
- ✓ Development activities helped with team building and connection.
- ✓ Major bodies of work were showcased to create awareness and pride.
- ✓ Open-forum discussions on the topic of AI increased understanding.
- ✓ Results from self-assessment tools were discussed to increase self-awareness.

These events were well-received in all three regions and proved impactful, bringing our employees closer to Jumbo and our journey.

Diversity, equity, inclusion and belonging

By embracing diversity, equity, inclusion and belonging (**DEIB**), Jumbo can unlock innovation, enhance productivity, attract top talent, build customer loyalty, and drive financial success. Moreover, it's the right thing to do for our community.

After an extensive review of best practice and market research, as well as consultation with employees and members of our Senior Leadership Group, Jumbo has taken steps to enhance our DEIB commitment through a targeted action plan.

Our DEIB vision is at the heart of everything we do. All team members have an equal voice and opportunity to thrive. We foster a safe environment where our unique perspectives are celebrated, valued, and truly included, and we can bring our authentic selves to work.

Our DEIB Principles

- ✓ Our DEIB approach supports the Group Corporate Strategy and our core values.
- ✓ We seek to continuously improve our endeavours to attract, retain and value people of diverse backgrounds, resulting in a workforce that reflects the communities in which we work and serve.
- ✓ Our DEIB pillars acknowledge our people's unique voice, incorporating their feedback into our strategy shaping and resulting action plans.
- ✓ Our culture of respect for difference encourages collaboration and creative thought.
- ✓ We foster a psychologically safe, inclusive environment where all team members feel like they can be their authentic selves and truly belong.
- ✓ Everyone at every level has a shared responsibility for contributing to, and embedding DEIB into everything we do across the Jumbo Group. We hold each other accountable for enabling inclusive practices.

Our DEIB pillars

Accountability

We are transparent about our DEIB agenda, regularly communicate progress and are accountable for delivering on our commitments.

Access

We offer equitable opportunities to all team members, taking into account individual needs and differences across our regions and across marginalised groups and identities.

Education

We strive to develop our understanding, appreciation and knowledge about the experiences, perspectives, and cultures of different groups of people.

Community

We foster an inclusive and psychologically safe work environment where we have courage to use our voices and feel that we truly belong. We focus on nurturing connections within our communities.

Accountability, transparency and communication

- ✓ Targeted action plan with links to Executive KMP remuneration.
- ✓ DEIB commitment and action plan communicated to all employees, with quarterly updates to follow.
- ✓ Opportunity for employees to participate in focus groups to shape our approach to DEIB initiatives.
- ✓ Pay and gender equity indicators reported to the Workplace and Gender Equality Agency (**WGEA**).
- ✓ Voluntary data collection points created to gather DEIB data on recruitment and workforce, used to inform decisions and track progress against goals.

Equitable access

- ✓ Company policies and programs designed to promote fairness, equality and inclusion in the workplace.
- ✓ Pay transparency internally and externally.
- ✓ Pay equity analysis and action plan to reduce any pay disparities that cannot be explained by legitimate factors such as job responsibilities, experience, or performance.

DEIB focus areas and actions

Education

- ✓ Delivery of impactful workshops by diversity experts, Leaders for Good, on understanding 'equity' in the context of diversity and inclusion, why it's important, and actions each individual can take to drive equity every day.
- ✓ Hiring managers trained on common unconscious biases impacting recruitment and strategies to reduce bias in hiring.
- ✓ Mental Health First Aid training attended by line managers, supporting Jumbo to achieve our target of 1:25 Mental Health First Aid officers per employees.
- ✓ Acknowledgement and celebration of days of cultural significance, including International Women's Day, International Day for Elimination of Racial Discrimination (and Harmony week), Reconciliation Week and Pride Week.

Community and connection

- ✓ Supporting local communities through company sponsored activities aligned with our core values.
- ✓ Implementation of a real-time anonymous feedback platform for employees, encouraging our team to voice their concerns and express their opinions and ideas.
- ✓ Engagement with Reconciliation Australian to endorse our Reflect Reconciliation Action Plan.

Jumbo will continue to focus on DEIB, with a range of targeted actions outlined in our targeted action plan. Some examples include:

- ✓ Enhanced recruitment practices, including trialling blind CV screening and using tools to remove biased language from job ads.

- ✓ Providing regular DEIB training opportunities as well as continuing to highlight cultural and community days of significance.
- ✓ Building inclusive leadership practises through the delivery of an internal leadership program encompassing psychological safety and inclusive leadership.

Gender pay equity

Jumbo is determined to achieve equal pay for equal work to ensure fair pay for all. As part of our DEIB commitment, we have undertaken a review of our policies, processes and practices, to encourage transparent and fair pay equity. We have rigorous practices in place to review our gender pay equity, including:

- ✓ Investment in Aon's global rewards benchmarking tool, Radford Network. This tool provides us with access to compensation surveys, enabling us to benchmark base salaries, incentives, benefits and more, against like-for-like companies in Australia, the UK and Canada
- ✓ Annual benchmarking exercise to compare our people's remuneration with the relevant market, including an analysis at the point of recruitment for all new and replacement positions
- ✓ Annual pay gap analysis to determine equitable pay regardless of gender in similar roles.

To calculate gender pay equity, an employee's remuneration level is assessed against other employees performing the same role in the same

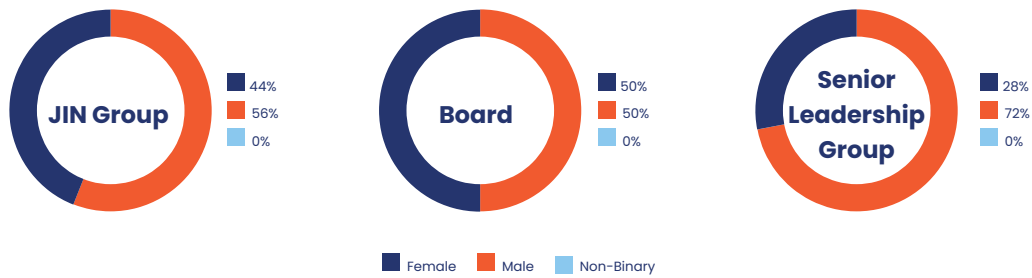
country, taking into account key criteria to determine the level of competence and experience in areas such as knowledge and application, complexity and problem solving, and collaboration and interaction. For our business, it is important to consider gender pay equity across technical and non-technical roles.

Based on the analysis, we do not see any major deviations in gender pay equity across the Group. The most marked differential at this point in time relates to the Executive KMP, where the role of CPO was internally appointed in early FY23. For the CPO role, we engaged an external independent remuneration consultant to benchmark the role and a staged increase in remuneration is expected in line with the development and attainment of skills in line with other members of the Executive KMP. Further details are outlined in the Remuneration Report. We will also continue to invest in career development programs such as career development programs such as Women in Leadership. We will continue to advance pay transparency internally and externally through our job ads, and regularly review our policies, processes and practices as we work to reduce our gender pay gap.



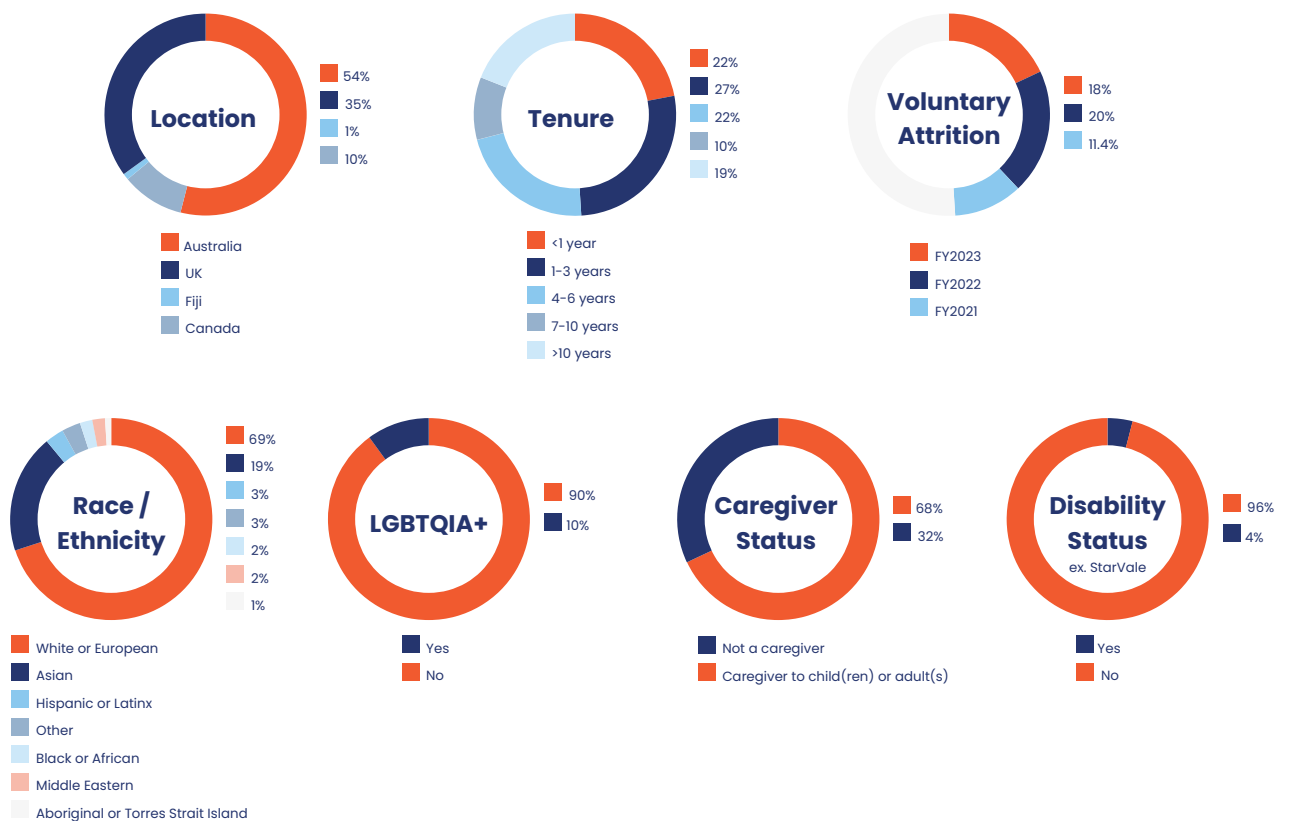
Gender

Applicable for all Group



Demographic data

Applicable for all Group



Safety and wellbeing

Our people are our most valuable asset. Their safety and wellbeing are paramount to our sustainability. In Q2 FY24, a new Safety and Wellbeing Framework will be implemented across the Group, supporting us to comply with all applicable workplace and occupational health and safety legislation and codes of practice in the jurisdictions in which we operate. Our framework underpins our commitment to providing a workplace that is safe, flexible and respectful, and free from all forms of discrimination, bullying and sexual harassment.

Psychologically safe workplace

As part of our commitment to providing a psychologically safe workplace, Jumbo is equally concerned with good mental health and good physical health.

Given our industry is fast-paced, office based, and with high numbers of men, we are acutely aware of the importance of having conversations about mental health.

We are proud to have one accredited Mental Health First Aider (MHFA) for every 25 employees at Jumbo. More than 30 of our leaders are now accredited MHFA and are well-placed to support their team members while at Jumbo.

Employee Assistance Program

In March, a global Employee Assistance Program (EAP) was implemented for all employees across the Group. Following employee feedback, we chose Lifeworks as our preferred supplier because they provide:

- ✓ A comprehensive program that provides holistic and easily accessible support
- ✓ Service for all our locations
- ✓ Professional and confidential counselling
- ✓ Financial coaching
- ✓ Career development advice

- ✓ A managers' hotline
- ✓ Self-help articles and assessments.

Keeping active

At Jumbo, we not only work hard but also love to engage in friendly competition. In line with this spirit, we proactively support and endorse the physical wellbeing of our employees by sponsoring team activities throughout the organisation. In Australia, we continued our tradition of participating in the annual Queensland Corporate Games, witnessing our teams from across the business competing in various sporting events – and proudly bringing home a gold medal! Furthermore, we recently launched a quarterly bootcamp challenge and steps competition, encouraging employees to participate and stay active. Jumbo regularly sponsors various sports teams and fun runs in which our people are involved, giving them the opportunity to engage in activities of their choice with their fellow employees.

Through these initiatives, we strive to foster a culture that not only values the professional growth of our employees but also nurtures their physical and mental wellbeing. By investing in the safety and wellbeing of our team, we are committed to creating an environment where our people can flourish and reach their full potential.



Fostering talent

Talent development

In an innovative and vibrant company like Jumbo, we need top performers. As outlined in our strategy, we are investing in our people to attract, engage, develop and retain highly talented people. It is key to executing our growth agenda.

We have created a new Talent Development Strategy for FY24 to:

- ✓ Nurture a growth mindset and learning culture.
- ✓ Proactively identify skill gaps and deliver holistic learning opportunities to increase capability in line with Jumbo's strategic goals.
- ✓ Provide our talent with interesting opportunities to learn and grow, leading to improved career satisfaction, retention rates and overall engagement.

We are especially proud that we launched Jumbo University (**JU**) this year. The purpose of JU is to support our employee's professional growth by giving them access to a market-leading learning platform and empowering them to expand their skillset.

This helps our employees to grow and leads to improved performance, collaboration and innovation for Jumbo as a whole. Over time as JU matures, it will expand to include 'Faculties' specialising in department-specific curriculums that are core to Jumbo's success.

Leadership development

Strong leadership will deliver our strategy. We invest in our leaders at Jumbo and have built consistent leadership practices across the Group.

Our leaders have played a critical role in our Group integration efforts by being adaptable to change and growth, seeking efficiencies in our processes, building dynamic teams and relationships, and leading by example.

Leaders need to be able to strategise, build trust and respect, and coach to improve employee performance. The internal leadership programs we are developing will lift our leaders by focusing on communication, accountability, business and financial acumen, and change management.

Program modules will be delivered via a blended learning experience consisting of face-to-face and virtual workshops, self-paced online learning, small peer coaching sessions, on-the-job experiences, and reflection activities.



Women in leadership

We invest in female leaders at Jumbo.

Jumbo is a signatory to HESTA's 40:40 Vision, aimed at achieving gender balance in executive leadership across ASX 300 companies. We are proud of the 50:50 representation we have on our Board of Directors and continue to dedicate efforts to increasing women representation in senior leadership roles. In FY24, Executive KMP short-term incentive performance metrics will include a target on both gender diversity and increasing the percentage of women in senior leadership roles.

During FY23, more than 40% of our Australian based female team members attended a 'Women in Leadership' program. The program is designed to help create and develop a rewarding and successful leadership career by showing participants how to tap into their authentic selves, embrace their uniqueness and capabilities, and ultimately build the confidence to 'back themselves'. In FY24, we intend to deliver a female focused top talent leadership program, with targeted coaching and training to support women aspiring to grow their careers.

Learning culture

Learning is a priority in our day-to-day work habits.

To remain competitive, Jumbo must continue to attract and retain our best talent for the future. Candidates are searching for workplaces where they can find meaning in their work and grow their careers. By cultivating a culture that values learning, we encourage our employees to boost their capability for advancement by gaining and sharing knowledge, skills and experiences.

This requires an environment that fosters trust and collaboration, encourages innovation and better conversations, and by making learning a priority in our day-to-day work habits.

During the year, Jumbo launched a best in market learning experience platform that enables our people to access learning content on demand, enrol in workshops, integrate with their everyday tools, and easily share knowledge across the business. All on demand and in the flow of work. Learning content has been created and curated to each unique role and department's learning needs.

Year round, employees are able to access a calendar of facilitator and peer-led workshops on core skills such as data, communication, influencing and more. Our structured program is designed to promote knowledge and experience sharing through our internal subject matter expertise, and our Talent and Inclusion function provides one-on-one career coaching for all employees.



Our players



Experience

At Jumbo, we have a player-centric approach. Safe and fun, the player environment is our priority.

Every decision is driven by data. Surveys, customer interviews, and usability testing provide insights into our player preferences, behaviours and expectations.

These help us improve our platform. Keeping it innovative and engaging, it leads to business growth.

Jumbo's success depends on meeting player's needs and providing them with an engaging experience.

Player feedback banners are present on all Powered by Jumbo sites. The data they gather helps measure the sentiment of our players and determine improvements to the platform.

Oz Lotteries have been developing our messaging to ensure we are engaging with our players in a way that benefits them most.

Through our data and insights we are ensuring that our players are receiving the right message, at the right time, with the content they're interested in.

Jumbo puts players first

Customer support metrics for Australian operations in FY23.



92,637
customer
interactions



89%
customer
satisfaction



28
seconds
average wait time



8521
web chats > 88%
experience rating



88%
enquiries resolved
with one touch point.



93%
tickets resolved
within 24 hours



4.7/5
Google Play
store rating

4.8/5
Apple App
store rating

Protection

As a collaborating member of the World Lottery Association, Jumbo recognises that responsible play is the lottery sector's most critical element of corporate social responsibility and is committed to facilitating responsible play.

While lotteries are a gaming product, they carry far less risk of harm than other forms of gaming. The risk is even lower for charity lotteries where players are motivated by supporting good causes and the frequency of draws and payouts are lower than for commercial lotteries.

We are seeing some recognition that lottery services, particularly those offered by charitable organisations, pose a low risk of societal harm.

Lottery services are not included in the upcoming suite of legislation that proposes to ban the use of credit cards for online wagering in Australia and ban online gambling advertising across all media. Similarly, the measures proposed in the UK government's white paper on modernising the UK Gambling Act for the digital age, do not significantly affect Jumbo's existing operations.

Responsible play principles are at the heart of our technologies. We train our customer-facing employees on Responsible Play Principles and how to identify signs of problem gambling. We make gambling assistance resources readily available on our websites and during interactions with our

employees. We regularly consider what enhancements can be made to our Responsible Play Practices.

Our technology continues to enhance the player experience, ensuring that the integrity of player data is at the forefront of our operational procedures. When it comes to verifying players:

- ✓ We collect the minimum personal information necessary to verify a player's identity and age, and
- ✓ We ensure that any extraneous personal data is disposed of as soon as is reasonably practical.

We investigate which suppliers and processes can be adopted to accurately verify players without creating boundaries to the experience.

This includes tools to confidently determine a player's location so that we are providing the correct products to them. We continue to explore ways to make player account access as secure as possible.

We maintain certification under ISO27001 by:

- ✓ Maintaining information security management systems that are subject to yearly audit, and
- ✓ Supporting constant review and improvement of process and procedures to ensure integrity of our platform and systems.

Spectrum of gambling activities



Source: Capuchin Behavioural Science, March 2021

Typically, two types of gambling are considered from a structural perspective: 'hard' gambling, which is considered to carry greater potential risks than others, usually because of the high or rapid staking associated with it (e.g., roulette, blackjack, fruit machines, instant scratchcards); and 'soft' gambling, such as lotteries (Griffiths, 1997; Home Office, 1996).

Our community



Reconciliation

We approach our reconciliation journey with a curious mind and desire to learn.

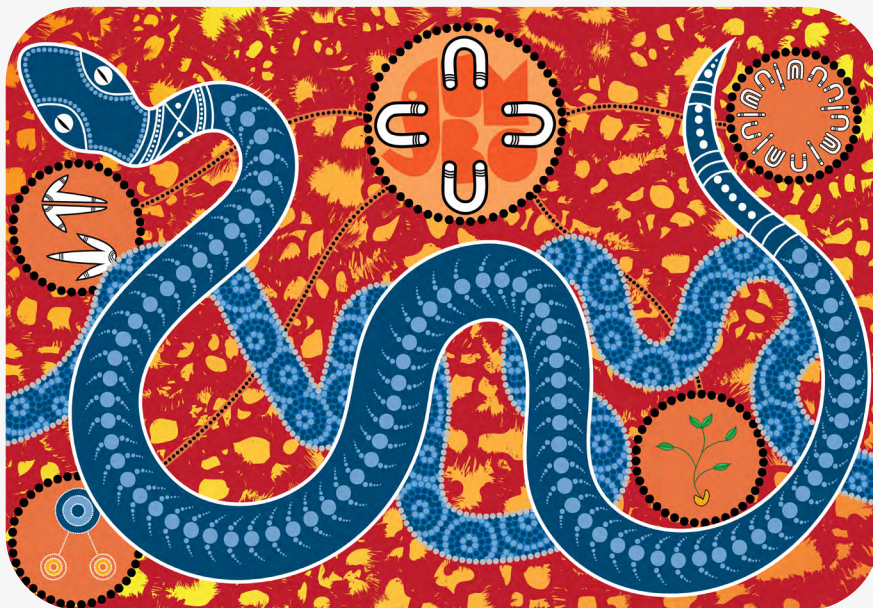
In 2022 we embarked upon our reconciliation journey with First Nations communities and our Reflect Reconciliation Action Plan was endorsed by Reconciliation Australia in early January 2023. Over the last year, we have been working through the pillars set out by Reconciliation Australia to systematically and intentionally bring awareness and celebration of Aboriginal and Torres Strait Islander cultures to our team members.

One relationship we have fostered is with local artist, Chad Briggs, an Aboriginal and Torres Strait Islander man living in Bundjalung (Beenleigh) country. Chad is passionate about educating all Australians about his shared cultures through his art.

Through our partnership with Chad, Jumbo has commissioned beautiful artwork that tells the tale of our humble beginnings and global expansion, and gained valuable insights into First Nations culture.

We have engaged the services of Evolve Communities, an Indigenous cultural-education group, whose unique training models teach participants how to apply learnings of allyship to disrupt patterns of racism everyday.

To celebrate Aboriginal and Torres Strait Islander cultures, we have also participated in National Reconciliation Week. We viewed a documentary on life in Alice Springs, enjoyed traditional bush-tukka catering, and celebrated NAIDOC with additional education and awareness.



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

Partnerships

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

Through our non-profit fundraising lotteries including Jumbo Fundraising, StarVale, Stride and Gatherwell we directly help more than 14,000 non-profit organisations in Australia, Canada and the UK to raise more than \$235 million in FY23.

Powered by Jumbo Platform clients – including Mater Foundation, Endeavour Foundation and Deaf Connect – raised \$31 million for their causes via their lottery program during FY23.

The Lotterywest by OzLotteries platform has contributed approximately \$11m to Lotterywest's grants program which supports hundreds of not-for-profit organisations and local governments across Western Australia. This includes:

- ✓ Supporting the WA film industry through Screenwest
- ✓ Bringing people together with events like Fringe Festival and Perth Festival reducing youth vulnerability with short term Youth Futures crisis accommodation
- ✓ Expanding cultural experiences across the State through activities and events like National Reconciliation Week.

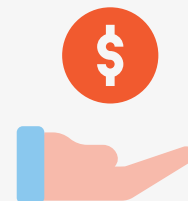
We give a further \$250,000 in sponsorships and donations directly to good causes in the communities where we operate.



\$235 million
in FY23 for good causes



14,000
good causes
supported



\$250,000
sponsorships and
donations



Would you give up your retirement fund for a good cause? While sacrificing your life savings to help others may not be high on everyone's agenda, for Tom Gattos and his partner, David Murray, it was almost a no-brainer.

Their epiphany came when the couple were playing the National Lottery during lockdown, and realised they could use this popular format to create positive change for the LGBTQ+ community. Within a few short months, Tom was working with Gatherwell to bring The Rainbow Lottery to life.

Thanks to their passion and dedication, The Rainbow Lottery is now a notable source of funding for the LGBTQ+ community.

Sharing Tom's determination, the Gatherwell team created a bespoke lottery solution, providing strategic advice on everything from prize draws to launch planning and promotional campaigns.

So, what's the secret to their lottery success? Tom says media promotions, event networking, empowering supporters to choose causes, implementing Gatherwell's marketing tools and growth advice, providing customer support through Gatherwell and tracking performance for continuous improvement.

With 147 causes already enlisted and £250,000 in tickets sold, the lottery has already gathered 1695 players. With 50% of ticket sales going directly to LGBTQ+ causes, it's no wonder Tom is so pleased with the outcome.

The lottery has since helped many good causes fund the amazing work they do such as volunteer work, events, awareness campaigns and social groups.

The Rainbow Lottery's next goal is to reach 6000 ticket sales by the end of the year – and we have no doubt they'll make it happen!

"I chose Gatherwell because I wanted to make sure our lottery was in good hands. We're very happy with them. I'm always amazed by how well it works."

Tom Gattos, Co-Founder and Managing Director
The Rainbow Lottery

MACMILLAN CANCER SUPPORT

£11.5 million

funds raised each year

230,000+

weekly entries

“We use StarVale to successfully manage our weekly lottery, which has grown to become one of the largest charity lotteries in the UK. Their team is incredibly helpful and supportive, and they are great at sharing learnings and generating new campaign ideas to grow our lottery. This enables us to help even more people who are affected by cancer.”

Hannah Mason, Senior Marketing Manager (Prize-led)

Macmillan Cancer Support

The partnership between Macmillan Cancer Support (**Macmillan**) and StarVale began in 2012, with a lottery relaunch in 2016.

StarVale worked closely with Macmillan to create a strategy for the success of what is now one of the UK’s biggest lotteries.

Key marketing channels include door-to-door and private site sales, as well as online marketing and telemarketing. Macmillan transitioned to a multi-channel approach to increase reach UK-wide, resulting in positive growth.

Each year, £11.5 million is raised, helping Macmillan provide services for people living with cancer at every stage of their cancer experience.



Volunteering, sponsorships and donations

Jumbo has a long-standing history of working with our community partners, creating positive impact and enacting positive change in the communities in which we operate. We invest \$250,000 each year back into the community, which is equivalent to ~1% of Jumbo's NPAT. Some of the key initiatives we have supported over the past 12 months are below.

Mencap

While others were busy hanging tinsel and preparing the pudding, the Gatherwell team went out of their way to make a positive impact for those less fortunate at Christmas celebrations in 2022. After all, supporting others is at the core of what they do.

The team helped Mencap (Denton) prepare food for their Christmas party for service users with a learning disability, wrapped gift boxes to be distributed to care homes and homeless people, and supported service users who had recently done work placements to write news-style articles about what they had done.

Gatherwell also raised £100 from their Christmas jumper day, which was used by Mencap to purchase a badge maker. People with a learning disability will be taking this badge maker to an elderly persons' community group to show them how to design and make badges for themselves.



Women in Digital

Jumbo is a member of Women in Digital, an Australian for-purpose organisation passionate about creating an inclusive space for women in digital and technology, with a key focus on improving gender diversity in the industry.

Our Chief People Officer, Abby Perry, is on the judging panel for the Employer of the Year award at this year's Women in Digital Awards Gala. Abby is passionate about pay parity, equitable advancement for all people, and bringing your authentic self to work.

At the 2022 awards, Jumbo was an Employer of the Year finalist. We will also sponsor this event in 2023, helping raise awareness among prospective employees.

Sponsorship framework

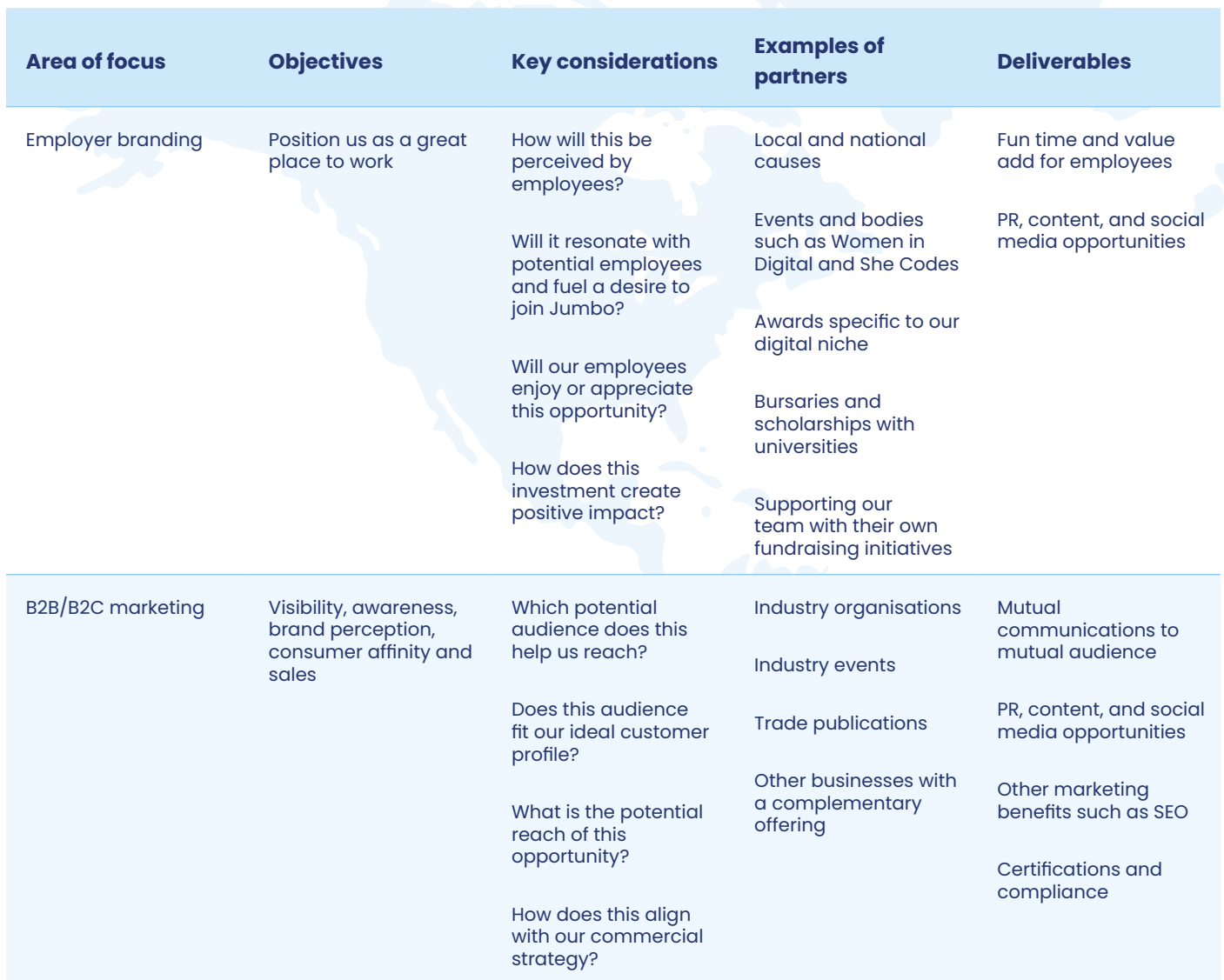
We strive to make a positive impact in the places where we work. Supporting key local charities and causes has always been a part of the Jumbo culture, and we have recently established a formal framework to ensure all sponsorships align with our sustainability goals.

This means the causes we choose to support have been reviewed in light of how they impact our business, our players, our people and our community, as well as how they align with our vision, mission and core Values.

All sponsorships ultimately help us achieve clear objectives across one of more of these key areas of focus:

- ✓ Environmental, social, and corporate governance (**ESG**)
- ✓ Community relations
- ✓ Employer branding
- ✓ Business development

Area of focus	Objectives	Key considerations	Examples of partners	Deliverables
ESG	Contribute directly to our ESG goals	<p>How does this help us achieve our sustainability goals and targets?</p> <p>Does it align with investor appetite?</p> <p>How does it create positive impact?</p>	<p>Local and national causes</p> <p>Indigenous community groups</p>	<p>Positive ESG outcomes</p> <p>PR, content, and social media opportunities</p>
Community relations	Build relationships with key stakeholders in the community	<p>What relationships does this help us build?</p> <p>Why is this important to Jumbo?</p> <p>What is the connection with the Jumbo community?</p> <p>How does this investment create positive impact?</p>	<p>Local and national causes</p> <p>Corporate events</p> <p>Awards nights</p> <p>Indigenous community groups</p>	<p>Positive outcomes for the community</p> <p>PR, content, and social media opportunities</p>



Area of focus	Objectives	Key considerations	Examples of partners	Deliverables
Employer branding	Position us as a great place to work	<p>How will this be perceived by employees?</p> <p>Will it resonate with potential employees and fuel a desire to join Jumbo?</p> <p>Will our employees enjoy or appreciate this opportunity?</p> <p>How does this investment create positive impact?</p>	<p>Local and national causes</p> <p>Events and bodies such as Women in Digital and She Codes</p> <p>Awards specific to our digital niche</p> <p>Bursaries and scholarships with universities</p> <p>Supporting our team with their own fundraising initiatives</p>	<p>Fun time and value add for employees</p> <p>PR, content, and social media opportunities</p>
B2B/B2C marketing	Visibility, awareness, brand perception, consumer affinity and sales	<p>Which potential audience does this help us reach?</p> <p>Does this audience fit our ideal customer profile?</p> <p>What is the potential reach of this opportunity?</p> <p>How does this align with our commercial strategy?</p>	<p>Industry organisations</p> <p>Industry events</p> <p>Trade publications</p> <p>Other businesses with a complementary offering</p>	<p>Mutual communications to mutual audience</p> <p>PR, content, and social media opportunities</p> <p>Other marketing benefits such as SEO</p> <p>Certifications and compliance</p>

Supporting our charity partners

**Morecambe Bay
Foodbank
StarVale**

Annual donation to the food bank each year at Christmas time, helping provide emergency food supplies to people in crisis.

**Alzheimer's Society
StarVale**

StarVale's "Dress down Friday" event helped raise funds for this good cause, which is committed to research into life-changing treatments for dementia patients.

**Big Brothers Big
Sisters Edmonton
Stride**

Donation towards the Children First Golf Classic, helping support mentoring and after-school programming for children and youth in the area.

**Kids Cancer Care
Stride**

Donation to the three-day Ride for a Lifetime motorbike touring event, to help support kids with cancer and the families who love them.

**STARS
Stride**

Sponsorship of the Critical Care on the Air annual radiothon, raising funds for critical care for those that work, play, visit, and live in Manitoba and Saskatchewan.

**Paralympics
Australia
Jumbo**

Jumbo is an official partner of the Australian Paralympics Team, helping Australia's current and future Paralympians chase their sporting dreams.

**Mater Foundation
Jumbo**

Donation to the International Women's Day Fun Run, where more than 20,000 people in Brisbane helped transform Australia into a "sea of pink" for the fight against breast cancer.

**Women in Lottery
Leadership
Jumbo**

Jumbo sponsors this cause, supporting their aim of advancing women into leadership positions in the lottery sector and creating a path for women to realise their full potential.

Index



SASB index

Sustainability disclosure topics and accounting metrics

Topic	Accounting metric	Response	Unit of measure	Code
Energy management	(1) Total energy consumed	662	Gigajoules (GJ), Percentage (%)	SV-CA-130a.1
	(2) Percentage grid electricity	100	Gigajoules (GJ), Percentage (%)	SV-CA-130a.1
	(3) Percentage renewable	0	Gigajoules (GJ), Percentage (%)	SV-CA-130a.1
Responsible gaming	Percentage of gaming facilities that implement the Responsible Gambling Index	In Australia, lotteries are categorised separately from “gaming facilities”. For additional information on our responsible play activities, please see Protection on page 39.	Percentage (%) by revenue	SV-CA-260a.1
	Percentage of online gaming operations that implement the National Council on Problem Gambling (NCPG) Internet Responsible Gambling Standards	In Australia online gaming operations are separated into wagering and lotteries. For additional information on our responsible play activities, please see Protection on page 39.	Percentage (%) by revenue	SV-CA-260a.2
Smoke-free casinos	Percentage of gaming floor where smoking is allowed	0% - No gaming floor.	Percentage (%) of gaming floor area	SV-CA-320a.1
	Percentage of gaming staff who work in areas where smoking is allowed	0% - No gaming floor.	Percentage (%) of man-hours	SV-CA-320a.1
Internal controls on money laundering	Description of anti-money laundering policies and practices	Please see Regulatory environment page 18	n/a	SV-CA-510a.1
	Total amount of monetary losses as a result of legal proceedings associated with money laundering ¹	0	Reporting currency	SV-CA-510a.2

1. Note to SV-CA-510a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

Activity metrics

Activity metric	Category	Unit of measure	Category	Code
Number of tables	0	Number	Quantitative	SV-CA-000.A
Number of slots	0	Number	Quantitative	SV-CA-000.B
Number of active online gaming customers ²	2,291,986	Number	Quantitative	SV-CA-000.C
Total area of gaming floor	0	Square meters (m ²)	Quantitative	SV-CA-000.D

Sustainability data index

For a holistic view of the Group's performance, this report should be read in conjunction with the following reports available on our website (www.jumbointeractive.com):

Key information	Annual Report	Corporate Governance Statement	Modern Slavery Statement	Sustainability Report
Governance	✓	✓	✓	✓
Risk	✓	✓	✓	✓
Strategy	✓			✓
Financial performance	✓			
Sustainability	✓		✓	✓
Climate action				✓

Sustainability performance summary	FY23
Our business	
Notifiable data breaches (number)	0
Whistleblower reports (number)	0
Material Code of Conduct breaches (number)	0
Material legal or regulatory compliance failures (number)	0

2. Note to SV-CA-000.C – The number of active customers from Australian operations for whom there was at least one financial transaction (ticket purchase, deposit, withdrawal) within the reporting period.

Sustainability performance summary		FY23
Annual internal audit plan delivered (%)		100%
Related-party transactions with significant shareholders (number)		0
Corporate funds used for the purposes of political advocacy, including lobbying, campaign contributions, and contributions to tax-exempt groups including trade associations (\$)		0
Supplier invoices paid within 30 days (%) ¹		98%
Our people		
Total employees (number)		252
Women on the Board (%)		50%
Women in senior leadership roles (%)		28%
Women in the Group (%)		44%
Voluntary attrition (%)		18.26%
Employee engagement score (%)		77%
Work-related fatalities (number)		0
Material workplace injuries reported during the year (number)		0
Our community		
Total community investment (\$)		250,000

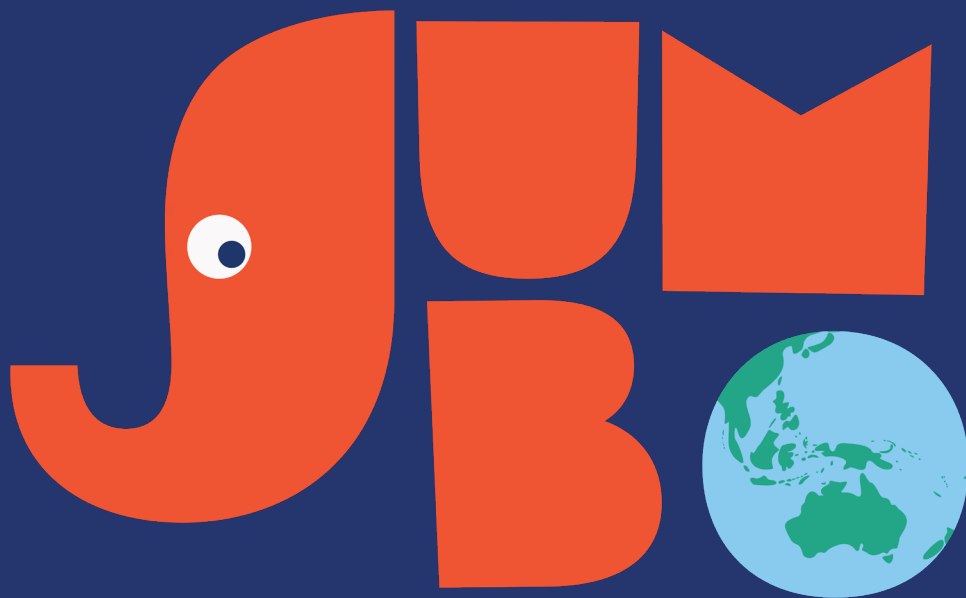
1. For AU operations

Environment	
Australian operations only for the year ended 30 June 2022	
Greenhouse gas emissions (t CO ₂ -e)	
Scope 1	1.84
Scope 2	128.32
Scope 3	2,074.95
Total	2,205.11
Electricity consumption (kWh)	367,416
Water use (kL)	1,055
Waste generated (T)	9.9
Carbon offsets – retired against 2019 baseline (t CO ₂ -e)	1,104
Carbon offsets – retired against 2022 baseline (t CO ₂ -e)	2,206

UN Sustainable Development Goals (SDG) reference

SDG	Jumbo action
 <p>No poverty</p>	<p>Our business: carbon offset investment, Katigan Peatlands Conservation, Cool Fire Traditional Land Management</p> <p>Our community: Baby Give Back Donation</p>
 <p>Zero hunger</p>	<p>Our business: carbon offset investment, Cool Fire Traditional Land Management</p> <p>Our community: Baby Give Back donation</p>
 <p>Good health and wellbeing</p>	<p>Our business: carbon offset investment, Nepalese Efficient Cookstoves, Katigan Peatlands Conservation, Cool Fire Traditional Land Management</p> <p>Our people - safety and wellbeing</p> <p>Our community - Baby Give Back donation</p>
 <p>Quality education</p>	<p>Our people: foster talent, learning and development</p>
 <p>Gender equality</p>	<p>Our business: carbon offset investment, Katigan Peatlands Conservation, Cool Fire Traditional Land Management</p> <p>Our people: DEIB, Gender Equality Report (WGEA)</p> <p>Our community: Women in Digital and Women in Lottery Leadership sponsorships</p>
 <p>Clean water and sanitation</p>	<p>Our business: Carbon offset investment, Katigan Peatlands Conservation</p>
 <p>Affordable clean energy</p>	<p>Our business: Carbon offset investment, Nepalese Efficient Cookstoves, Darajat Geothermal, Renewable Energy Transition</p>
 <p>Decent work and economic growth</p>	<p>Our business: corporate governance, modern slavery prevention efforts, carbon offset investment, Katigan Peatlands Conservation, Cool Fire Traditional Land Management, Siam Cement Biomass, Darajat Geothermal, Renewable Energy Transition, Native Forest regeneration</p> <p>Our people: safety and wellbeing, Gender Equality Report (WGEA), Foster Talent, Learning and Development</p> <p>Our community: Reconciliation Action Plan</p>
 <p>Industry, innovation and infrastructure</p>	<p>Our community: River City Labs and Women in Digital sponsorships</p>

SDG	Jumbo action
 <p>Reduced inequalities</p>	<p>Our business: modern slavery prevention measures</p> <p>Our people: DEIB</p> <p>Our community: Reconciliation Action Plan, Baby Give Back sponsorship, Paralympics sponsorship, St Helena's Hospice donation, Wattlenest sponsorship, Mater Foundation donation</p>
 <p>Sustainable cities and communities</p>	<p>Our business: carbon offset investment, Cool Fire Traditional Land Management</p> <p>Our community: Baby Give Back donation, Reconciliation Action Plan</p>
 <p>Responsible consumption and production</p>	<p>Our business: environmental impact, carbon reduction efforts, carbon offset investment, Nepalese Efficient Cookstoves, Siam Cement Biomass</p> <p>Our players – player protection and responsible play framework</p>
 <p>Climate action</p>	<p>Our business: environmental impact, Climate Active application, carbon reduction efforts, carbon offset investment, Nepalese Efficient Cookstoves, Coorong Lakes Biodiversity Conservation, Katigan Peatlands Conservation, Cool Fire Traditional Land Management, Siam Cement Biomass, Darajat Geothermal, Renewable Energy Transition, Native Forest regeneration</p>
 <p>Life on land</p>	<p>Our business: carbon offset investment, Nepalese Efficient Cookstoves, Coorong Lakes Biodiversity Conservation, Katigan Peatlands Conservation, Cool Fire Traditional Land Management, Renewable Energy Transition, Native Forest regeneration</p>
 <p>Peace, justice and strong institutions</p>	<p>Our business: Corporate Governance, modern slavery prevention measures</p> <p>Our community: Reconciliation Action Plan, Baby Give Back Donation</p>
 <p>Partnership for the goals</p>	<p>Our business: carbon offset investment, Katigan Peatlands Conservation, Cool Fire Traditional Land Management</p> <p>Our community: sponsorships framework</p>



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