

# Sustainability Report 2025





# Acknowledgement of Country

The Lottery Corporation acknowledges the Traditional Custodians and First Peoples of Australia and their continuing connection with the lands on which our offices, retail outlets and venues operate.

Through our commitment to reconciliation, we can build a bright and inclusive future together, creating better outcomes for all Australians.

### About our artwork

Elaine Chambers-Hegarty has created a powerful artwork for our Reconciliation Action Plan that symbolises our reach across the Australian landscape, from urban centres to regional communities.

The work is rich with colour and symbols that help tell the story of our commitment to reconciliation.

At the heart of the artwork are people gathered in a yarning circle, symbolic of the diverse people we connect with, and our commitment to collaboration.

Elaine spreads the colours of The Lottery Corporation’s logo throughout, creating eye-catching line markings of the land in shades of green, purple representing connections, yellow representing people, and reds and orange continuing the flow of the land and showing the external audience. Striking blues represent our internal engagement and working together.



In FY25 The Lottery Corporation was proud to publish its first Reconciliation Action Plan. For more information, visit [www.thelotterycorporation.com/esg-strategy](http://www.thelotterycorporation.com/esg-strategy)



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## Our 2025 Reporting Suite

Our corporate reporting suite contains information on The Lottery Corporation’s financial and non-financial performance.

This Sustainability Report should be read in conjunction with the listed documents, and key policy and governance documents which can be found on our website, at [www.thelotterycorporation.com](http://www.thelotterycorporation.com)

### Annual Report



### Corporate Governance Statement



## About this Report

### Reporting Scope

This Sustainability Report covers the financial year 1 July 2024 to 30 June 2025 for The Lottery Corporation Limited (ASX: TLC) and its subsidiaries (together, the Group), unless otherwise stated.

In this report, the terms ‘The Lottery Corporation’, ‘TLC’, ‘the Group’, ‘the Company’, ‘our business’, ‘organisation’, ‘we’, ‘us’, ‘our’ and ‘ourselves’ refer to The Lottery Corporation Limited and its subsidiaries.

This report is designed to be read in conjunction with The Lottery Corporation’s 2025 Annual Report and Corporate Governance Statement which are published on our website. The content of this report has been approved by The Lottery Corporation Board.

### Reporting Approach

This report focuses on the topics that matter most to our stakeholders and our business, as determined through our 2025 materiality assessment, found on page 49. For each topic we have provided an overview of our approach and performance over the reporting period, with the aim of providing a clear view of how we are addressing our most material sustainability-related topics.

This report has been prepared in reference to the Global Reporting Initiative (GRI 2021) standards, and the GRI Content Index can be found on pages 52-54 of this report. The data contained in this report has not been the subject of an independent assurance review.

### Forward-looking Statements

This report contains forward-looking statements in relation to the Group, including statements regarding the Group’s intent, belief, targets, objectives, initiatives, commitments and/or current expectations with respect to the Group’s business and operations and its sustainability strategy.

While this information, including relevant sustainability-related targets and metrics, has been prepared by the Company in good faith, the Company does not give any assurance that relevant targets and metrics will be achieved, or that relevant assumptions in this Sustainability Report will prove to be correct. The forward-looking information contained in this Sustainability Report is subject to known and unknown risks and uncertainties and, in many cases, is subject to important factors outside the control of the Company and should be read in conjunction with the material risks of the Group, as outlined on pages 24-29 of our Annual Report.

Any targets, metrics, methodologies and assumptions in this Sustainability Report are subject to change and may be revised from time to time. In particular, climate science and climate-related reporting accounting standards and legal requirements are continuously evolving. Accordingly, the Company’s climate-related strategies, targets, metrics and associated disclosures may be revised in the future to take into account the evolving legislative and regulatory landscape.

### Feedback

If you would like to get in touch in relation to this report, please email [enquiries@thelotterycorporation.com](mailto:enquiries@thelotterycorporation.com). Alternatively, you can call +61 (0)7 3001 9300.



# A Message from our Chairman and CEO

Welcome to our 2025 Sustainability Report, which outlines our progress in delivering our sustainability strategy.

Our purpose is to create positive impacts – for the communities we operate in, for the customers we serve, and for our shareholders and people.

Responsible business practices are essential to building long-term value. They enhance our Company’s resilience and reinforce our commitment to delivering sustainable financial performance well into the future.

Our sustainability strategy has been based on operating our business and products responsibly; supporting our community; nurturing our people; and reducing our environmental footprint.

This report sets out our progress, how we are managing risks and creating opportunities in each pillar, and how we intend to build on this.

**Minimising gambling harm through our Responsible Play Program**

The equivalent of one in two adult Australians purchase a lottery ticket each year. For most people, playing our games is fun and entertaining. But for a small percentage, playing can become problematic. We prioritise customer care and the responsible delivery of our products through our Responsible Play Program.

Our industry-leading approach to responsible play has been accredited at Level 4 by the World Lottery Association, which is the highest rating within the WLA’s Responsible Gaming Framework. As part of our Responsible Play Program, we will continue to evolve how we support our customers in managing their play.

Compared to the lotteries products in our portfolio, which have a very low risk of gambling harm, online Keno is associated with a higher level of risk.

Based on this elevated risk, we implemented additional controls for customers in FY25. Delivered as part of our Customer Care Roadmap, customers playing our online Keno product for more than three hours without a break now receive an alert. Launched in May, this feature reminds the customer how long they have played, suggests options to end or continue play, and how to access support tools.

It follows the September 2024 launch of weekly spend limits, another tool supporting our online Keno customers to play responsibly.

**Amplifying our community impact**

A recent exciting initiative is the integration of the 50-50 Foundation’s Play For Purpose platform into The Lott’s website and app. This supercharges the ability of hundreds of community and charitable organisations to fundraise for grassroots causes.

Australians have enjoyed playing lotteries for more than a century as part of a trusted model that supports small business and communities.

In addition to the substantial proceeds generated for governments by lottery and Keno duties and taxes, we were pleased to financially contribute to many charitable organisations across health, medical research, disaster relief and more.

‘Amplifying Community Impact’ is one of the five core longer-term areas of focus in our refreshed enterprise strategy to help us realise our vision to be the world’s best lottery operator.

We are committed to making a positive difference in responsible play, building better communities and ESG leadership – areas which are also important to our team members.

In the year, we continued progressing team member initiatives to enrich culture, collaboration and belonging, as well as drive a high-performing environment that celebrates and encourages our people’s uniqueness.

We also proudly launched our Reflect Reconciliation Action Plan in FY25, continuing our commitment to fostering respect, relationships and opportunities with Aboriginal and Torres Strait Islander peoples.

Thank you for your continued support. We look forward to creating more positive impacts as we drive our ESG priorities further.



**Doug McTaggart**  
Chairman



**Sue van der Merwe**  
Managing Director and  
Chief Executive Officer





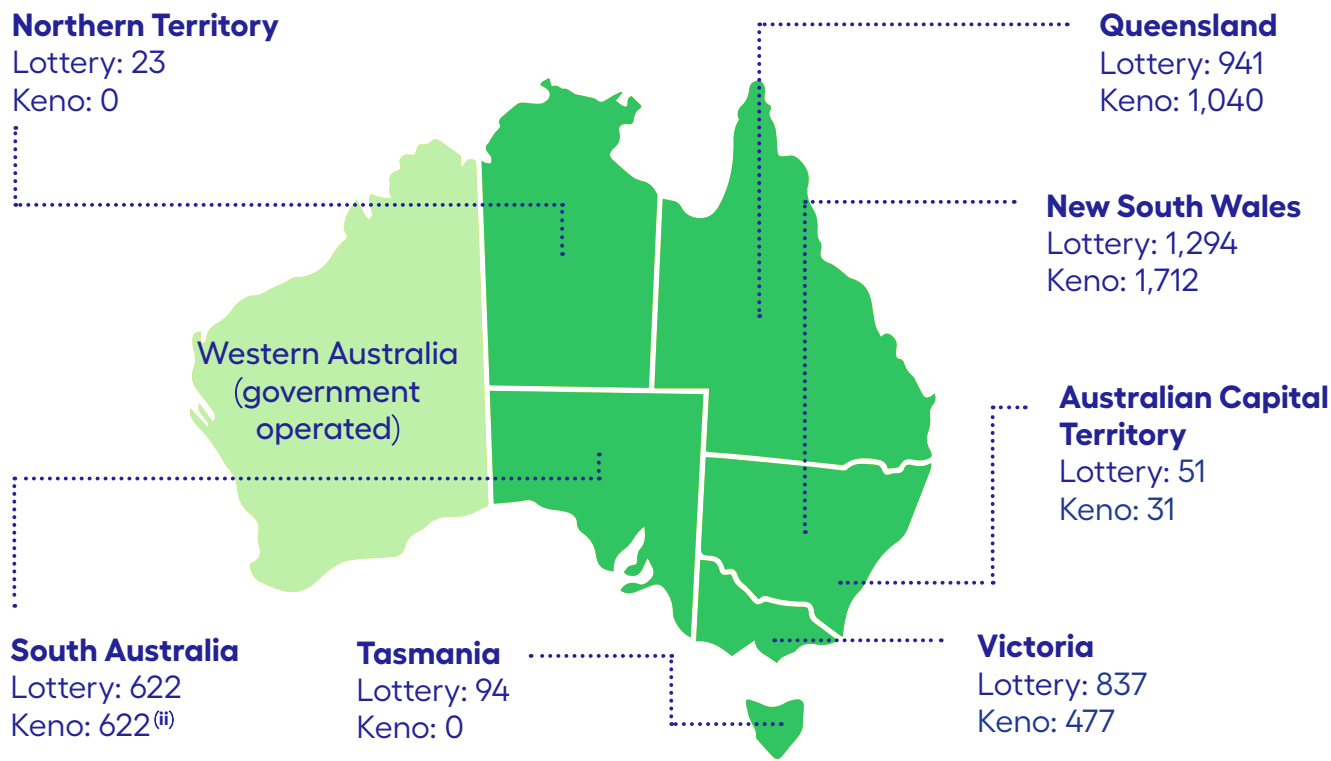
# Who We Are

The Lottery Corporation Limited is the driving force behind Australia’s leading lottery and Keno games and one of the best-performing lottery businesses in the world<sup>(i)</sup>.

The Lottery Corporation has a retail network of more than 7,100 points of distribution making it one of the largest retail networks in the country. As at 30 June 2025, there were 3,862 Lotteries outlets and 3,260 Keno venues.

The Lottery Corporation offers its products digitally via its app and website across both the Lotteries and Keno businesses, including through resellers. Online lottery products are offered in every state and territory other than in Western Australia while Keno is offered online through its Australian Capital Territory and Victorian approvals.

The Lottery Corporation map of retail distribution as at 30 June 2025



(i) The Lottery Corporation has the fourth-highest draw lottery game sales per capita. Source: La Fleur’s Almanac 2025 (Lotto and spiel).  
(ii) Keno products are distributed through lottery retail outlets in South Australia and are excluded from Keno number of venues total.



# What’s in a Typical Ticket?

More than 90% of an entry into Australia’s official lotteries is returned to players or the community.

For our lotteries products, the vast majority of turnover goes back to Australian communities – to our winners, large and small, to our retail partners, to the broader community through our taxes paid and other contributions.

The figure to the right shows the average distribution of a typical draw game lottery ticket such as Powerball or Oz Lotto games<sup>(i)</sup>.

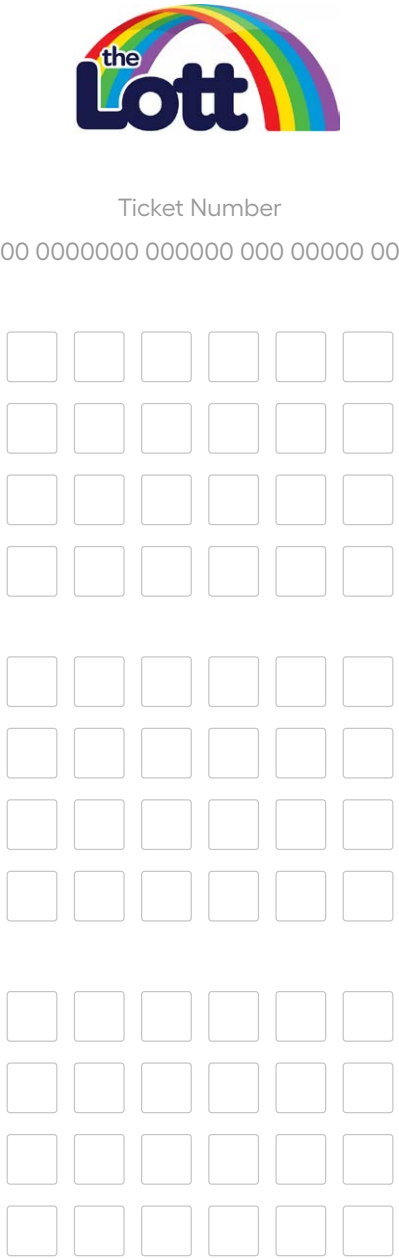
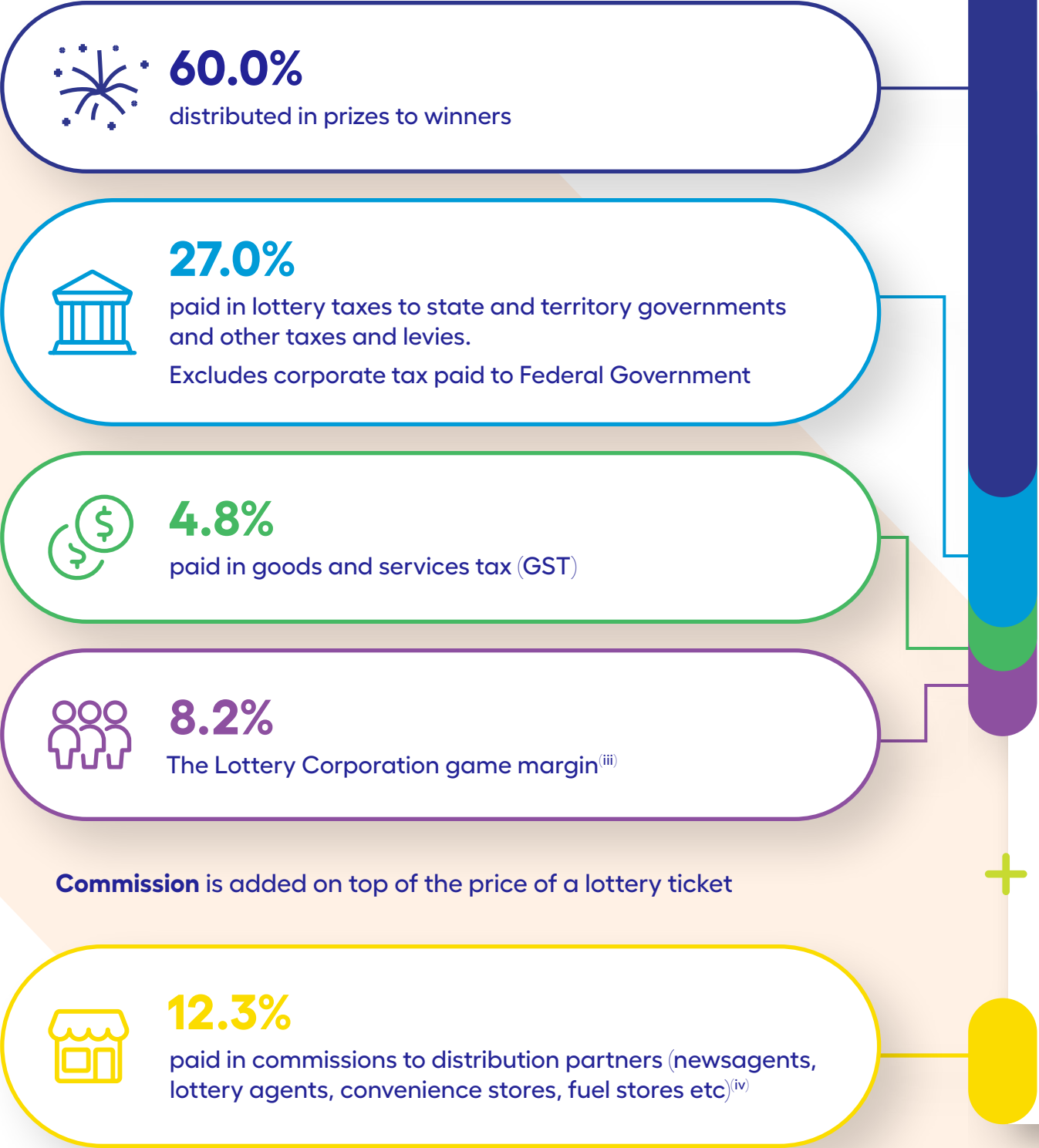
(i) The figure illustrates the agreed distribution of ticket entry proceeds from the retail sale of our major draw game lottery tickets. These distributions are agreed with respective State Governments with whom The Lottery Corporation holds licences and the above depiction is a blended average across all licensed jurisdictions (i.e. lottery tax rates differ across the states).

(ii) The percentages in the figure total 112.3%, as commissions (12.3%) are added on top of the price of a lottery ticket and do not impact allocations to prizes and state taxes.

(iii) The Lottery Corporation game margin from a typical ticket covers wages and salaries, other operating expenses, corporate tax paid to Federal Government and dividends to shareholders.

(iv) Commissions sold on entries through digital channels are paid to the selling party or retained by The Lottery Corporation where sold directly by The Lottery Corporation.

Ticket Entry is comprised of the following four components<sup>(ii)</sup>:

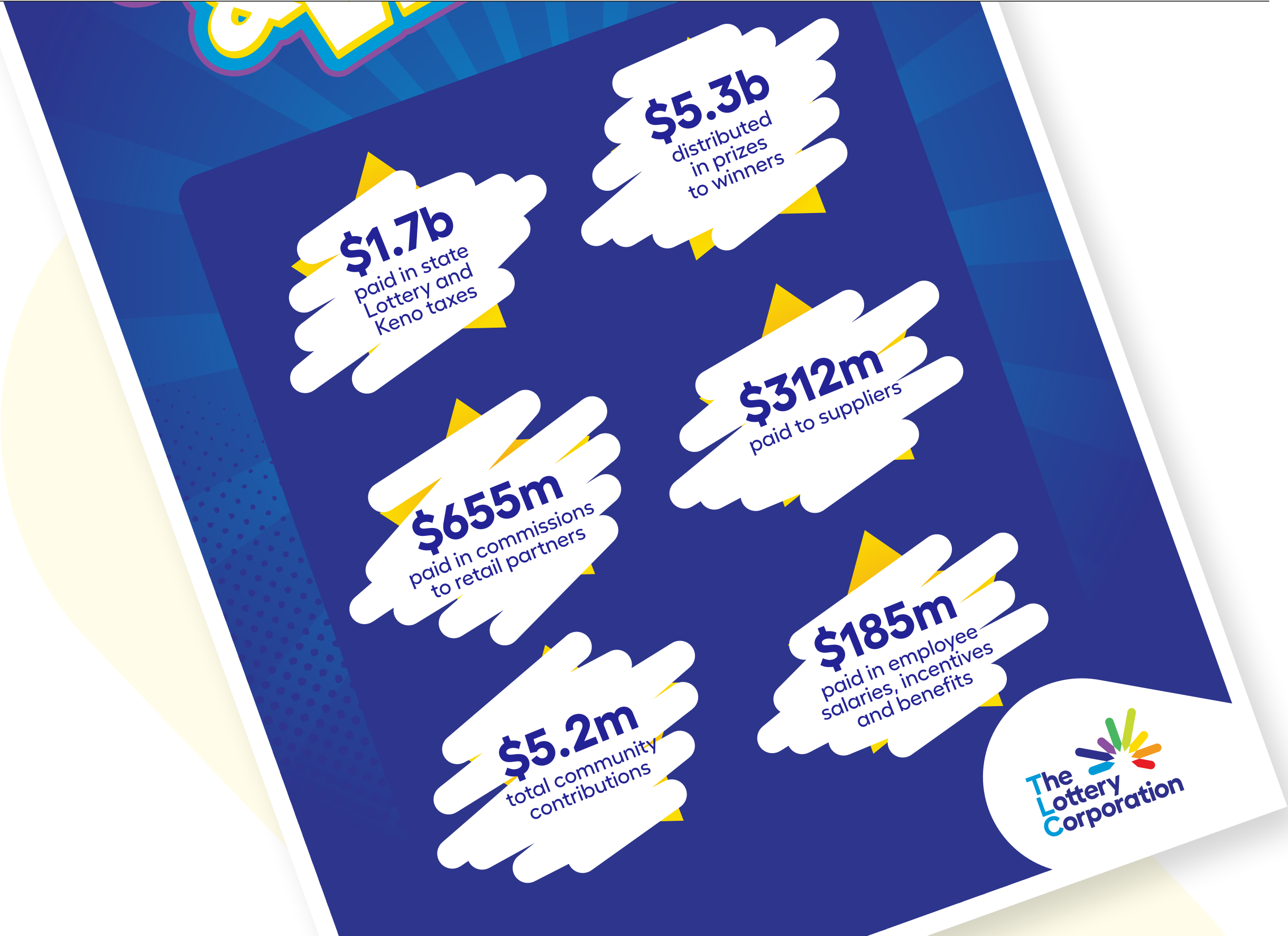




# Our FY25 Contribution By Numbers


Although we are only three years young, our products are more than 140 years old. Today, we continue to build on the lotteries legacy of delivering positive impact and generating economic value for Australian communities.

For our products, the vast majority of our turnover goes back to Australian communities - to our winners, to small business via our retail and venue partners, to our charity and industry partners, and to the broader community.



# A Year in Review

**Implemented Mandatory Spend Limits and Continuous Play Alerts for online Keno**



**73%**  
**Employee Engagement**  
↑ 2% from FY24



**42.5%**  
**Women in Senior Leadership**  
↑ 2.1% from FY24

**0.31%**  
**Lotteries Responsible Play Early Intervention Communications<sup>(i)</sup>**



**Net Zero 2030**  
Scope 1 and 2 roadmap developed



**7.96%**  
**Keno Responsible Play Early Intervention Communications<sup>(ii)</sup>**

**\$4.2m**  
Raised for charities through our support of the 50-50 Foundation

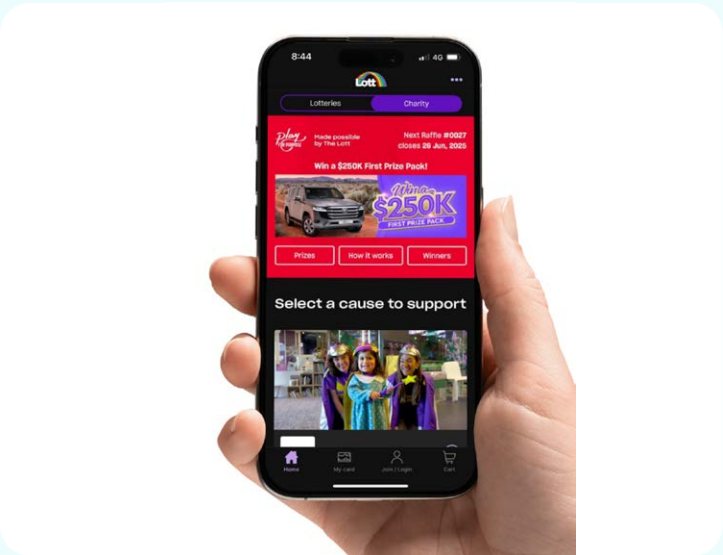


**500+**  
Charities and community organisations supported via the Play For Purpose and 50-50 Charity raffles



**15-person**  
dedicated Charitable Games team employed by The Lottery Corporation





**Play For Purpose joins The Lott’s digital channels**

In June 2025, we helped supercharge the fundraising power of hundreds of community causes by adding the 50-50 Foundation’s Play For Purpose charity raffle to The Lott’s digital channels.

Being able to purchase Play For Purpose tickets directly on The Lott website and app provides more ways for customers to participate while supporting their charities of choice.

In addition, they can buy Play For Purpose tickets in the same transaction as their favourite lottery games marking a new era of our customers giving back while being in the running to win great prizes.

Read more in the Community chapter.

(i) Total number of Lotteries early intervention communications delivered to customers as a proportion of total active registered Lottery customers.  
(ii) Total number of Keno early intervention communications delivered to customers as a proportion of total active online Keno customers.



# Reporting What Matters

**Every two years, we perform a materiality assessment to better understand and reflect topics that are material to our business and our stakeholders, and to identify key risks and opportunities to create value. The results of our assessment inform our strategic priorities and enable us to report on what matters.**

In FY25 we conducted a new materiality assessment. This broad-range assessment included a landscape review, and insights incorporated from interviews and consultation with internal and external stakeholders, including investors, regulators, community partners, internal leaders and team members.

Using a double materiality assessment approach, we identified topics material from a financial perspective (how topics may affect our financial performance) and an impact perspective (how our activities impact society and the environment).

Our full materiality matrix can be found on page 49. Information on our material topics, as well as how we are managing them, can be found throughout this report.

**Aligning with Global Goals**

Sustainable Development Goals (SDGs) are a set of 17 interconnected goals that form a global benchmark for achieving a sustainable future for all.

In FY24 we mapped our material topics against the SDGs to determine which goals our organisation is able to materially contribute to, considering our key risks and opportunities across our value chain. We identified six priority SDGs to contribute to in the context of our operations and relevant regulatory requirements:

- Goal 3 – Good Health and Well-being
- Goal 5 – Gender Equality
- Goal 8 – Decent Work and Economic Growth
- Goal 10 – Reduced Inequalities
- Goal 11 – Sustainable Cities and Communities
- Goal 17 – Partnerships for the Goals

## Our Material Topics

### Business Performance



- Financial performance
- Technology, innovation and AI
- Customer experience
- Risk and crisis management
- Regulatory compliance
- Public policy engagement
- Value chain management

### Responsible and Ethical Business



- Responsible gambling
- Cyber and data security
- Data privacy
- Corporate governance and transparency
- Ethical conduct and integrity
- Tax transparency
- Human rights

### Partners and Community



- Community contribution and impact
- Resilient retailer and venue partners
- First Nations engagement and reconciliation

### Our People



- Employee health safety and wellbeing
- Diversity, equity, inclusion and belonging
- Employee attraction, engagement and retention

### Environment



- Climate resilience and adaptation
- GHG emissions reduction
- Biodiversity
- Circularity and resource efficiency



# Our Sustainability Strategy

Our purpose is to create positive impacts. With more than 9.5 million customers<sup>(i)</sup> and products sold across metropolitan, regional and remote communities in seven states and territories, we are in a unique position to leverage our reach to deliver positive economic, social and environmental contributions.

Our sustainability strategy, first published in FY24, outlines our ambitions for positive impact, with targets set to FY25.

In FY25 we refreshed our sustainability strategy, aligning our goals to our enterprise strategy, new materiality assessment findings, and setting performance measures and targets.

Our refreshed strategy, including goals and performance targets, will be published in early 2026.

### Embedding sustainability in strategic decision making

In recognition of the importance of sustainability in creating enduring value for stakeholders, sustainability performance metrics are embedded in the organisation’s short-term incentive (STI) plan through both key scorecard measures and a STI sustainability modifier.

<sup>(i)</sup> Active customer numbers based on Roy Morgan Gambling Monitor, July 2024 – June 2025. Based on percentage of respondents who had purchased a lottery product over the last 12 months in The Lottery Corporation’s jurisdictions of operations (ex. WA), and weighted against the Australian adult population as at March 2025, based on Australian Bureau of Statistics monthly estimates.

## Our Pillars



Description	<b>We operate our business ethically and responsibly,</b> helping customers to have fun while recognising our responsibility to help protect them from potential and actual harms that may arise from using our products.	<b>We have an important role to play in our communities,</b> through supporting small business and collaborating with our philanthropic and foundation partners to deliver impactful outcomes where they are needed.	<b>We strive to create a great place for our people to work,</b> where we embrace their uniqueness, invest in their wellbeing and support their development.	<b>We take action to reduce our impact on the environment,</b> through our business operations and influencing value chain activities.
Our Goals	<b>Goal 1</b> – Support our players by providing appropriate harm minimisation and responsible gambling programs reflective of the profile of our products. <b>Goal 2</b> – Lay solid foundations for the protection of data.	<b>Goal 3</b> – Establish and maintain ethical and mutually beneficial partnerships. <b>Goal 4</b> – Continue to support the growth of small businesses as a critical distribution channel. <b>Goal 5</b> – Engage in partnerships that build resilient communities.	<b>Goal 6</b> – Respect and nurture the uniqueness of our people by promoting diversity, equity, inclusion and belonging. <b>Goal 7</b> – Invest in the psychological, physical and emotional wellbeing of our team members.	<b>Goal 8</b> – Plan to reach net zero emissions by 2030. <b>Goal 9</b> – Reduce environmental impacts from our supply chain. <b>Goal 10</b> – Reduce paper usage and increase recycling across our business operations.



# FY25 Sustainability Performance

Pillar	Key Performance Indicator	FY25 Target	FY25 Performance	Status
Operating our business and products responsibly	Maintain WLA Responsible Gaming Framework certification	Level 4 WLA certification	Retained Level 4 WLA certification	●
	Percentage (%) of new or reformatted games designed using Gamgard insights screening	100%	100%	●
	Of the player activity flagged as potentially at-risk by early intervention models, the percentage (%) that is supported with an early intervention <sup>(i)</sup>	100%	Keno: 100% Lotteries: 100%	●
	Percentage (%) of operational outlets/venues surveyed for alignment to responsible gambling requirements	100%	Keno: 99.3% <sup>(ii)</sup> Lotteries: 100%	●
Supporting our community	Commissions paid to retailers/venue partners	N/A	\$655m retailer and venue commissions	N/A
	Overall community contributions	>\$5m	\$5.2m total community contributions comprising: <ul style="list-style-type: none"><li>• \$1.3m through The Lottery Corporation operating expenditure</li><li>• \$1.9m through unclaimed prize money</li><li>• \$2.0m through state licence agreements</li></ul>	●
	Funds raised for charities through our support of the 50-50 Foundation	N/A	\$4.2m	N/A
Nurturing our people	Percentage of female representation at Senior Leader level	40% by 2025	42.5%	●
	Employee engagement	70%	73%	●
	Lost Time Injury Frequency Rate	0.0	0.0	●
Reducing our environmental impact	Greenhouse Gas Emissions	Develop 2030 Net Zero Roadmap	Scope 1 and 2 Net Zero 2030 Roadmap developed	●

● Achieved

● Substantially Achieved

● Not Achieved

(i) Early intervention means attempting to contact or intervene in a registered customer’s play experience after detecting material changes in customer play behaviour for the purpose of offering responsible gambling support.

(ii) Completion of audits was impacted by factors including lack of accessibility due to natural disasters, remoteness of location, temporary closures and/or scheduling. To address these issues, The Lottery Corporation has established a working group to review and enhance our current venue and outlet survey process.

# Governance

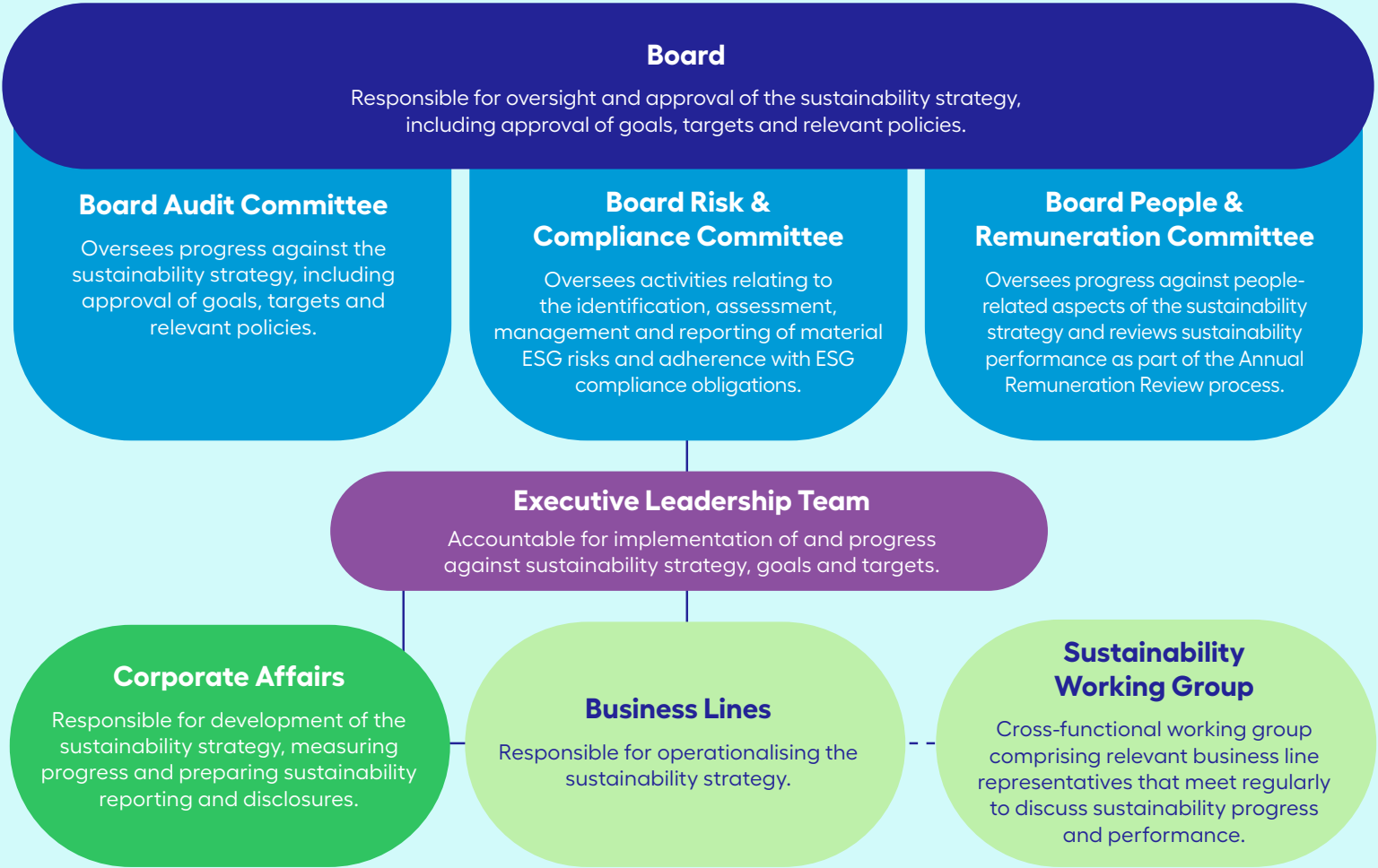
Good corporate governance is fundamental to creating long-term value for our stakeholders. The Lottery Corporation maintains high standards of governance, cultivating an environment of integrity, ethical conduct, and supporting effective operation and management of our business, with the tone set from the top.





# Governance

Our governance framework, including roles and responsibilities, is summarised in the diagram below.



For more information on our governance framework, see our 2025 Corporate Governance Statement.

For more information on our approach to remuneration, see our 2025 Annual Report.

## Ethics and Compliance

We’re committed to high standards of corporate conduct, integrity, ethics and governance.

Our Code of Conduct (Our Code) sets out expectations for the way we work, and applies to all employees, directors and contractors. Employees and contractors subject to the requirements of Our Code are provided a copy as part of their onboarding and are required to complete mandatory training upon joining The Lottery Corporation, and annual refresher training on key elements of the code thereafter.

Failing to follow the expectations set out in Our Code is a serious matter. A team member found to have breached these policies may be subject to disciplinary action, including termination of employment or engagement.

In FY25, serious breaches of Our Code or associated policies resulted in cessation of employment for six employees.

Personal Conflicts and Anti-Bribery, Corruption and Fraud policies also apply. These set out expectations regarding the ethical, honest and transparent conduct of business, in compliance with our policies and legal and regulatory obligations.

We encourage our people to speak up if they suspect a breach or misconduct.

The Company’s Whistleblower Policy sets out how a whistleblower report can be made, who it can be reported to, how it will be actioned and investigated, and protections and support available, including under legislation.

Speak Up is a 24/7 independent, anonymous and secure service available to team members and other eligible stakeholders to make a whistleblower report in relation to The Lottery Corporation.

### Our Sustainability Principles

In June 2025, we published our Sustainability Principles, which set out our approach to managing and mitigating sustainability risks within our business across three key focus areas: responsible play, human rights and the environment.

Our Sustainability Principles are part of our sustainability governance structure, and we expect The Lottery Corporation’s employees, contractors and directors, as well as business partners, to strive to uphold these principles.

# Governance

## Risk Management


Risk management informs our strategic direction and supports value creation, and we continue to review our framework annually.

Our risk management framework supports the effective identification, monitoring, management, reporting and oversight of risks across the organisation. The framework is based on concepts and principles identified in the Australian/New Zealand Standard on Risk Management (AS/NZS ISO 31000:2018).

The Board is responsible for reviewing and monitoring systems and frameworks for risk management (for both financial and non-financial risks), internal control and legal compliance. This includes setting the Company’s risk appetite, reviewing policies and procedures to identify the main risks associated with the Company’s business, and the implementation of systems to monitor, manage effectively and report on these risks.

Sustainability aspects of our business-wide strategic risks, including responsible play, maintaining our social licence, ethical conduct and safety, remain integral in our risk framework.

The Lottery Corporation is conducting a climate risk assessment to inform the Group’s physical and transition climate risk management practices.



For more information on our risk management framework and governance, see our 2025 Corporate Governance Statement. For more on our approach to managing material risks, see our 2025 Annual Report.

## Tax Transparency

We maintain a high standard of tax risk management, tax governance and compliance in the jurisdictions in which we operate. The Lottery Corporation returns a substantial amount of revenue to governments and the community through the taxes and duties levied on our lotteries and Keno products.

Our tax strategy principles include:


- Complying with all statutory tax obligations, operating in good faith and with transparency
- Maximising shareholder value while operating in accordance with the law
- Proactively managing our tax risk and tax affairs
- Maintaining professional, collaborative and open relations with tax authorities
- Considering reputation risk and stakeholder interests in assessing tax risk.

Taxation matters are regularly reported to the Board Audit Committee and we maintain a comprehensive, Board-approved Tax Risk Management Policy, which is regularly reviewed, and approved on a biennial basis. We enhanced the policy in FY25 to include a tax control monitoring and testing plan and a Responsible, Accountable, Consult and Inform (RACI) matrix.



As a large taxpayer, we are under regular review by the Australian Taxation Office, partnering with them to monitor our tax profiles across direct and indirect taxes.

In FY25, we adopted the Government’s Voluntary Tax Transparency Code, a set of principles and ‘minimum standards’ developed by the Board of Taxation and administered by the Australian Taxation Office to guide the public disclosures of tax information.



You can find our Voluntary Tax Transparency Code disclosures for the year ended 30 June 2024 here: [www.thelotterycorporation.com/about/corporate-governance](http://www.thelotterycorporation.com/about/corporate-governance)

## Public Policy Engagement

The Lottery Corporation’s Political Contributions Policy sets out the principles that inform the Company’s approach to political contributions and donations. Our public policy engagement objectives acknowledge we have a responsibility to our shareholders and stakeholders to participate in the public policy development process.

As part of this, The Lottery Corporation holds memberships of certain political party networking forums and attends events that support political parties. In FY25, the cost of The Lottery Corporation’s memberships to political party networking and attendance at events was \$123,300.

The Lottery Corporation’s principles around its political contributions include maintaining an honest and transparent approach; no ‘cash-only’ donations; and a bipartisan approach as much as practicable. Priorities include advocating for sustainable lotteries sectors across Australia, strong responsible gambling and consumer protection laws, and strategic priorities to create value for The Lottery Corporation’s customers, partners, the community and shareholders.



You can find our Political Contributions Policy here: [www.thelotterycorporation.com/about/corporate-governance](http://www.thelotterycorporation.com/about/corporate-governance)



# Business and Product Responsibility



# Responsible Play

We recognise that all forms of gambling, even lower-risk products such as lotteries, have the potential to cause harm. That is why enabling our customers to play safely remains our priority. We do this through our Responsible Play Program, made up of policies, processes, systems and tools embedded into our game design and delivery, which aims to minimise the risk of gambling harm for our customers.

In June 2024, The Lottery Corporation was re-certified by the World Lottery Association, retaining the Level 4 Responsible Gaming Framework certification (the highest available), that we have held since 2017.

The certification recognised our ongoing commitment to customer protection and continuous improvement.

We continued in FY25 to deliver initiatives to strengthen customer support, including:

- Implementing new customer tools and controls for our highest-risk product, online Keno, which reduced the game design assessment rating from high to medium<sup>(i)</sup> overall
- Enhancing our early intervention models and subsequent customer intervention mechanisms and processes
- Uplifting training and education for our team members, with a focus on customer-facing team members in our Contact Centre
- Continuing investment in gambling harm research and surveys to better understand the risk of potential gambling harm of our products and inform our customer support priorities.



(i) As assessed using the Gamgard game design assessment tool.



## Responsible Play Governance

Governance and oversight of our Responsible Play Program is provided through our Responsible Play Committee (RP Committee). The RP Committee is chaired by our Chief Commercial Officer and comprises our Chief Customer and Marketing Officer, Chief Information Officer, Chief Channel Officer, Chief Legal and Risk Officer and General Manager Corporate Affairs.

The RP Committee meets regularly and key responsibilities are set out in the RP Committee Charter. They include:

- Monitoring the design, implementation and effectiveness of The Lottery Corporation’s Responsible Play Program
- Overseeing the ongoing development of the Responsible Play Program consistent with The Lottery Corporation’s vision to be the world’s best lottery operator
- Promoting a strong culture of responsible gambling and harm minimisation in alignment with The Lottery Corporation’s purpose and principles.

Updates on the status of the Responsible Play Program are provided to the Board Risk & Compliance Committee on a quarterly basis. Matters of significance are escalated by the RP Committee chair to appropriate alternative internal governance bodies

for consideration, such as the Executive Leadership Team, Executive Risk & Compliance Committee, Board Risk & Compliance Committee, or the Board.

The Responsible Play Program is operationalised across our business divisions through our senior leaders, who are responsible for management of the day-to-day activities and delivery of continuous improvement initiatives. The Responsible Play Forum is a cross-functional body that reviews operational performance and discusses matters of significance or recommendations to report to the RP Committee.

## Employee Training

Our commitment to responsible play starts with our people.

All our team members are required to undertake responsible gambling online training, initially as part of induction and annually thereafter. Team members in our Contact Centre and Marketing and Retail teams also complete additional role-based training.

In addition to mandatory training, we engage with team members to raise awareness and understanding of gambling risks and harm through our internal communication channels, awareness sessions with guest speakers with lived experience of gambling harm run by gambling support service providers such as Relationships Australia, and activities during Gambling Harm Awareness Weeks.



Our team members at the National Association for Gambling Studies (NAGS) conference in November 2024.



## Understanding Gambling Harm in the Australian Community

Since 2023, The Lottery Corporation has commissioned market research company Roy Morgan to integrate the nine standardised questions that comprise the Problem Gambling Severity Index (PGSI) questionnaire into Roy Morgan’s Single Source survey. Roy Morgan Single Source is a broad survey across a representative sample of the Australian population. The PGSI question set is completed by about 16,000 respondents annually (4,000 respondents each quarter), which we believe represents the largest continuous gambling research program in Australia.

This independent survey gives us insight into problem gambling incidence and risk rates among the Australian population. Survey participants are classified into five different categories: non-gamblers, or if they gambled, non-problem, low-risk, moderate risk, or problem gamblers.

The research reveals that the incidence rate for problem gambling for the general population of Australians who participated in any form of gambling from July 2024 to June 2025 was 4.6%.

### Rates of problem gambling for our products

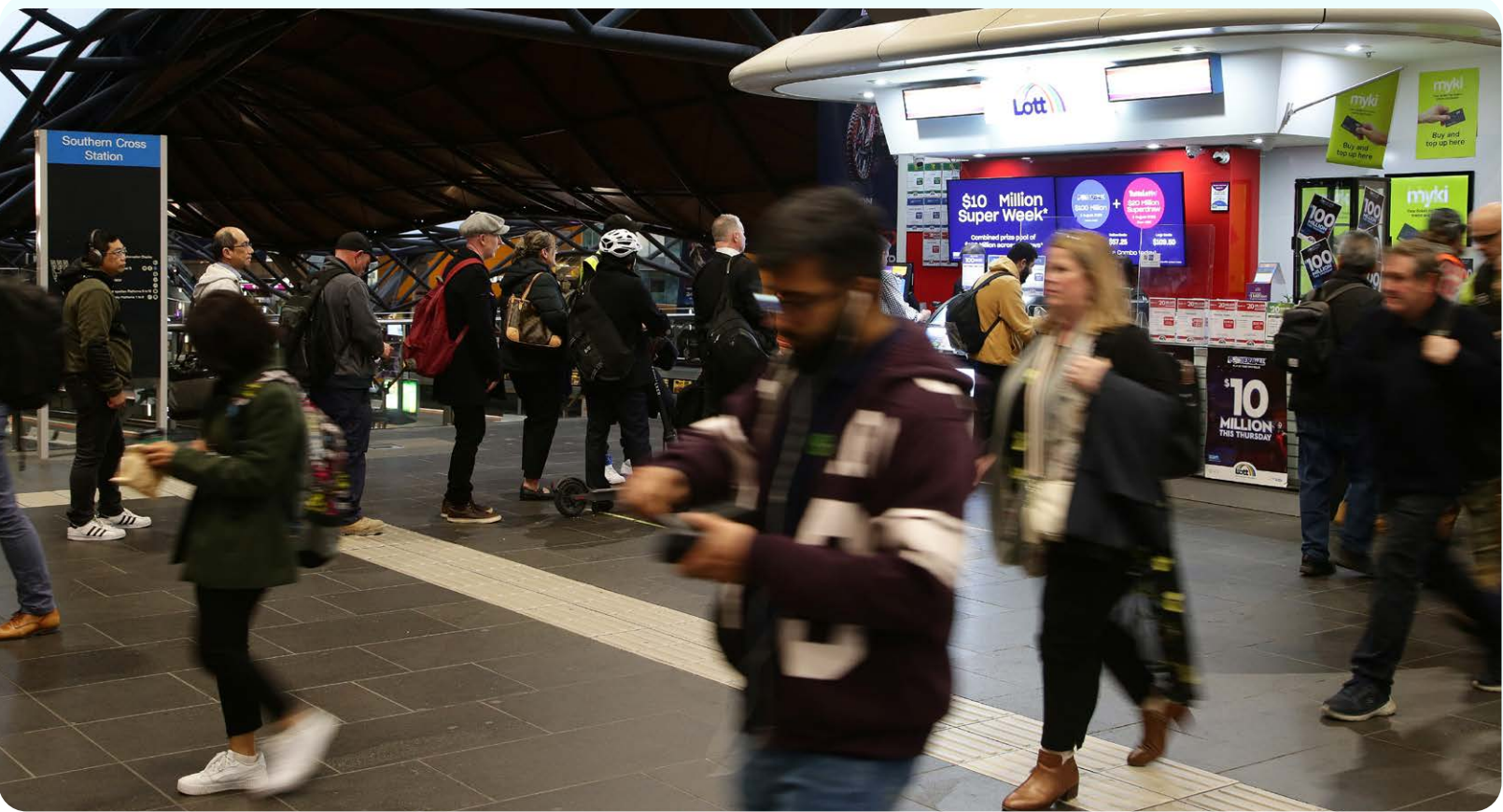
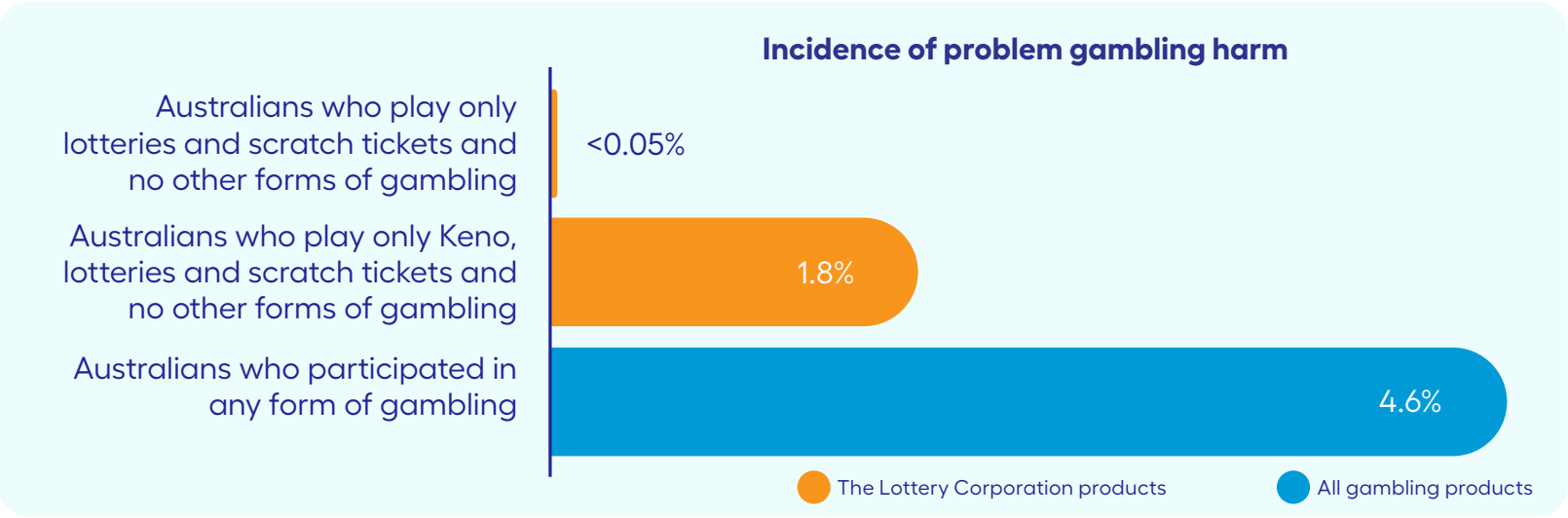
According to the research, 46% of Australians who participate in any form of gambling play only lotteries and scratch ticket games. For these players, the incidence rate of problem gambling has remained at less than 0.05%.

Although the research indicates playing lotteries and/or scratch ticket games alone has a next-to-zero incidence of problem gambling, this doesn’t mean there is no risk, especially for those who play multiple gambling formats, including high and very high-risk games.

Of Australians who play only Keno, lotteries and scratch tickets and no other forms of gambling, the incidence rate of problem gambling across the 12-month period to June 2025 is 1.8%. This cohort includes players of synthetic online Keno products, which The Lottery Corporation does not offer.

We recognise that Keno, and particularly online Keno, has a higher incidence rate of problem gambling. That’s why, in FY25, we introduced mandatory spend limits, continuous play alerts and additional monitoring and intervention.

### Roy Morgan Single Source survey – Problem Gambling Severity Index (July 2024 to June 2025)



Game Design

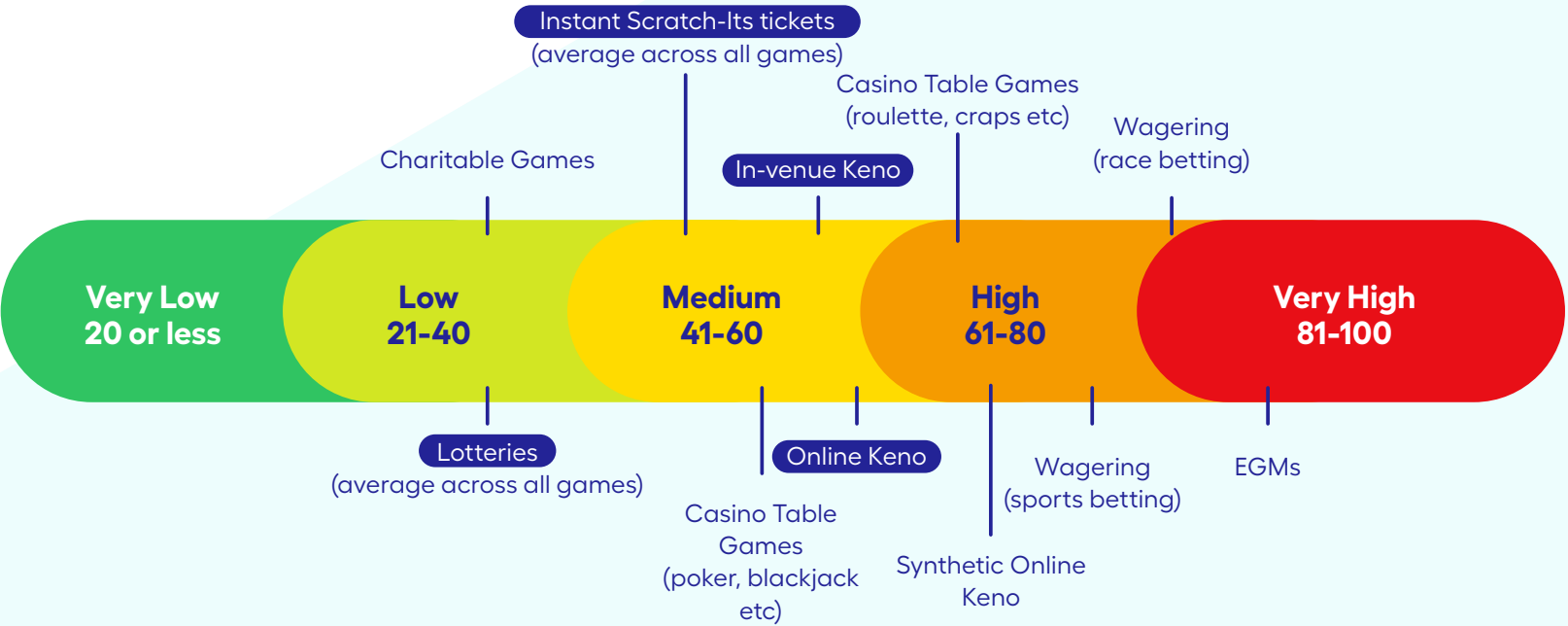
Since 2017, we have used the Gamgard game design assessment tool to assess the risk of games in our portfolio. Originally developed in the UK in 2006 by psychologists with expertise in gaming, gambling and behavioural addiction, it has been continuously improved since. Gamgard Version 3.0, updated with input from gambling researchers, clinicians and people with lived experience with problem gambling, has been in place since 2016.

Gamgard assesses games based on 10 structural and situational characteristics or ‘risk factors’ that have been observed to influence player behaviour and potentially increase risk of gambling harm, and four responsible gaming features, which have been observed to reduce risk of gambling harm. Games are categorised into very low, low, medium, high and very high risk for vulnerable players. Game risk can be decreased by addressing any of the game risk factors or implementing responsible gaming features.

The introduction of mandatory spend limits and continuous play alerts has reduced the Gamgard risk rating for our online Keno product from high to medium. As a result, all games within our portfolio are rated medium or low.

(i) Powerball, Oz Lotto, Lucky Lotteries, Super 66, Set for Life, Lotto Strike, Saturday lotto and Weekday Windfall lottery games

Gamgard assessment of The Lottery Corporation’s portfolio



Lotteries	Instant Scratch-Its tickets	In-venue Keno	Online Keno
76% share of Company turnover	5% share of Company turnover	17% share of Company turnover	2% share of Company turnover
Low (21-40)	Medium (41-60)	Medium (41-60)	Medium (41-60)
Our lotteries products <sup>(i)</sup> have an average rating of low across our portfolio of games. Limited frequency of events and low prizeback percentage in comparison to other games of chance drives the low rating.	Instant Scratch-Its tickets have an average rating of medium across all games. The ability for customers to make multiple purchases, play more frequently and near wins opportunities drive Instant Scratch-Its tickets’ medium rating.	Keno in-venue has a rating of medium, with high event frequency and continuity of play, where customers are able to play continuously within venue operating hours contributing to the medium rating.	Online Keno has a rating of medium, with high event frequency and accessibility of play, where players can access games online, contributing to the medium rating.



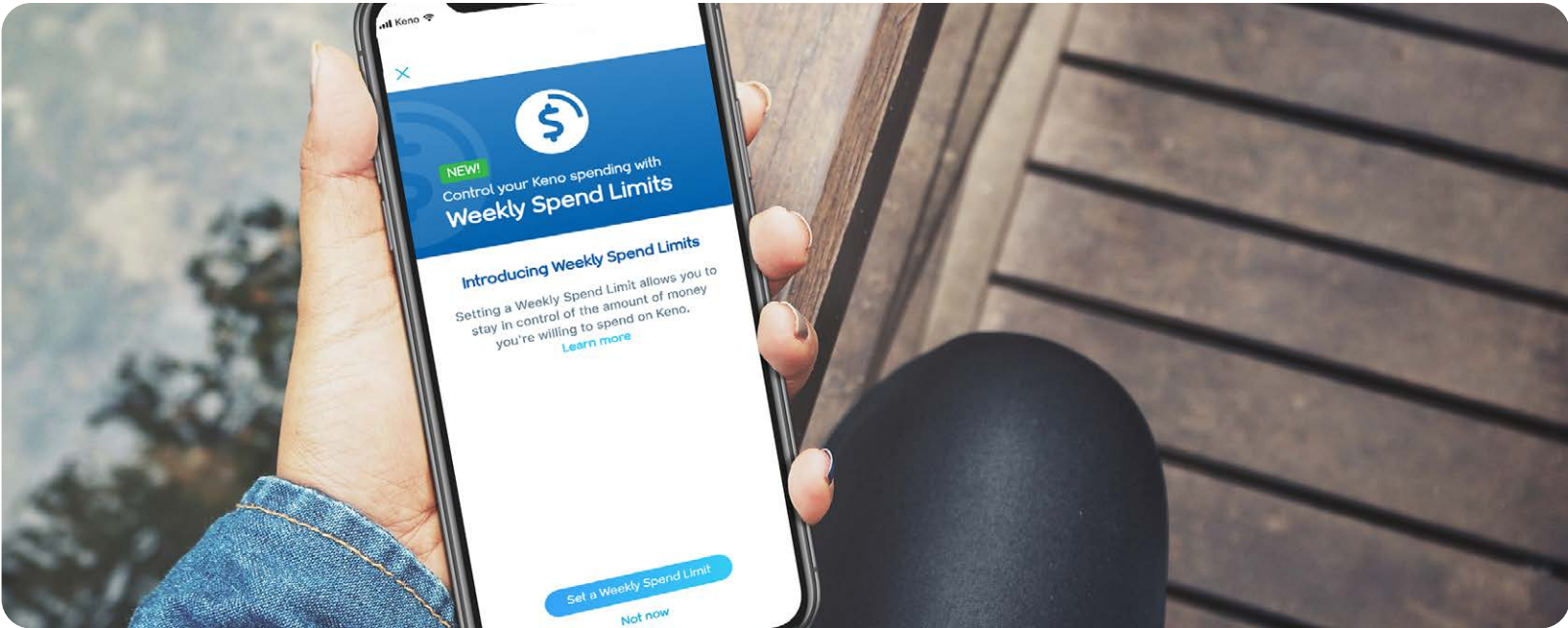
Designing our online Keno product for safer play

With online Keno being the highest-risk product in our portfolio, and with increased advertising of the product by others in the market, we continued to focus throughout FY25 on tools and controls to help minimise the risk of gambling harm.

These tools - mandatory weekly spend limits and continuous play alerts - strengthen an existing suite of harm minimisation tools and controls already available to Keno customers.

Mandatory Weekly Spend Limits

In September 2024, we introduced mandatory weekly spend limits for all online Keno players, with a default limit of \$1,000 per week. The limit can be decreased or increased by players, with decreases effective immediately, and increases subject to a seven-day waiting period.



Customer sentiment has been largely positive, with survey feedback identifying limits as a useful tool for customers to manage their spend and play responsibly. Since its introduction, the number of customers engaging in continuous play (playing for three hours or longer without a 15-minute break) has reduced by more than 23%.

Continuous Play Alerts

Continuous play alerts were implemented for online Keno players in May 2025. The alerts, triggered when customers engage in a play session of three hours or longer without a 15-minute break, provide an in-play reminder to customers, with options to exit their session, navigate to responsible gambling information and resources, or continue playing.

Enabling Safer Play in Retail and Venue

The Lottery Corporation’s retail and venue partners, who connect directly with our customers, play a critical role in promoting responsible play. We work closely with our partners, providing education and training on minimising gambling harm, responsible play, and The Lottery Corporation’s regulatory and legislative requirements to help provide a safer environment for our customers.

Compliance audits

Our retail and venue partners are required to undertake mandatory audits to support compliance with our requirements, including responsible play requirements. Lotteries retail partners are required to undertake audits quarterly (two on-site audits by an external service provider and two self-assessments per year). Keno venue partners are required to undertake annual on-site audits, either through an external service provider or by our team members.

The audits assess compliance with responsible play and gambling harm minimisation measures, including responsible play signage requirements (for example, visibility and availability of responsible play guides and brochures), preventing sale of products to minors, identifying signs of potential problem gambling, and support available to customers and retail/venue staff through The Lottery Corporation and external providers.

Retail and venue partners are required to rectify any non-compliance. Non-compliance may impact the overall remuneration a lotteries retail partner receives from The Lottery Corporation. Serious misconduct may result in partners being removed from our network.

Training

It is mandatory for lotteries/Instant Scratch-Its tickets retail partners within our network to complete The Lottery Corporation’s Responsible Play training annually in all jurisdictions, except South Australia, where retail partners are required to complete separate similar training modules within a specified timeframe.








Our Responsible Play training modules, revised in FY24 and rolled out in FY25, cover gambling harm, including identifying signs of harm and responding to customers displaying indicators of gambling harm, managing and recording gambling incidents, and promoting responsible play. Overdue training can impact retail partner performance ratings.









In addition to the required Responsible Conduct of Gambling/Responsible Service of Gaming training and certification, additional responsible gambling training is made available by The Lottery Corporation to Keno venue partners.



# Customer Support Tools

We have a range of tools available to assist our customers in managing their play behaviour, whether they purchase products in store or online.

Lotteries	
	<b>Identity Verification</b> All online customers are required to provide proof of identify and age verification. Retailers are required to seek identification from customers who appear to be under the age of 25.
	<b>Self-exclusion</b> Our online self-exclusion program enables players to self-exclude from online purchasing by following the online account self-exclusion process or calling our Contact Centre. Player account deactivation occurs immediately and lasts for a minimum of 180 days. Self-excluded players are unsubscribed from direct marketing/notifications from The Lott. Customers can self-exclude from purchasing products in store by following the relevant barring/exclusion process in their jurisdiction.
	<b>Pre-Commitment – Spend Limit</b> A weekly spend limit is automatically implemented for all online customer accounts to minimise the risk of excessive spending. Decreases to spend limits can be set at any time by players through their online account, and are applied instantly. Increases to spend limits require a seven-day waiting period to take effect.
	<b>Marketing opt out</b> Customers can opt out of receiving direct communications online or by calling our Contact Centre.
	<b>Activity Statements</b> Customers can request activity statements detailing transaction history of registered or online play at any time by calling our Contact Centre. Customers in South Australia who meet criteria outlined in South Australia’s State Lotteries Gambling Code of Practice will automatically receive an activity statement.
Instant Scratch-Its tickets	
	<b>Identity Verification</b> Instant Scratch-Its tickets are only available for purchase in-store by customers aged 18 years or older. Retailers are required to seek identification from customers who appear to be under the age of 25.
	<b>Self-exclusion</b> Customers can self-exclude from purchasing Instant Scratch-Its tickets in-store by following the relevant barring/exclusion process in their jurisdiction.

Keno	
	<b>Identity Verification</b> All online customers are required to provide proof of identify and age verification. Venues are required to seek identification from customers who appear to be under the age of 25.
	<b>Self-exclusion</b> Our online self-exclusion program enables players to self-exclude from online Keno by following the online account self-exclusion process, calling our Contact Centre, or completing and submitting a self-exclusion form via the contact form on the Keno website. Customers can self-exclude from purchasing products in-store by following the relevant barring/exclusion process in their jurisdiction.
	<b>Pre-Commitment – Deposit Limit</b> Online players can opt to set a deposit limit, limiting the maximum amount they can deposit into their account over a 1, 7, 14 or 28-day period. Once set, players can change these limits, with decreases applied instantly, and increases requiring a seven-day waiting period to take effect.
	<b>Pre-Commitment – Spend Limit</b> A weekly spend limit is automatically implemented for all online customer accounts to minimise the risk of excessive spending. Decreases to spend limits can be set at any time by players through their online account, and are applied instantly. Increases to spend limits require a seven-day waiting period to take effect.
	<b>Continuous Play Alerts</b> Online customers who engage in a play session of three hours or longer without a 15-minute break receive an in-play notification, with options to exit their play session, navigate to responsible gambling information and resources, or continue playing.
	<b>Marketing opt out</b> Customers can opt out of receiving direct communications online or by calling our Contact Centre.
	<b>Take a Break</b> The ‘Take a Break’ feature enables online players to suspend accounts for 1, 7, 30, 90 or 180 days, either through their online accounts or by calling our Contact Centre. Players can access their account and recommence play after the break period expires.
	<b>Activity Statements</b> Customers can request activity statements detailing transaction history of online play at any time by calling our Contact Centre.

## Identifying Potential At-Risk Customers

The Lottery Corporation’s early intervention models are tools to encourage responsible play and help minimise potential gambling harm. Both the Lotteries Early Intervention Model (LEIM) and Keno Early Intervention Model (KEIM) have been designed in partnership with behavioural scientists referencing academic research to provide early warning of potential at-risk player behaviours. We monitor model performance and adjust underlying algorithms and assumptions where we find opportunities to better identify customers potentially at-risk of gambling harm.

The models assess customer play behaviour, including:

- changes in play behaviour across frequency, variability, intensity and trajectory
- total losses and continuous play for online Keno.

The LEIM models run weekly, and KEIM daily.

Once players with potential at-risk behaviours are identified, a graduated and risk-based customer intervention strategy is applied. Based on their classification, customers receive communication from The Lottery Corporation. Customers with moderate indicators of potential harm are directed to education and support materials, and encouraged to consider implementation of support tools to manage their play behaviour.

However, where a customer’s interactions suggest a potential higher risk of gambling harm exists (that is, where a customer is rated ‘black’) we suspend their account until the customer contacts our team to discuss their play behaviour.

Our current rates of player notification and intervention are consistent with respective game risk ratings. In FY25, 0.31% of active registered Lotteries customers and 7.96% of online Keno customers received an early intervention communication.

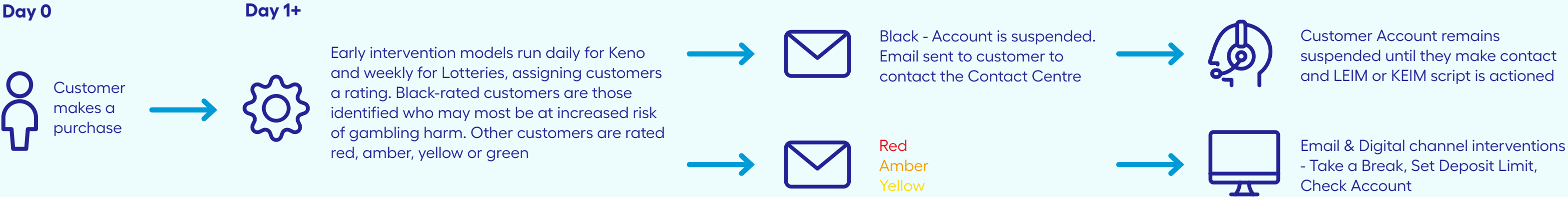
**0.31%**  
of active registered Lotteries customers received an early intervention communication



**7.96%**  
of online Keno customers received an early intervention communication



### Journey of a customer through our early intervention models



## Customer Contact and Support

Our Contact Centre consultants are available to answer responsible gambling enquiries weekdays from 8am to 6pm. All consultants undertake specialist training, with additional training provided to our Responsible Play Liaison Officers and Gambling Contact Officers (a certification required in the ACT).

In addition to answering inbound customer calls, our Contact Centre consultants are responsible for communicating with customers as required by the early intervention monitoring program. As part of the process, consultants document key call details and outcomes, including application of support tools such as pre-commitments, self-exclusions, account closures or referrals to gambling help support services (if required).

Where queries, concerns or complaints are unable to be resolved by our Contact Centre consultants, they are escalated to our Complaints and Incident Management (CIM) team.



### Partnering to deliver better customer support

Since 2021, we have partnered with Relationships Australia, a not-for-profit organisation which supports and advocates for respectful relationships across Australia through services, which include gambling help support, counselling and education.

In FY25, we engaged Relationships Australia to deliver specialised training to our Contact Centre consultants. The two-part training program comprised an initial half-day session delivered by gambling help educators followed by specialised training delivered by gambling help counsellors, both aimed to uplift knowledge of gambling harm and improve the quality of our customer interactions.

“We’re impressed with our interactions with The Lottery Corporation teams and the great work all staff are delivering to customers, especially around minimising gambling harm.”

David McAnalen, Gambling Help Service Community Educator, Relationships Australia (QLD)

Workshops with Relationships Australia and feedback from their educators and counsellors have enabled our teams to have more effective conversations with customers.

## Responsible Advertising

Our approach to responsible play extends to our marketing and advertising activities. Responsible play principles are embedded into our marketing and advertising development and approval processes, and encompass regulatory obligations, voluntary provisions through industry codes such as the Australian Lottery Blocs Code of Practice (introduced in FY24), and The Lottery Corporation’s internal advertising principles.

Our Marketing teams receive role-based training, designed to help meet our compliance obligations and promote our games responsibly across all media platforms. We also encourage external advertising and marketing agencies to complete ‘Responsible Gambling in Advertising’ training prior to working with our business.

Our Responsible Play and Legal teams are also involved in the review of marketing concepts, campaigns, assets and new initiatives.

We review and update our advertising and marketing approach on a regular basis, incorporating feedback from our team members and the community, and in accordance with regulatory requirements and industry best practice.



# Responsible Business

## Cyber and Information Security

The Lottery Corporation recognises that globally, cyber security threats are constantly evolving and increasing in frequency, severity and sophistication. We are focused on maintaining the security of our information systems and protecting the information of our customers, employees and stakeholders.

### Our approach

We maintain a robust technology and cyber risk framework comprising policies, processes and tools to protect company assets and information from a wide range of threats and to ensure the confidentiality, integrity, business continuity and resilience of the Company’s critical information. Our approach is aligned with industry standards, and we hold certifications for International Standard for Information Security Management Systems (ISO 27001), Payment Card Industry Data Security Standard (PCI DSS), and World Lottery Association Security Control Standard (WLA-SCS) – the only internationally recognised security standard for the lottery sector.

Governance and oversight of our cyber and information security programs and performance is provided by our Board Risk & Compliance Committee, which is provided updates on a quarterly basis.

### Policies and standards

The Lottery Corporation has an Information Security Policy that defines the role team members need to play in protecting company assets and information and in meeting our legal, regulatory and contractual requirements. It covers all employees, contractors and workers engaged by third-party service providers.

The policy is applied to all The Lottery Corporation owned and/or managed data, information, processes and/or technology systems, including those hosted, managed, accessed and/or serviced by third parties. It covers company information, technology systems, services and equipment. The policy is complemented by related standards.

The Lottery Corporation has a Personal Information Handling Policy that sets out obligations for all team members regarding the collection, use, disclosure and storage of personal information. This internal policy, along with the customer-facing Privacy Policy, confirms The Lottery Corporation’s commitment to open and transparent privacy practices and data protection.



The Lottery Corporation’s Privacy Statement and the Privacy Policy can be viewed at [www.thelotterycorporation.com/privacy](http://www.thelotterycorporation.com/privacy)

### Strategic Focus

In FY25 we refreshed our cyber security strategy, prioritising six strategic focus areas designed to bolster our security capability and preparedness, and deliver a greater level of maturity and protection for our stakeholders.



Creating a security-aware workplace

We recognise that uplifting our security posture starts with ‘Secure People’. Our approach prioritises human-centred security awareness, understanding that sustainable security practices begin with empowered and educated team members. Our Security Culture team is responsible for developing and implementing comprehensive education and behavioural programs designed to create lasting change. An education framework drives a comprehensive learning pathway that builds security knowledge across all levels of the organisation. In FY25 these programs included:

- Privacy Awareness and Information Security training for employees, training and awareness sessions through Australian Signals Directorate for our Executive Leadership Team, and tailored education sessions with The Lottery Corporation Board
- Simulation exercises, ranging from phishing simulations to larger-scale cyber security attack and privacy breach simulations
- A broad communication program to raise awareness of cyber security that includes ‘Byte Size’, a weekly security, technology and AI newsletter, and events and activities to mark Cyber Security Awareness Month in October 2024, Information Awareness Week in March 2025 and Privacy Awareness Week in June 2025.

“True sustainability in cyber security begins with people. When we empower individuals with knowledge and embed security into our culture, we’re not just protecting systems, we’re shaping The Lottery Corporation as a resilient, future-ready organisation.”

Kate Glasson,  
Security Culture Manager

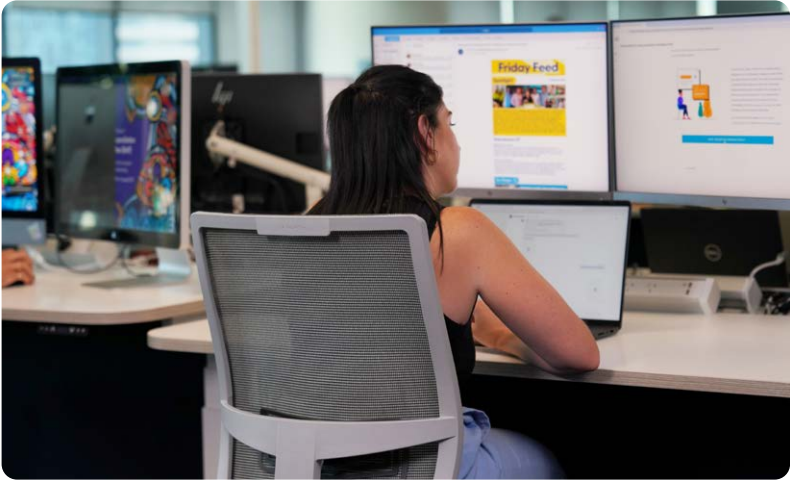




## Innovation & Artificial Intelligence (AI)

We continue to explore and adopt AI to create value through innovation. We see data, AI and automation capabilities enabling a deliberate and strategic shift in how we operate, compete and grow in a world moving faster than ever before. Our focus is shaped by our people - those who know our customers, recognise our challenges, and understand what’s possible.

In FY25, we began launching AI Assistant capability through our Microsoft Copilot rollout. This began with an early adopters phase, scaling to include staff across the organisation. Our rollout was supported by collaborative training sessions to evaluate and maximise value, share learning and cross-pollinate great use cases.



### Building capability and caring for our data assets

In FY25, we celebrated Information Awareness Week through a vibrant series of communications, fun staff events and a light-hearted data hunt to engage staff and improve knowledge.

As we advance our use of data, AI and automation, we’re focused on supporting our people and culture with the knowledge, skills and guardrails they need for safe and effective innovation. In FY25 and through FY26, we’re strengthening oversight frameworks to support transparency, accountability and alignment with our values while refining our initiatives that deliver long-term strategic and social benefits.

Recognising that awareness and skills are critical enablers, we continue to uplift digital literacy and AI fluency across our workforce. We are also embedding safe and ethical innovation by implementing safe exploration supported by clear policies, robust risk management practices and adaptive governance models that enable us to balance experimentation with protection. Together, these actions position us to responsibly harness innovation in ways that advance organisational performance and sustainable impact.



### Sparking possibilities

In December 2024, in line with our ‘dare to find a better way’ principle, we held our first Spark Hackathon. It was two days of innovation and collaboration as 50 team members in eight teams united to brainstorm, design, problem solve and build creative and data-driven technology solutions to real-world issues and challenges.

Three topics gave our hack teams great opportunities to come up with something new and valuable, such as developing new systems

to address gambling harm. Mentors provided guidance, while judging criteria included alignment with company principles, innovation, creativity, technical execution, impact and relevance.

The event gave our people the chance to showcase their skills, learn new ones, build relationships and contribute to business-wide success. Several projects from the Spark Hackathon are being evaluated for their benefit to our business and our partners, retailers, customers and communities.

A second hackathon is in the planning.



## Human Rights

We are committed to respecting and upholding the human rights of our people as well as those who may be impacted by our operations.

Our approach to respecting human rights is outlined in our Sustainability Principles.

### Managing modern slavery risks

In FY25, we continued to strengthen our processes to identify and guard against modern slavery within our operations and value chain. During the period we:

- Uplifted and expanded our mandatory modern slavery training module for all employees so team members are equipped to identify potential modern slavery risks
- Reviewed and strengthened our modern slavery governance framework
- Focused on supplier collaboration and education by delivering a Supplier Toolkit to 35 suppliers encouraging them to take proactive steps in upholding ethical standards and protecting human rights

- Developed a modern slavery scorecard with targets and key performance indicators to measure the impact of our actions
- Strengthened our supplier risk assessment and due diligence processes by implementing a third-party risk management framework and introducing a modern slavery risk assessment tool
- Continued to engage and strengthen our partnerships with industry groups and stakeholders to promote collaborative approaches to managing modern slavery risks.



Every financial year, we are required to identify our modern slavery risks and disclose the actions we have taken during that period to address them. We intend to publish our next Modern Slavery Statement by December 2025. See our current statement here: [www.thelotterycorporation.com/about/corporate-governance](http://www.thelotterycorporation.com/about/corporate-governance)





# Community

Our purpose is to create positive impacts. This includes supporting the small businesses that sell our products, strengthening our charity and community partnerships, collaborating with our industry partners and contributing to the Australian community at large, while offering exciting games that can deliver life-changing wins to our customers.





# Our Winners

We love creating winners every day and inspiring people’s dreams as millions of our customers experience wins – big and small – that can make a difference in their lives.

The continual renewal of our portfolio is one of the core ingredients in keeping our game offers relevant to customers and driving long-term and sustainable growth. In FY25, we made changes to Saturday lotto, raising the estimated weekly Division 1 prize pool from \$5 million to \$6 million in May 2025, together with a 10-cent price rise per game, the first in five years. Lucky Lotteries games also received a new look, and a price rise of 20 cents per number of Lucky Lotteries Super Jackpot games, and 50 cents per number for Lucky Lotteries Mega Jackpot games. The price increase is the first since 2015 when the game expanded from New South Wales to all our jurisdictions and coincides with a rise in retailer commission in alignment with other lottery games. This helps support the sustainability of our retail partners.

Across the year, our customers won more than \$4.1 billion in total lotteries prize money across Australia (except Western Australia). Powerball gave our customers the biggest prizes with more than \$578 million in Division 1 prize money won by 21 entries across The Lott jurisdictions.

Keno players in Australia’s eastern states celebrated 76.3 million wins collectively worth more than \$1.2 billion, while 151 customers won \$12.5 million in top Instant Scratch-Its tickets prize money.

\$4.1b

Lotteries prize money



\$1.2b

Keno prize money



\$12.5m

Instant Scratch-Its ticket top prizes



275

Lotteries millionaires made



## FY25 Lotteries<sup>(i)</sup> Millionaires Map

Northern Territory  
2 Millionaires made



Western Australia  
(government operated)



South Australia  
26 Millionaires made

Tasmania  
6 Millionaires made



Queensland  
81 Millionaires made

New South Wales  
76 Millionaires made

Australian Capital Territory  
2 Millionaires made

Victoria  
82 Millionaires made

<sup>(i)</sup> compiled from Division 1 wins > \$1M across all The Lott jurisdictions (New South Wales, Australian Capital Territory, Queensland, South Australia, Victoria, Tasmania and Northern Territory) in Saturday Lotto, Weekday Windfall, Oz Lotto, Powerball, Set for Life, Super 66, Lotto Strike, Lucky Lotteries and Keno (SA) Spot 10 games from 1 July 2024 to 30 June 2025.

# Channel Partners

**Our partner network comprises 3,862 lottery outlets and 3,260 Keno venues in Australia as at 30 June 2025. Our retail presence is one of the country’s largest.**

This network – which operates across metropolitan, regional and remote locations – is integral to our success, and in turn, the long-term sustainability of our partners.

The Lottery Corporation pays product sales commissions to newsagents, lottery agents, licensed venues and other retail partners. In FY25, this totalled \$655 million.



Retailers also received an uplift in commissions on Lucky Lotteries game sales, supporting the ongoing sustainability of our retail network. Our commission arrangements are designed to encourage our retail partners to provide a positive customer experience and drive growth across both retail and digital channels.

For the jurisdictions and products in which we offer an omni-channel experience, The Lottery Corporation shares a portion of digital commissions it receives and offers sign-up bonuses to lottery retailers. We also fund digital signage equipment in retail outlets.

We monitor partner performance across dimensions such as sales, compliance with requirements including signage, responsible play and labour rights, assessed through our partner audit programs (see page 20 for more).

We regularly engage with our retailers through our Business Development Managers, Contact Centre, Retail Roadshow feedback surveys, satisfaction surveys and quarterly meetings with our Retail Consultative Group.

## Investing in our Retail Capability

In FY25, we launched a project to refresh the terminals in our retail outlets, with plans for about 9,000 terminals in the lotteries and Keno network to be replaced by FY28.

The rollout of new Scientific Games Wave 8 touch-screen terminals started in Queensland lotteries outlets in March 2025, with other jurisdictions planned from FY26.

The software powering the lotteries terminals was developed in-house by our Technology teams. It offers an improved user experience for both the retailer and customer and enables future updates to be delivered more frequently and simply.

Retailer feedback has been positive, indicating that the intuitive interface of the terminals has improved the customer and operator experience.

This year concluded our three-year program to transition our Keno venue partners from a legacy daily connection fee model to a new Keno access fee model. Eligible clubs, hotels and casinos have switched to the new structure which has boosted profitability for most venues, simplified pricing across the board and removed old hardware-based fees.



### Supporting the next generation of club leaders

FY25 marked the launch of the ECLIPS (Emerging Club Leaders Inspiring Progressive Success) program, a joint initiative sponsored by Keno in collaboration with Clubs Queensland. Thirty employees from clubs across metropolitan and regional locations were selected for the 12-month pilot, where they will have the opportunity to develop new skills and training through a series of workshops and obtain formal qualification.

The program focuses on capability development to foster the next generation of leaders and addresses a critical skills gap within the Queensland club industry.



# Charitable Games

**The Lottery Corporation proudly continued its support of the 50-50 Foundation, a registered charity with the Australian Charities and Not-for-profits Commission, that conducts the Play For Purpose and 50-50 Charity Raffle games to boost fundraising for charities and not-for-profits across Australia.**

Through a service agreement with the 50-50 Foundation, support includes:

- Provision of technology, including website hosting and maintenance support to facilitate ticket sales of Play For Purpose and 50-50 Charity Raffle games
- Partnership management and marketing services for partners
- Corporate services and resources required to operate the raffles, including finance administration and assisting the 50-50 Foundation with certain regulatory and compliance requirements, including privacy, data security and responsible play
- A dedicated 15-person Charitable Games team employed by The Lottery Corporation.

In FY25, our support of the 50-50 Foundation enabled more than \$4.2 million to be raised for 500-plus charities and community organisations across Australia.

## 50-50 Charity Raffle

In FY25, sporting clubs and teams, events, community organisations and charities around Australia hosted 244 50-50 Charity Raffles which raised more than \$2.3 million.

The 50-50 Foundation’s 50-50 Charity Raffle is a product where 50% of the prize pool raised at each raffle goes to one ticket holder who is drawn at random during an event. The remaining 50% goes directly towards charitable purposes.

Tickets can be purchased online and are also sold to patrons by roaming volunteers with hand-held electronic devices. Every ticket transaction is electronically recorded and updated on mobile devices, as well as the 50-50 website, so the draw can be monitored in real time.

In FY25, 3,680 volunteers gave more than 14,000 hours to help raise funds for good causes.





# Charitable Games

## Play For Purpose

Play For Purpose is a not-for-profit online raffle from the 50-50 Foundation that helps to raise funds for hundreds of charities across Australia. Customers choose which charity their ticket supports, while being in the running to win a share of 395 prizes, including a \$250,000 First Prize Pack.

Since it began in 2018, Play For Purpose charity raffles have had more than 53,000 winners and raised more than \$11 million for charitable causes made possible through The Lottery Corporation’s support.

Tickets are \$10, with a minimum of \$5 from every ticket sold going directly to the nominated charity partner, and the remaining \$5 funding the prize pool and administration costs to run the raffle.

Since June 2025, Play For Purpose charity raffles have been integrated into The Lott’s website and app, giving customers the ability to purchase Play For Purpose tickets. This integration – designed in-house by our Technology team and supported by teams across our business – taps into The Lott’s network of 4.4 million registered active customers.

Customers in our retail outlets are now also able to buy Play For Purpose tickets in selected stores. By scanning a QR code, customers can support up to three causes of the retailers’ choice, with part proceeds of ticket sales returned to the outlet in commission.



### Spotlight on Starlight

Drawn on 27 June 2025, the \$250,000 First Prize Pack for the first Play For Purpose raffle since its integration into The Lott digital channels was won by an entry purchased via The Lott website.

The NSW father’s winning entry was in support of the Starlight Children’s Foundation which had helped his children through various hospital visits and surgeries over the years.

Starlight has been a Play For Purpose charity raffle partner since the raffle’s inception in 2018, and has raised \$323,940 (including bonus payments) through the platform to date.

Since the debut raffle, 1,801 Starlight supporters have shared in \$593,410 in prizes including the \$250,000 First Prize Pack twice.

“Play for Purpose is more than just a chance to win - it’s a way for the community to help Starlight brighten the lives of seriously ill children in Australia.”

Louise Baxter,  
Starlight Children’s Foundation CEO



# Community Engagement

## Community Contributions

**For decades, Australian lottery proceeds have helped fund essential projects such as health, research, education and infrastructure that contribute to a brighter future for all Australians. It’s a legacy we’re proud to continue.**

Funding for our community contributions comes from a range of sources, including The Lottery Corporation’s operating expenditure, unclaimed lottery prize money in Queensland and the Northern Territory, and as part of state and territory licence agreements in the Australian Capital Territory, Northern Territory and Queensland.

In FY25, contributions across all funding sources channelled \$5.2 million<sup>(i)</sup> towards community partners, an increase of 4.8% from FY24. This included voluntary contributions through our operating expenditure, which totalled \$1.3 million.

Through our matched fundraising initiative, we also donated more than \$37,000 – up from \$31,000 in FY24 – to charities our team members chose to support.

Our priorities around community contributions are aligned with our overall sustainability and business strategies and guided by customer feedback. This approach enables us to use our strengths, brands and team members to have the most meaningful impact on our community.

The Lottery Corporation’s focus remains on initiatives that make a real difference, including:

- Advancing health outcomes and funding medical research
- Supporting education to build resilience
- Addressing social challenges such as homelessness and mental health
- Assisting disaster-affected communities
- Promoting arts and culture
- Driving environmental sustainability.



<sup>(i)</sup> Comprises cash contributions (including contributions distributed through unclaimed prize funds, licence commitments, operational expenditure etc.) contributed to charitable organisations (organisations with a valid Australian Charities and Not-for-profits Commission registration number) from July 2024 to June 2025.



In FY25, we welcomed five new community partners:

- Greening Australia which funds landscape restoration programs - \$150,000 in September 2024
- LIVIN which is dedicated to breaking the stigma around mental illness - \$100,000 in October 2024
- DV Safe Phone which supports those experiencing domestic violence - \$50,000 in November 2024
- Rural Aid which supports Aussie farmers with financial assistance, disaster response and mental health initiatives - \$100,000 in November 2024
- Juiced TV which helps children have a more positive hospital experience - \$200,000 in March 2025.

Other key contributions in FY25 included:

- Keno’s \$200,000 donation to Disaster Relief Australia in May 2025 brought our total support over six years to \$1.2 million to help disaster-affected communities nationwide. Thanks to Keno’s funding, in FY25 DRA was able to conduct 33 local community operations, deploy 376 volunteers and complete 111 essential work requests delivering 9,300-plus hours of recovery assistance to fire, flood and storm-impacted communities.
- In April 2025, we returned as a presenting partner of Queensland’s Nine Telethon which raised more than \$10 million for Mater Little Miracles. We contributed \$600,000 from The Lott by Golden Casket towards life-saving research, care services and equipment to ensure all babies at Brisbane’s Mater Hospital have the best possible start to life.



- In addition to the \$139,000 donation to support the Tatts Finke Desert Race – the gruelling off-road motorsport event in Alice Springs we’ve been part of for 25 years through Tatts NT – we announced donations of \$10,000 each in June 2025 to two local causes: Mai Wiru which improves nutrition, health and food security for Aboriginal communities; and Alice Springs School of the Air, providing remote education to students living in some of Australia’s most isolated areas.



**Caring for the tiniest patients in their time of need**

Some of the proceeds from the 2007 sale of Golden Casket to Tattersall’s Limited provided the initial funding for the Queensland Children’s Hospital, which is ranked among the world’s top 10 paediatric hospitals.<sup>(i)</sup>

The Lott by Golden Casket has continued to support the Children’s Hospital Foundation, contributing more than \$20 million over the years. This included \$3 million to the hospital’s Children’s Brain Cancer Centre, Australia’s first research initiative dedicated to paediatric brain cancer, treatment and survivorship, which was launched in 2019 with a \$500,000 contribution from Golden Casket unclaimed prize money.

“Making a positive impact in our communities is entrenched in our DNA. We are incredibly proud that our origins are so deeply rooted in the world-class care that critically sick and injured children receive at Queensland Children’s Hospital each day.”

Andrew Shepherd,  
Chief Customer & Marketing Officer

In November 2024, as the hospital celebrated its 10th birthday, we proudly presented a cheque for \$1.5 million – \$1 million from state lottery taxes to support the foundation’s work providing care and assistance to sick kids and their families, and \$500,000 from unclaimed prize money for the Children’s Brain Cancer Centre.

The institution is critical in the fight to change outcomes for children with brain cancer, with the centre researching a drug that can effectively penetrate the blood-brain barrier, long considered a ‘safe haven’ for cancerous cells.

The advancement is a testament to the role lotteries plays in supporting health outcomes and medical research.

<sup>(i)</sup> QCH was ranked 10th out of 250 paediatric hospitals in Newsweek’s Best Specialised Hospitals 2024 list.



## Reconciliation

In February 2025, we proudly launched our first Reconciliation Action Plan (RAP) showing our commitment to creating positive impacts and fostering an inclusive environment that values and nurtures the unique perspectives of Aboriginal and Torres Strait Islander peoples.

Our RAP builds on existing initiatives for our people to engage in cultural learning and awareness activities. By partnering with Reconciliation Australia and joining the RAP community of organisations, we strengthen our ability to improve opportunities and outcomes for First Nations communities.

Our RAP complements our sustainability and belonging strategies and underpins initiatives to help increase representation of First Nations peoples within our workforce, supply chain and the communities we support.

Under the pillars of relationships, respect, opportunities and governance, we outlined how we aim to contribute to reconciliation in Australia. We also recognise the opportunity presented to use our procurement spend to create positive impacts, support First Nations businesses and deliver value to the organisation.

Our RAP artwork is proudly displayed at our seven worksites. Each print is accompanied by a plaque that provides details about the artwork and its artist Elaine Chambers-Hegarty, as well as acknowledgement of the land and Traditional Owners of each site.



Our Executive Leadership Team with the RAP artwork in our Sydney office.



For more details on our commitments, you can read our Reflect RAP at [www.thelotterycorporation.com/esg-strategy](http://www.thelotterycorporation.com/esg-strategy)



“Our Reconciliation Action Plan is an important step towards healing and unity, especially for our Indigenous community who, like many marginalised groups, have long been denied their rights. With this plan, we’re not just acknowledging the past but actively working towards a future where respect, inclusion, support and education are at the forefront. As a queer person and member of the TLC Diversity Network, I appreciate the commitment to creating spaces where everyone feels seen, heard and valued.”

Daniel Wolter,  
Prize Payments Consultant



# Our People

Our people are the heart of our business. This is why we invest heavily in their capability, development and overall employee experience. We are proud to foster a high-performing culture connected to our strategy and we're committed to creating a thriving workforce built on the talents and contributions of a diverse team who feel valued, safe and empowered to thrive.





# A Workplace We Love

**In FY25, we remained focused on elevating the employee experience and fostering a work environment that nurtures and respects our team members, supports balance between work and home life, and sparks more moments of connection and joy across the organisation.**

**Our principles are embedded in our culture, guiding our actions and shaping our reputation as we work, lead and grow.**

## Policy and Governance

Our Code of Conduct (Our Code), updated in FY25, guides the way we work and sets out standards and expectations of our leaders and team members on how we conduct our business. It is supplemented by a suite of workplace policies, which are regularly reviewed and updated to align with our principles, employee feedback, and regulatory or legislative changes.

Our Board People & Remuneration Committee oversees our remuneration and people strategies and policies, including talent attraction and retention, culture and engagement, capability development, health, safety and wellbeing, and inclusion and diversity, and monitors progress against key strategic objectives.

## Employee Engagement

Building a great culture includes listening to our people. Confidential culture and engagement surveys regularly allow our team members to provide feedback on their experiences, enabling us to identify strengths and opportunities for improvement.

We undertook a full Tune In employee engagement survey in October 2024 and a shorter pulse survey in April 2025 to assess engagement and leadership effectiveness.

Group-wide engagement in both surveys was 73%, an increase from the previous result of 71% in February 2024. We utilise the employee experience platform, Culture Amp, which reports a current engagement benchmark for Australian companies of 70%.

We bolstered employee connection in FY25 through:

- The introduction of Culture Ambassadors – a group of highly engaged team members who champion our principles and inclusive culture. They regularly meet to share ideas, provide feedback on culture-related initiatives, and support in-office events
- Monthly online General Manager and People Leader Forums to allow our leaders to connect, get updates from senior leaders and People & Culture on the things that matter, share feedback and ask questions
- Events enabling team members to connect, including all-office Big Picture events, social hours and in-office celebrations for business milestones and dates of significance
- Continuing to support a hybrid approach to working that blends remote and on-site work to foster in-office connection.

### Meeting free a calendar win

In March 2025, we celebrated the first anniversary of meeting-free Wednesday mornings – an initiative born directly from employee feedback in our engagement surveys. Now a regular part of our calendars, it helps our people carve out time for uninterrupted work, planning, learning or to connect with colleagues.

“Meeting-free Wednesday mornings have been a huge benefit giving me time to regroup, plan my priorities and reflect on what I’ve accomplished so far in the week. I also use this time to take part in LinkedIn Learning courses. I’m a big advocate for mental health and short, insightful courses on the platform help me gain perspective and become a better colleague and person in general.”

Joseph Perri, Retail Operations Analyst



73%

Employee Engagement

Up from 71% in FY24





Creating positive impacts by giving back

In FY25, 127 team members accessed their one day of paid leave for volunteering activities, though many more went above and beyond with our volunteer hours totalling 861 hours, up from 275 hours in FY24.

Employees can choose to volunteer individually or collaborate with colleagues on community causes. In FY25, our people lent their time to 10 organisations, including packing food with Foodbank in Melbourne (above), making meals with OzHarvest, planting trees with Greening Australia and wrapping Christmas gifts for the Children’s Hospital Foundation.



Amplifying our volunteer impact

During May 2025’s National Volunteer Week, we held our inaugural 10x10 Philanthropy event inviting the Company’s top 100 volunteers to hear from three inspiring start-up not-for-profits and allocate two \$50 tokens to directly support the work that resonated most with them.

Supported housing charity Bridge It received 31% of the \$10,000 pot, 33% went to blue-collar mental health service TIACS, and 36% to Ocean Heroes helping people with autism gain confidence through surfing. We intend to make this an annual event as a reward for our volunteers and to celebrate the power of creating positive impacts.

Employee recognition

We believe showing appreciation for the positive impact someone’s had is a great way to strengthen culture and boost morale and belonging.

Our recognition platform Amplify, allowing team members and leaders to appreciate and recognise hard work, and celebrate achievements and milestones, was actively used by 67% of our people this year.

A new feature in FY25 was Amplify Milestones recognising our people’s service anniversaries to show appreciation for their loyalty and contributions. Depending on years of service achieved, rewards include Amplify points to spend in the online marketplace, Instant Scratch-Its tickets and money towards celebrations with team members.

In FY26, we aim to implement an in-house connections program via Amplify.

17,700+

Messages of appreciation shared



14.6m

Rewards points awarded



10.7m

Rewards points redeemed



1,100+

Virtual career and personal milestone cards sent





# Talent Attraction and Retention

We seek to attract, develop and retain high-calibre people who are aligned to our principles and committed to helping The Lottery Corporation be the world’s best lottery operator.

## Talent Development

We prioritise the growth and development of our people to empower them to excel in their current and future roles. In FY25 we:

- Examined future capability in light of our refreshed corporate strategy and created plans to address any development gaps
- Developed and launched our Leader Attributes framework (see more right)
- Under the Elevate coaching program, gave about 300 hours of 1:1 career coaching sessions through coaching and leadership development platform Hello Monday. Twelve per cent of our people participated in this program with a coach of their choice
- Expanded a talent review of the General Manager population to the cohort below to identify successors and key talent and create development plans for them
- Continued the Thrive Leadership Development Program and refined it to include peer coaching circles and a 360-leader effectiveness survey
- Had 433 employees participate in capacity building and professional development through LinkedIn Learning, which is offered to all team members.

**26%**  
of vacant roles were filled by internal candidates in FY25



**10.8%**  
turnover in FY25





Create joyful moments

**Engaging  
Appreciative  
Empowering**



Dare to find a better way

**Courageous  
Decisive  
Agile**



Are accountable and transparent

**Strategic  
Self-aware  
Performance Driver**



Nurture the uniqueness of our people

**Inclusive  
Curious  
Coach**

**Calling leaders, one and all!**

At The Lottery Corporation, we believe everyone is a leader.

Integral to this is our Leader Attributes, a framework of behaviours aligned to our principles that guide how we all lead.

Created by our Culture & Organisational Development team and launched in October 2024, the 12 attributes provide clarity on expectations and apply to all roles – individuals, people leaders and senior leaders.

To introduce our Leader Attributes framework, we hosted 11 interactive workshops for about 200 team members and people leaders. These sessions explored how the attributes underpin our high-performance culture, how to apply them in everyday work, and how they can be used to set clear expectations, support development, and deliver meaningful feedback.



**X marks the spot for talent development**

In November 2024, our Culture & Organisational Development team won three gongs at the LearnX Awards. The team achieved the top Platinum placing in all three of their nominated categories – the Leadership Development category for our Thrive Leadership Development Program, the Coaching category for the Elevate coaching program pilot, and the Team Development category for their team effectiveness work.

# Belonging

Fostering a sense of belonging starts with building a workplace culture where every team member can bring their true selves to work. We nurture the uniqueness of our people as a key principle, and recognise that belonging in the workplace is linked to better employee health and wellbeing, improved performance and decreased turnover risk.

Our approach to creating a diverse, equitable and inclusive workplace culture is outlined in our belonging strategy, which centres around three pillars:

- Recruit, develop and retain a diverse workforce
- Provide equity in access to opportunities and advancements across the employee life cycle
- Cultivate an inclusive workplace culture that respects and nurtures the uniqueness of our people.



See The Lottery Corporation’s Inclusion and Belonging Policy here: [www.thelotterycorporation.com/about/corporate-governance](http://www.thelotterycorporation.com/about/corporate-governance)

## Supporting Gender Equality

In FY25 we continued to work towards our gender diversity targets (40:40:20), with female representation across our senior leadership<sup>(i)</sup> team at 42.5%, up from 40.4% in FY24. Female representation on our Board was 42.9% as at 30 June 2025.

The median pay gap between male and female employees at The Lottery Corporation for equivalent ‘like-for-like’ roles was zero, based on our most recent internal analysis in 2025. Any variation at an individual level is attributable to the skills and experience of the individuals in these roles.

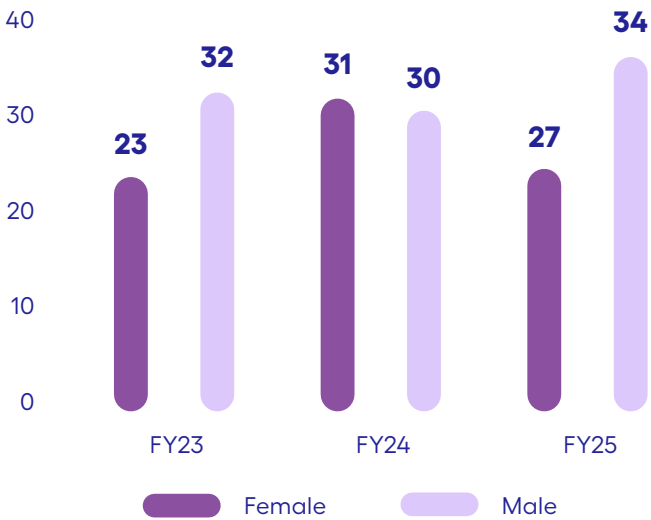
As published in the Workplace Gender Equality Agency’s (WGEA) Employer Gender Pay Gaps Report (March 2025), our median total gender pay gap for the reporting period to 31 March 2024 was 18.4% compared to the Australian median gap of 18.3%, improved from our March 2023 result of 19.8%. The 2024 data incorporated CEO remuneration for the first time, contributing to a reduction in the average total gender pay gap to 13.5%, down from 19.5%, and below the Australian average of 21.8%.

We will continue to work towards closing our gender pay gap and promoting gender equity through:

- Talent and succession: monitoring gender distribution and conducting calibration exercises to promote fairness and representation
- Talent acquisition: updated guidelines and practices to promote inclusive advertising and recruitment processes, helping to ensure accessibility and representation in candidate selection

- Female talent development: tailored plans for successors and high-potential individuals, including the Women’s Initiative in Lottery Leadership (WILL) program
- Reporting and analysis: regular monitoring of appointment, promotion, pay, performance and attrition metrics to help avoid gender disparities
- Targeted increase in female people leaders: targets in place to improve the representation of females in people leader roles to create a talent pipeline
- Supporting families through our Parental Leave Policy, which in FY25 introduced one week of grandparent leave, six week’s leave for surrogates, and an increase in fertility leave from four to eight days, adding to our 18 weeks of fully flexible paid parental leave.

### Parental leave participation



42.5%

Women in senior leadership

Up from 40.4% in FY24



0%

Gender pay gap

for ‘like-for-like’ roles



13.5%

average total gender pay gap (as published by WGEA)

Down from 19.5%



(i) Senior leaders are comprised of employees within the Executive Leadership Team, General Manager and Head of cohort, as assessed against the Hay Grade System



**Our WILL to succeed**

Our Women’s Initiative in Lottery Leadership (WILL) program continues to evolve, with a third cohort completing the program in FY25.

As well as 1:1 career coaching, strengths assessment, a roundtable event with our female Executive Leadership Team members, workshops, training and networking opportunities, the group of 15 was given two real-world projects to pitch to our Executive Leadership Team. One related to improving speed in decision making across the business and the other to advancing women at The Lottery Corporation by increasing opportunities.

The World Lottery Association (WLA) started the WILL program in 2016 to encourage the development of more women in the industry globally. Under this banner, we’ve delivered the program to 48 female team members.

The program will be further refined and offered to a fourth group in FY26.



**Inclusion at Work**

**True Colours**

We’re proud of our inclusive culture where people can show their true colours. Made up of 23 LGBTIQ+ team members and allies, our True Colours Pride network is a safe and supportive space. In FY25, the network embedded the strategy and initiatives it created with Pride in Diversity in FY24.

The network planned and led colourful Pride events across the organisation such as a Wear It Purple Day bake off, a Pride Month potluck lunch fundraising for Pride Foundation Australia in June and Mardi Gras celebrations including morning teas and a parade where team members created their own colourful floats (right).

True Colours members also represented the company at LGBTIQ+ events throughout the year, such as the 2024 Pride in Practice conference in Melbourne and the 2024 Queens Ball Awards in Brisbane.

In FY25, we expanded our involvement in ACON’s Welcome Here project, in which retail businesses show they’re a welcoming and inclusive place for the LGBTIQ+ community by displaying a Welcome Here rainbow sticker. We paved the way for 109 more of our lotteries outlets to participate by covering the cost of their joining packs.





Djari

Named after ‘rainbow’ in the Yolngu language of Arnhem Land, our Djari Indigenous inclusion network of 17 Aboriginal and Torres Strait Islander team members and allies continued to go from strength to strength.

They played a key role in developing our Reconciliation Action Plan (RAP) alongside our senior leaders and RAP Working Group and meet monthly to discuss how we can deepen the inclusion of First Nations people and culture.

We aim to inform and educate our people about Aboriginal and Torres Strait Islander inclusion by continuing to offer online courses and workshops, including Acknowledge This! sessions to 87 more team members in FY25 to help them deliver a more authentic Acknowledgment of Country relevant to the location of the meeting being held.



Our team members with Tribal Experiences performers celebrating NAIDOC Week at our Brisbane office.



# Health, Safety and Wellbeing



**A safe workplace is fundamental to a positive employee experience and strong sense of belonging. In FY25, we reinforced our commitment to the physical and mental wellbeing of our people by continuing to embed our policies, processes, tools and training to support a safer work environment.**

Our approach to managing the holistic safety of our people is set out in our Safety Management System (SMS) that includes policies, standards, procedures and forms. The SMS provides safety governance to help meet our obligations under relevant Australian legislation, including the Work Health and Safety Act. Our SMS is aligned with the ISO 45001 (Occupational health and safety management systems) standard.

## Mental Health in the Workplace

We have policies and activities in place to help mitigate the risk of psychosocial hazards in the workplace. In FY25 we:

- Implemented the action plan developed from our FY24 psychosocial risk assessment feedback, including strengthening communication activities around wellbeing initiatives to ensure our team members understand their connection to mitigating psychosocial risk, and enhancing reporting to better define and categorise psychological and physical hazards
- Continued to roll out mental health awareness training to help more team members recognise and respond to signs of mental health issues
- Held events across the business to raise awareness and encourage our people to prioritise mental health and wellbeing, including R U OK? Day (left) and STEPtember
- Continued to promote and encourage uptake of our Wellbeing Gateway app, which allows our people and their immediate family access to an extensive library of health and wellbeing content and monthly challenges, or chat with health professionals for free and confidential advice around the clock.

Our Employee Assistance Program partners with workplace wellbeing organisation Assure to offer mental health support, emergency counselling, career coaching, financial coaching, legal referrals, and Indigenous cultural assistance. The main reason for team members accessing counselling sessions was personal reasons, including relationships, financial and work/life balance, and wellbeing and mental health education.

## Health and Safety

Our teams work in a mix of environments including offices and warehouses. Some also travel regularly to meet our retail and venue partners. Providing a safe work environment for our people is paramount. In FY25 we maintained a Lost Time Injury Frequency Rate<sup>(i)</sup> of 0.0, with no lost time injuries during the financial year.

Our biggest health and safety risks continued to be manual handling, working with machinery and working at heights for those in our warehouses, and road safety for our Retail teams travelling regularly. Our process for managing these risks and reporting, investigating and escalating incidents is laid out in our SMS.

To help reduce the likelihood of physical injuries occurring in the workplace, we:

- conduct periodic safety and hazard reviews in each of our sites and seek to promptly remediate any issues identified
- provide periodic training to employees to enhance health and safety awareness
- conduct audits on specific hazards and risks across our sites
- conduct annual reviews of team members' remote work stations via self-assessment
- encourage an environment of safety reporting, with 88% of hazards reported in FY25 to our Donesafe platform within the first 24 hours of a hazard occurring.

We continued our fatigue management plan for our on-the-road workforce as well as our distribution centre safety campaign.

In the wake of Tropical Cyclone Alfred in south-east Queensland and north-east NSW in March 2025, we activated Natural Disaster Leave for 69 impacted employees to support their recovery efforts.

In FY26, we intend to implement geo-mapped communications app Whispir as another tool to boost staff safety and our crisis management response stemming from an internal audit into our emergency preparedness.

0.0

Lost time injury frequency rate

unchanged from FY24



(i) Calculated as the number of lost time injuries per 200,000 hours worked, where 200,000 hours represents the total number of hours 100 employees would log in 50 weeks based on a 40-hour work week. Includes employees of The Lottery Corporation at sites where The Lottery Corporation has operational control, and sites within The Lottery Corporation's value chain where The Lottery Corporation may not have operational control (such as a retail outlet/venue), or when an employee is transiting between work locations.



# Environment

The Lottery Corporation has a part to play in addressing climate change and leaving a positive legacy for future generations.



Our team members volunteering with Greening Australia to help plant 4,000 trees in wetlands in Brisbane's south-west.



We recognise that operating a responsible business includes optimising our use of natural resources, and reducing our impact on the environment

While our emissions footprint is small in comparison to Australia’s other larger companies by market capitalisation, our business and value chain does have an impact on the environment and we are taking action to reduce our environmental footprint.

In FY25, we developed our Net Zero Roadmap and commenced a climate-related risk and opportunity assessment.

In FY26, we intend to:

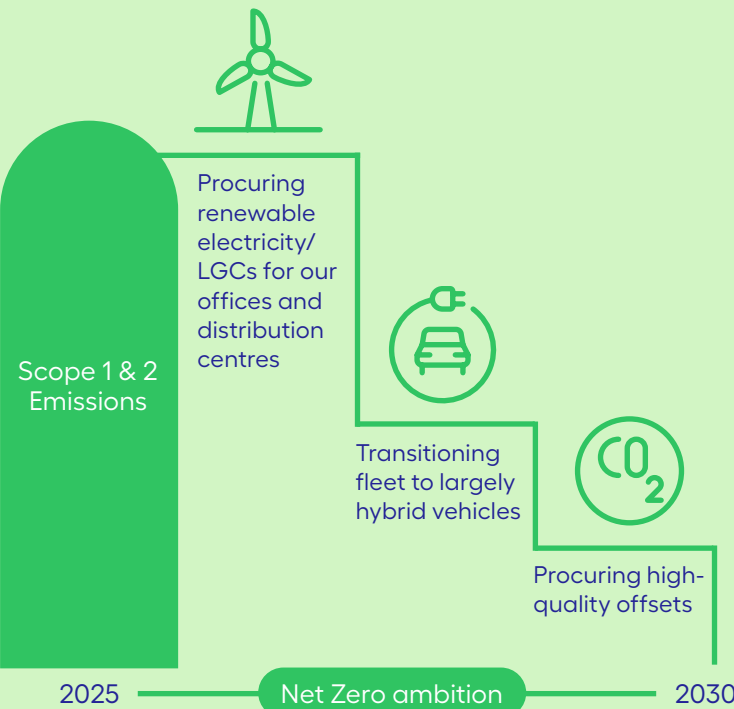
- Continue to strengthen our approach to climate related disclosures, in line with the requirements of the Australian Sustainability Reporting Standards S2 Climate-related Disclosures issued by the Australian Accounting Standards Board
- Commence implementation of our Net Zero Roadmap, focusing initially on operational emissions (Scope 1 & 2).

Our Net Zero ambition

In June 2025, we developed new targets to reduce greenhouse gas emissions, with our intention to deliver net zero Scope 1 and 2 greenhouse gas emissions by 2030.

Our Net Zero Roadmap outlines our proposed path to achieve this, with key opportunities including:

- Continued transition of our fleet to largely hybrid vehicles
- Procuring renewable electricity or large generation certificates (LGCs) for our offices and distribution centres
- Procuring high-quality offsets where we cannot reduce or abate emissions.



Our team members volunteer for Clean Up Australia Day 2025.



Scope 1 and 2 emissions

Our main source of Scope 1 emissions is transport fuel. We operate a fleet of 52 vehicles used primarily by our Channel team when engaging with retailers across our network. The fleet consists of sedans and small and large sport utility vehicles that use both diesel and petrol fuel, including hybrid vehicles, which currently comprise more than 40% of our total fleet. Total vehicle fuel consumption was 116,511 litres in FY25.

Our main source of Scope 2 emissions related to electricity consumption at our five corporate offices, two warehouse sites and one concept store, with all electricity currently sourced from the grid.

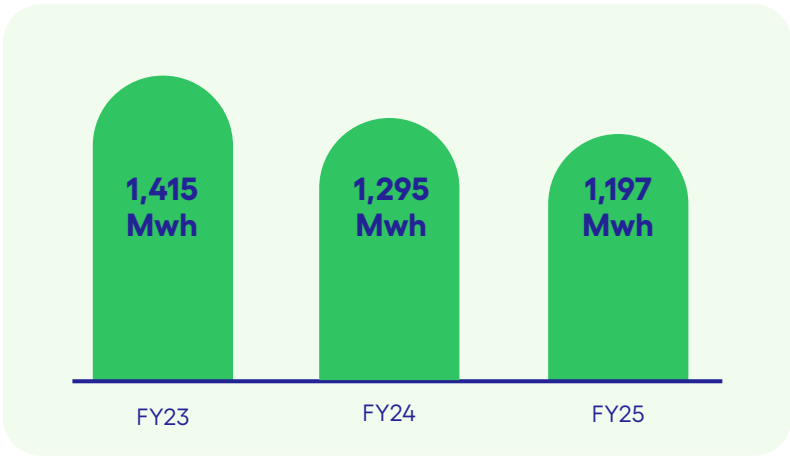
Our absolute Scope 1 and 2 emissions<sup>(i)</sup> decreased relative to FY24, due to a slight reduction in both fuel and electricity consumption, and improvements in location-based electricity emissions factors across all states.

Scope 3 emissions

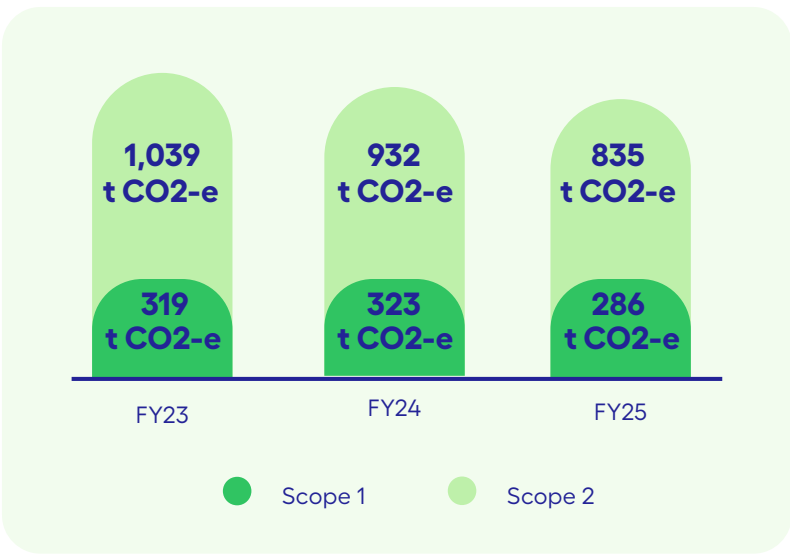
Scope 3 emissions are indirect emissions that occur in our value chain both upstream and downstream and comprise more than 97% of our overall emissions profile.

We estimated our total Scope 3 emissions to be 39,787 tonnes CO2-e<sup>(i)</sup> in FY25.

Electricity consumption



Scope 1 and 2 emissions



<sup>(i)</sup> The Lottery Corporation’s emissions inventory has been prepared in line with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)



Powering up the future

As part of our commitment to achieving net zero Scope 1 greenhouse gas emissions by 2030, The Lottery Corporation has begun trialling electric vehicles (EVs) within our operational fleet. This initiative complements our ongoing transition to hybrid vehicles.

The EV trial will help us evaluate vehicle

performance, charging infrastructure requirements, overall impact on our operational footprint, and benefits and challenges of incorporating fully electric models into our business. Insights gained from this trial will inform our broader fleet strategy and support the scaling up of zero and low-emission transport solutions as we transition to a lower-carbon economy.



Reducing waste-to-landfill in our operations

We continue to focus on reducing waste within our operations with the following initiatives:

- Our continued partnership with PonyUp for Good (below) which turns decommissioned technology into healthy meals for people doing it tough. Almost six tonnes of our old technology was diverted from landfill. About 20% was reused, enabling 14,532 fresh meals to be donated through food charity SecondBite
- Our continued partnership with Upparel to which we donated more than 1.5 tonnes of old branded T-shirts and polos for recycling. The textiles were turned into innovative products, such as insulation and cleaning materials, preventing 5.5 tonnes of greenhouses gas emissions
- Joining the Containers for Change program (right) in Queensland, providing branded recycling bins in our Brisbane office with each eligible drink container deposited earning 10 cents for our community partners.



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# Materiality Matrix

In FY25 The Lottery Corporation conducted a new materiality assessment. This assessment enabled us to better understand the topics that most affect, or have the potential to affect, our ability to create value for our stakeholders.

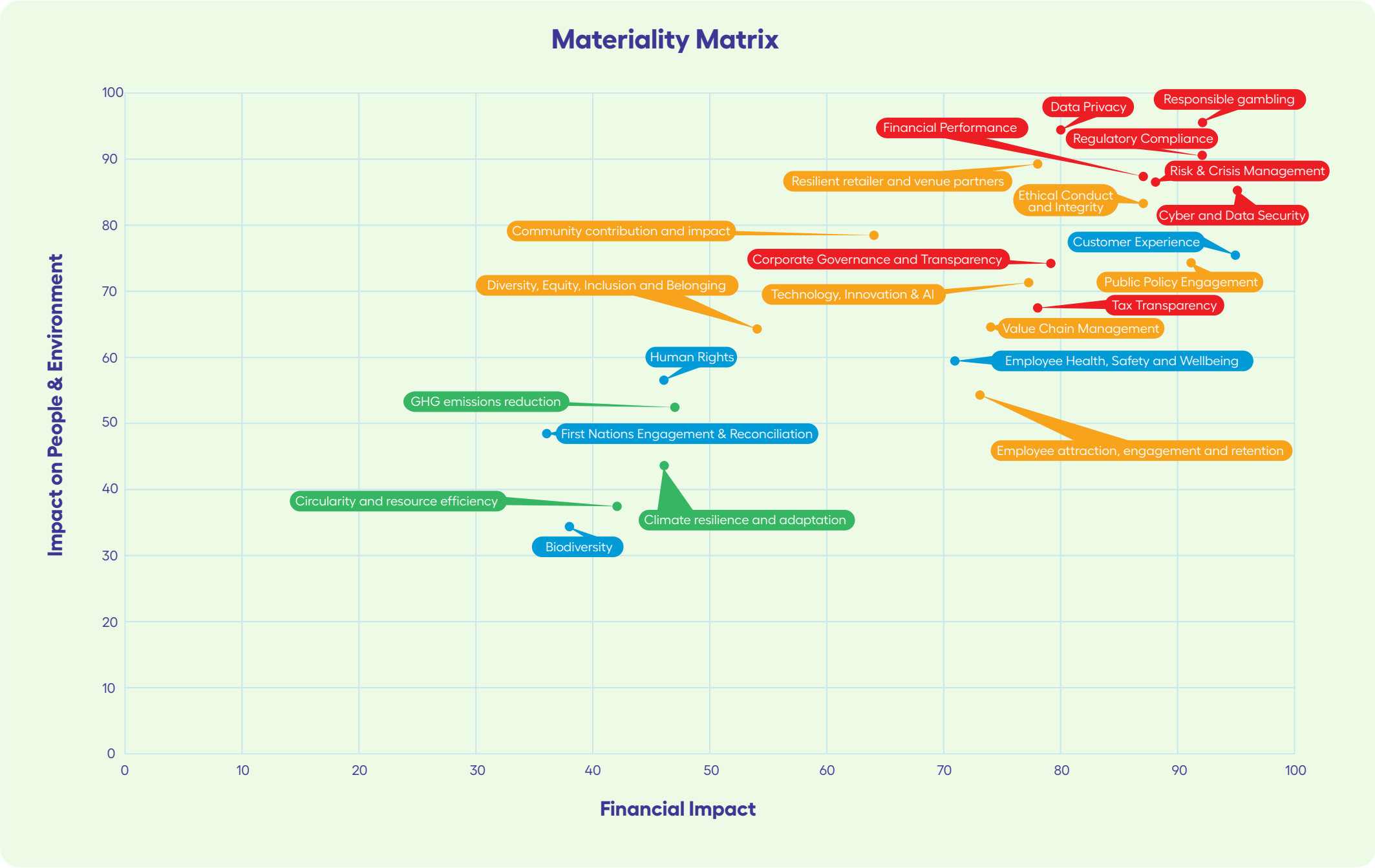
### Our Materiality Process

- Identification: Identify topics through direct and indirect engagement with internal and external stakeholders, internal strategies and policies, external frameworks and trends, and previous materiality assessments
- Prioritisation: Assess each identified topic against an updated materiality assessment methodology to determine impact on value creation and significance
- Validation: Review and validate themes with input from internal stakeholders
- Review: Review and finalise assessment based on stakeholder input

### Our Materiality Matrix

Our material topics have been included in the following matrix, identifying topics material from a financial perspective and an impact perspective.

The assessment has been used to inform our sustainability strategy, goals and targets.



# Stakeholder Engagement

We interact with a diverse range of stakeholders with a varied range of interests in our business. We work to build strong relationships with stakeholders through regular and meaningful engagement, and open and transparent communication.

Stakeholder	What issues are important to them?	How we engage our stakeholders
Employees and contractors	<ul style="list-style-type: none"><li>• Belonging</li><li>• Employee attraction, engagement, retention and wellbeing</li><li>• Health and safety</li><li>• Labour management</li><li>• Responsible gambling</li><li>• Community contribution</li><li>• Materials management</li></ul>	<ul style="list-style-type: none"><li>• Employee engagement and ‘Tune-In’ surveys</li><li>• Executive-led events, including regular company performance and activity updates</li><li>• Direct people leader communication</li><li>• Performance, training and development plans, programs and and reviews</li><li>• Internal communications channels, including newsletters and intranet</li></ul>
Customers	<ul style="list-style-type: none"><li>• Customer care</li><li>• Customer privacy protection</li><li>• Customer engagement</li><li>• Community contribution</li><li>• Responsible Play Program</li><li>• Supporting retail and venue networks</li></ul>	<ul style="list-style-type: none"><li>• Brand Track surveys</li><li>• Annual player Responsible Gambling surveys</li><li>• Voice of Customer program surveys</li><li>• Responsible Gambling Complaints and Incidents unit</li><li>• Contact Centre calls/emails</li><li>• Early Intervention communications</li><li>• Customer Care workshops</li><li>• Division 1 winners’ program</li></ul>
Retailers & venue partners	<ul style="list-style-type: none"><li>• Supporting retail and venue networks</li><li>• Retailer/reseller engagement and compliance</li><li>• Cyber security and system availability</li><li>• Customer engagement</li></ul>	<ul style="list-style-type: none"><li>• Retail consultative groups</li><li>• Retail and industry associations</li><li>• Retail roadshows</li><li>• Business Development Manager meetings</li><li>• Retailer training and training surveys</li><li>• Annual retailer Responsible Gambling tracking surveys</li><li>• Retailer site audits</li><li>• One-to-one scheduled retail outlet visits</li><li>• Established communication channels (e.g. weekly What’s Hot @ The Lott eNews, Retailers Web, terminal messages and Contact Centre)</li></ul>

Stakeholder	What issues are important to them?	How we engage our stakeholders
Shareholders	<ul style="list-style-type: none"><li>• Corporate governance</li><li>• Ethics and compliance</li><li>• Business growth and partnerships</li><li>• Cyber security and system availability</li><li>• Financial performance</li><li>• Responsible gambling</li><li>• Responsible Play Program</li><li>• Employee attraction, engagement, retention and wellbeing</li><li>• Customer engagement</li><li>• Greenhouse gas emissions reduction</li><li>• Materials management</li></ul>	<ul style="list-style-type: none"><li>• Annual General Meeting</li><li>• ASX announcements, half-year and full- year results and media releases</li><li>• Investor presentations, webcasts, teleconferences and roadshows</li><li>• Face-to-face meetings and briefings</li><li>• Conferences</li><li>• Annual Report, Sustainability Report, Corporate Governance Statement and other important documents</li></ul>
Suppliers and business partners	<ul style="list-style-type: none"><li>• Business growth and partnerships</li><li>• Compliance and ethics</li><li>• Financial performance</li><li>• Human rights in the value chain</li></ul>	<ul style="list-style-type: none"><li>• Contract management and reviews</li><li>• Supplier sustainability questionnaires</li></ul>
Industry associations	<ul style="list-style-type: none"><li>• Supporting retail and venue networks</li><li>• Retailer/reseller engagement and compliance</li><li>• Business growth and partnerships</li><li>• Customer engagement</li><li>• Responsible gambling</li><li>• Responsible Play Program</li></ul>	<ul style="list-style-type: none"><li>• Industry forums</li><li>• Working group participation</li><li>• Individual engagement with key associations</li></ul>



Stakeholder	What issues are important to them?	How we engage our stakeholders
Community partners and local communities	<ul style="list-style-type: none"><li>• Community contribution</li><li>• Compliance and ethics</li><li>• Responsible gambling</li><li>• Responsible Play Program</li><li>• Customer care</li><li>• Community contribution</li><li>• Supporting retail and venue networks</li><li>• Addressing climate risks and impacts</li></ul>	<ul style="list-style-type: none"><li>• Direct engagement with existing and prospective community/charity partners</li><li>• Regular meetings/communication with formal community/charity partners</li><li>• Promotion of community/charity partners through internal/external communications channels</li><li>• Pro-bono volunteering provided to community/charity partners</li><li>• Attendance charity/community events/ functions</li></ul>
Responsible Gambling Groups	<ul style="list-style-type: none"><li>• Responsible gambling</li><li>• Responsible Play Program</li><li>• Customer care</li><li>• Public policy engagement</li><li>• Compliance and ethics</li></ul>	<ul style="list-style-type: none"><li>• Face-to-face meetings, teleconferences and ongoing correspondence with Gambling Help Services in all jurisdictions</li><li>• Regular catch-ups and network engagement events throughout the year with other gambling support services such as Amity, Relationships Australia, Anglicare and Lifeline</li><li>• Meetings and correspondence with research bodies such as Gambling Research Australia</li><li>• Counsellor surveys</li></ul>

# GRI Content Index

Our Sustainability Report has been prepared with reference to the GRI (2021) standards.

The following table sets out our disclosures against the GRI standards, including reference to relevant pages within our FY25 Sustainability Report, our FY25 Annual Report, FY25 Corporate Governance Statement and our website ([www.thelotterycorporation.com](http://www.thelotterycorporation.com)).

Disclosure		Reference Document	Page No
GRI 2: General Disclosures 2021			
2-1	Organisational details	2025 Annual Report	14, 133
2-2	Entities included in the organisation’s sustainability reporting	2025 Sustainability Report	3
2-3	Reporting period, frequency and contact point	2025 Sustainability Report	3
2-4	Restatements of information	2025 Sustainability Report	3
2-5	External assurance	2025 Sustainability Report	4
2-6	Activities, value chain and other business relationships	2025 Annual Report	13-14, 17-20
2-9	Governance structure and composition	2025 Annual Report	43-47
		2025 Corporate Governance Statement	3-4, 7-10, 12-15
2-10	Nomination and selection of the highest governance body	2025 Corporate Governance Statement	10
2-11	Chair of the highest governance body	2025 Annual Report	44
2-12	Role of the highest governance body in overseeing the management of impacts	2025 Sustainability Report	13
		2025 Corporate Governance Statement	16-19

Disclosure		Reference Document	Page No
2-13	Delegation of responsibility for managing impacts	2025 Sustainability Report	13
2-14	Role of the highest governance body in sustainability reporting	2025 Sustainability Report	13
2-15	Conflicts of interest	2025 Corporate Governance Statement	7
2-16	Communication of critical concerns	2025 Sustainability Report	13
2-17	Collective knowledge of the highest governance body	2025 Corporate Governance Statement	10
2-18	Evaluation of the performance of the highest governance body	2025 Corporate Governance Statement	11
2-19	Remuneration policies	2025 Annual Report	54-68
2-20	Process to determine remuneration	2025 Annual Report	54-68
2-22	Statement on sustainable development strategy	2025 Sustainability Report	10
2-23	Policy commitments	2025 Sustainability Report	13-14
2-24	Embedding policy commitments	2025 Sustainability Report	13-14



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Disclosure		Reference Document	Page No
2-25	Processes to remediate negative impacts	2025 Sustainability Report	13-14
2-26	Mechanisms for seeking advice and raising concerns	2025 Sustainability Report	13
2-27	Compliance with laws and regulations	2025 Annual Report	13-14
2-29	Approach to stakeholder engagement	2025 Sustainability Report	50-51
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	2025 Sustainability Report	9
3-2	List of material topics	2025 Sustainability Report	9
3-3	Management of material topics	2025 Sustainability Report	12-48
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	2025 Annual Report	81, 87-89
201-3	Defined benefit plan obligations and other retirement plans	2025 Annual Report	124
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	2025 Annual Report	24-29
205-2	Communication and training about anti-corruption policies and procedures	2025 Sustainability Report	13

Disclosure		Reference Document	Page No
GRI 207: Tax 2019			
207-1	Approach to tax	2025 Sustainability Report	14
207-2	Tax governance, control, and risk management	2025 Sustainability Report	14
207-3	Stakeholder engagement and management of concerns related to tax	2025 Sustainability Report	14
207-4	Country-by-country reporting	2025 Annual Report	77-122
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	2025 Sustainability Report	46
302-4	Reduction of energy consumption	2025 Sustainability Report	46
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	2025 Sustainability Report	46
305-2	Energy indirect (Scope 2) GHG emissions	2025 Sustainability Report	46
305-3	Other indirect (Scope 3) GHG emissions	2025 Sustainability Report	47
305-5	Reduction of GHG emissions	2025 Sustainability Report	46-47

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Disclosure		Reference Document	Page No
GRI 306: Waste 2020			
306-2	Management of significant waste- related impacts	2025 Sustainability Report	48
GRI 401: Employment 2016			
401-3	Parental leave	2025 Sustainability Report	40
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	2025 Sustainability Report	43
403-3	Occupational health services	2025 Sustainability Report	43
403-4	Worker participation, consultation and communication on occupational health and safety	2025 Sustainability Report	43
403-5	Worker training on occupational health and safety	2025 Sustainability Report	43
403-6	Promotion of worker health	2025 Sustainability Report	43
403-8	Workers covered by an occupational health and safety management system	2025 Sustainability Report	43
403-9	Work-related injuries	2025 Sustainability Report	43
403-10	Work-related ill health	2025 Sustainability Report	43
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	2025 Sustainability Report	39
404-2	Programs for upgrading employee skills and transition assistance programs	2025 Sustainability Report	39

Disclosure		Reference Document	Page No
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	2025 Sustainability Report	40
405-2	Ratio of basic salary and remuneration of women to men	2025 Sustainability Report	40
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2024 Modern Slavery Statement	10-12, 15-16, 18-20
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour	2024 Modern Slavery Statement	10-12, 15-16, 18-20
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	2024 Modern Slavery Statement	10-12, 15-16, 18-20
GRI 413: Local Communities 2016			
413-2	Operations with significant actual and potential negative impacts on local communities	2025 Sustainability Report	16-23
GRI 415: Public Policy 2016			
415-1	Political contributions	2025 Sustainability Report	14
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	2025 Sustainability Report	16-23
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2025 Sustainability Report	16-23



# Glossary

Term	Definition
ASX	Australian Securities Exchange
Board	The Company’s Board of Directors
EGM	Electronic gaming machine
ESG	Environmental, social and governance sustainability matters
FY or financial year	The Company’s financial year is 1 July to 30 June
Greenhouse gas (GHG)	Gas that contributes to the greenhouse effect as defined by the Australian National Greenhouse and Energy Reporting Act 2007. The greenhouse gases that are reported under the NGER Scheme include carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), sulphur hexafluoride (SF6) and specified kinds of hydro fluorocarbons and perfluorocarbons
GRI	Global Reporting Initiative
Group	The Lottery Corporation Limited and its subsidiaries
KEIM	Keno Early Intervention Model
Keno	A lottery-style game played in venue or online
LEIM	Lotteries Early Intervention Model
RAP	Reconciliation Action Plan

Term	Definition
Scope 1 emissions	Direct greenhouse gas emissions from sources owned or controlled by the Company, such as combustion facilities (e.g. generators) and combustion of fuels in Company-owned or Company-controlled transport (e.g. cars and trucks)
Scope 2 emissions	Indirect greenhouse gas emissions from the generation of purchased electricity, heat, cooling or steam. Purchased electricity is defined as electricity bought or otherwise brought into the organisational boundary of the entity
Scope 3 emissions	Other indirect greenhouse gas emissions that are a consequence of a Company’s activities but arise from sources that other entities own or control. Like Scope 2, Scope 3 is a category of indirect emissions and covers all other indirect emissions from sources that are not owned or controlled by a company, but that occur because of its activities (eg: emissions from waste disposal to landfill)
TLC	The ASX ticker code used to identify The Lottery Corporation
The Lott	The Lottery Corporation’s lotteries brand and the official home of Australia’s lotteries
SDGs	Sustainable Development Goals; 17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet
STI	Short-term incentive
Vulnerable players	As defined by Gamgard: A vulnerable player is someone who has a higher-than-average risk level for developing a gambling problem
WGEA	Workplace Gender Equality Agency
WLA	World Lottery Association
WLA RGF	World Lottery Association Responsible Gaming Framework