



# Changing the game for good

**Corporate Social  
Responsibility Report  
2023**



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# A Message from our President and CEO

At Light & Wonder, everything we do positions us as the leading cross-platform global games company. Whether it's creating world-class content, platforms and systems or giving back to the communities where we live and work, we are committed to staying ahead of the game.

And our greatest assets – our people – are foundational to our ongoing success.

As CEO, I consider myself “Chief Growth Officer” and my most important role from a Corporate Social Responsibility (CSR) perspective is helping our people thrive in their jobs. Culture is a team sport, and I couldn't be prouder of the way our 6,000+ strong Creators and SciPlayers, as we call them, are playing their part in helping us build a welcoming workplace enriched with different perspectives and where everyone can flourish.

Our continued focus in 2023 on developing a culture centered around our Creators and SciPlayers showed up in our fantastic financial results and our efforts to pave the way for a sustainable industry.

We published our first Corporate Social Responsibility report and moved into an exciting new phase of our CSR program, Game Changers, where we began to advance our initiatives and see promising results across all our pillars: People, Community, Planet, Player, Corporate Governance and Supplier Diversity.

It was fantastic to see membership of our employee resource groups (ERGs) more than double, suggesting that Creators and SciPlayers are embracing our efforts to become a more diverse and inclusive employer of choice. I was also proud to see Creators and SciPlayers dedicate more than 16,250 hours to uplifting the communities where they live and work, using the eight hours of paid time for volunteering we allocate to each person every year.

True to our circular economy principles, we reclaimed \$12.8 million worth of materials from decommissioned gaming machines in 2023, which could be either refurbished and reused, salvaged for parts or recycled by certified companies. And our new East Coast distribution hub has almost halved the mileage – and therefore the emissions – involved in delivering our machines to North American customers.

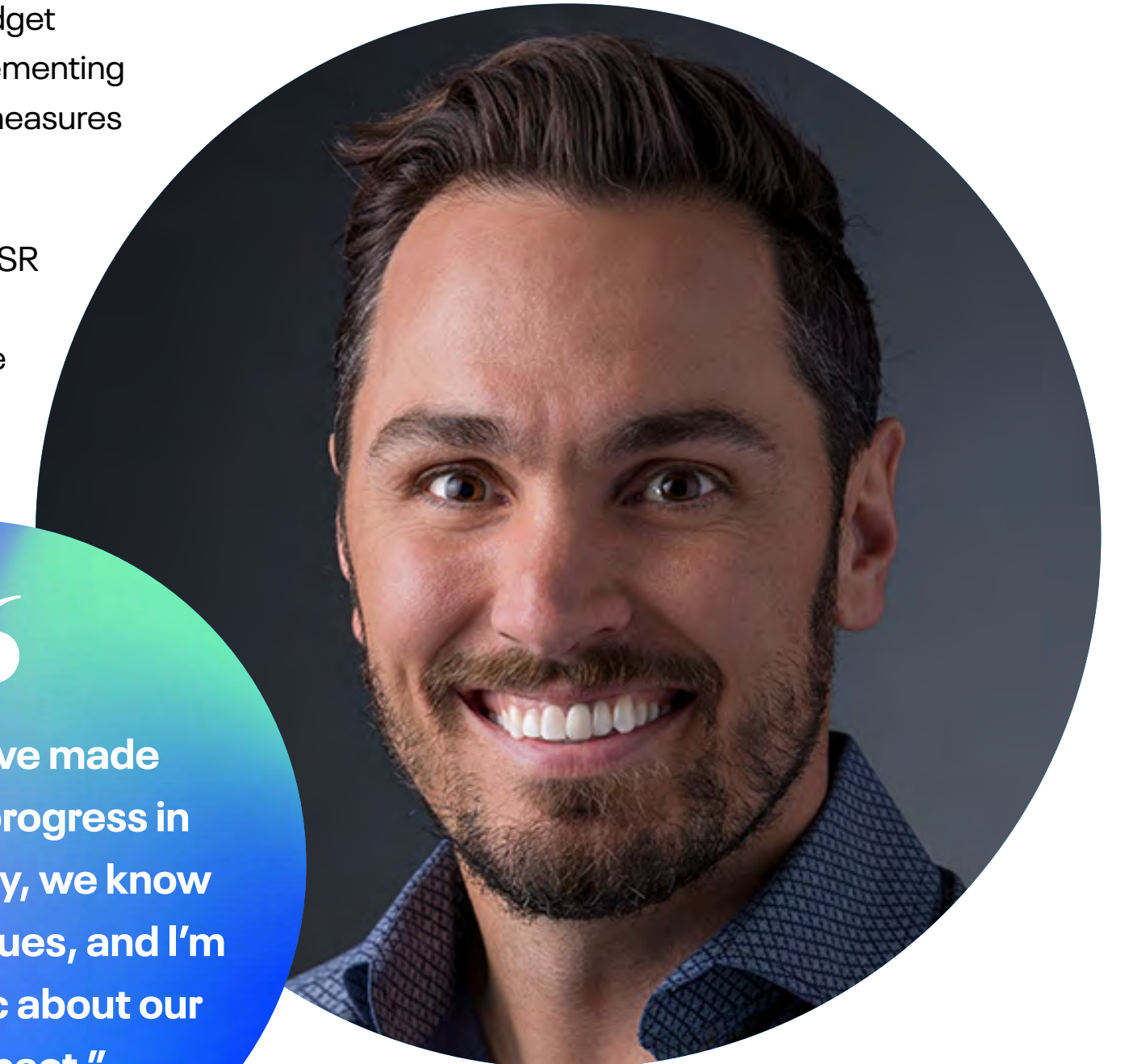
Additionally, we increased the proportion of our budget spent on diverse suppliers in 2023 and began implementing a dual-location strategy and tighter due diligence measures to mitigate risks in our supply chain.

While we have made tremendous progress in our CSR journey, we know our work continues, and I'm truly optimistic about our future impact. Please enjoy the content of this report and see that it represents our inspirational road map – one that shows how far we have come, the unlimited potential of the journey ahead and a firm commitment to our diverse group of stakeholders.

— Matt Wilson  
President and CEO

“

While we have made tremendous progress in our CSR journey, we know our work continues, and I'm truly optimistic about our future impact.”





# About Light & Wonder



AT LIGHT & WONDER,

## it's all about the games

Light & Wonder is the leading cross-platform global games company, with hardware and systems that deliver iconic titles, characters and stories across a wide range of places and channels. Through our three unique yet highly complementary businesses — our land-based gaming segment, iGaming and SciPlay — we deliver unforgettable experiences by combining our team's exceptional talents with a deep understanding of our customers and players.

Constant innovation is key to our success. We create immersive content that turns games into experiences and forges lasting connections with players wherever they choose to engage. We know that succeeding in this space means keeping the player experience at the center of everything we do while relentlessly pursuing the now and the what's next in games.

Light & Wonder is committed to the highest standards of integrity, from promoting player responsibility to implementing sustainable practices.

**We will never stop creating. We will never stop entertaining.  
We will never stop playing. That's the power of Light & Wonder.**





# Our Presence

L&W'S GLOBAL FOOTPRINT BY COUNTRY



“  
We are a company that values its Creators and SciPlayers and the hard work everyone puts in.  
— Jelcey Whitlock, Advanced Accountant, Las Vegas

## 6,000+ CREATORS AND SCIPLAYERS ON SIX CONTINENTS

Argentina	9
Australia	299
Austria	13
Canada	171
China	19
France	35
Gibraltar	10
Greece	139
India	1972
Israel	296
Italy	11
Macao	47
Malta	113
Mexico	58
New Zealand	2
Panama	3
Peru	1
Philippines	12
Poland	2
Singapore	10
South Africa	22
Spain	67
Sweden	20
Turkey	64
United Kingdom	554
United States of America	2813
Grand Total	6762



# Our Business



## GAMING SEGMENT

As an industry leader, Light & Wonder raises the bar in games entertainment through an unmatched portfolio of hit game franchises and leading platforms and technology solutions. With our technologically advanced systems and real-time insights and solutions, driving player loyalty and operational efficiencies has never been easier. And as the frontrunner in table game technology, we provide top performing platforms that game entertainment stands on. Our cabinets and slot products feature the latest technology - engineered with the player and operator in mind - to take player attraction and engagement to atmospheric levels.



## SCIPLAY

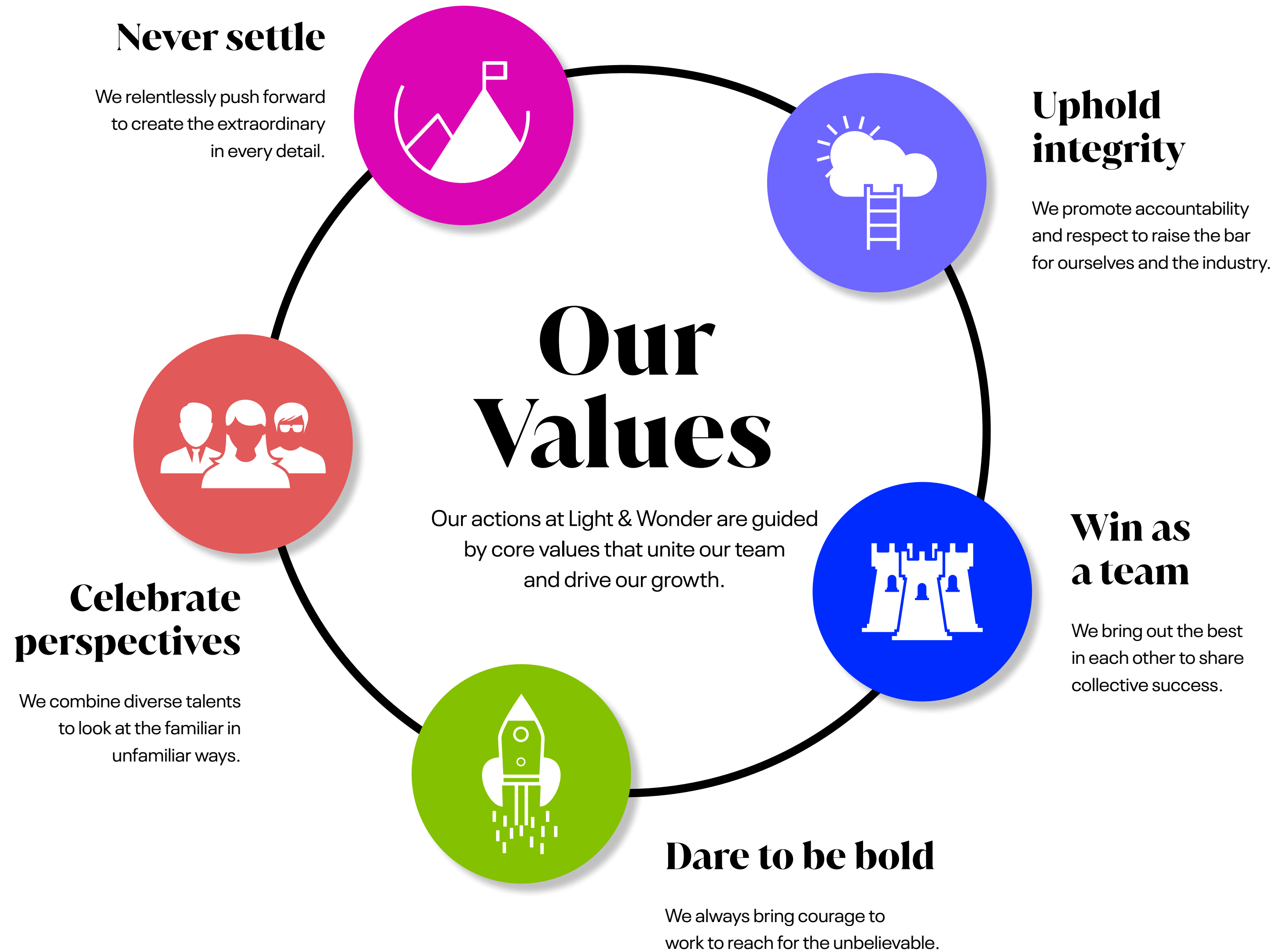
SciPlay is a leading developer and publisher of free-to-play social casino and casual mobile and web-based games. SciPlay's portfolio of games is based on some of the world's most popular slot games, including JACKPOT PARTY® Casino, GOLD FISH® Casino, QUICK HIT® Slots, 88 FORTUNES® Slots, MONOPOLY Slots, and HOT SHOT CASINO®. SciPlay combines a data-driven approach and advanced game economy with high-quality content to deliver the most authentic, engaging and thrilling mobile entertainment. With studios in Austin (Texas), Tel Aviv (Israel), Cedar Falls (Iowa), Ukraine, Turkey and India, SciPlay has more than 800 employees worldwide.



## IGAMING

Light & Wonder harnesses the world's largest and most-trusted iGaming ecosystem. OpenGaming network connects players, studios and operators globally to deliver an unrivalled entertainment experience, while making it easy for operators to manage regulatory frameworks and gameplay and provide seamless player account and payment services. A truly great player experience can only be achieved through an open approach, and we continue to grow our studio network with leading studios from around the world.





#### BOARD OF DIRECTORS SPOTLIGHT



#### Kneeland Youngblood, Board of Directors and Diversity, Equity & Inclusion Council Board Chair

Black History Month is an opportunity to celebrate the triumphs of Black accomplishments and excellence. It is also an opportunity to reflect on the challenges within the community and to thoughtfully address those issues in a long term, systemic way for the betterment of the community and across the world.



# Light & Wonder 2023 Awards

THESE ARE JUST A HANDFUL OF THE AWARDS WE WON AS A TEAM IN 2023.



## Women in Gaming Diversity Awards

Diverse and Inclusive Team:  
DEI Task Force



## International Gaming Awards

Multi-Channel Provider  
/Supplier



## Global Gaming Awards London

Retail Supplier of  
the Year



**Image:** L&W took home several awards in 2023 at the WIG Women in Gaming Global Diversity Awards.



## AmCHAM India

Runners up award  
for CSR



## VIXIO Global Regulatory Awards

Outstanding Contribution  
to Safer Game Design



## SBC Awards North America

Social Gaming Operator  
of the Year: SciPlay



## EGR North America Awards

Full-Service Platform  
Provider of the Year





# Game Changers

## Light & Wonder

**Light & Wonder is a purpose-driven company operating on six continents and in a highly regulated industry. We recognize the scale of our influence and the positive difference we can make by putting our values into action.**

In 2021, we launched our Corporate Social Responsibility program, Game Changers, which guides our efforts to be responsible corporate stewards and raise the bar for ourselves and our industry. It focuses on six areas – our CSR pillars – where we believe we can have the greatest positive impact on our people, bottom line and the wider communities around us.

Over the last 24 months, we have seen incredible engagement from our Creators and SciPlayers and have grown our CSR initiatives and programs across the world. We're excited to see how our people can make an even bigger impact in the future as they continue to give back to our global communities.

“

**“At Light & Wonder, we’re ‘changing the game’ for our people, our planet, our players and the communities where we live and work. The Game Changers program is our guiding light and the way we hold ourselves accountable for driving positive, lasting change.”**

— Tracy Skenandore,  
VP of Corporate Social Responsibility





# Our CSR pillars



## People

Building new worlds of play as one diverse, equitable and inclusive company culture



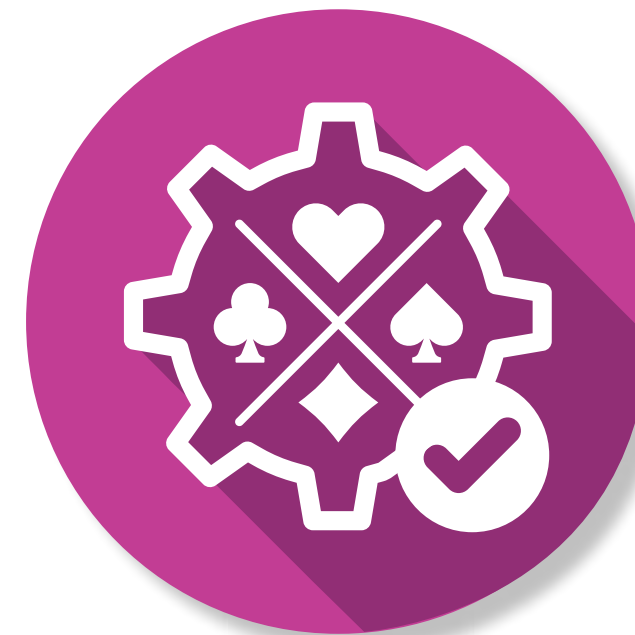
## Community

Philanthropy, giving back to communities and charitable causes, and creating stronger places to live



## Planet

Preserving and protecting our planet for a sustainable future



## Player

Leading the industry in Responsible Gaming initiatives and stewardship for our players, Creators and SciPlayers



## Supplier Diversity

Providing economic and business opportunities for a diverse group of suppliers



## Corporate Governance

Building on the robust system of Corporate Social Responsibility and ethics by which we operate



# Our strategy and five-year roadmap



**Mindful of the need to build our Game Changers program on solid foundations, we established a five-year roadmap in 2021 with goals relating to our CSR pillars. Our People pillar goals incorporate ambitions from our dedicated five-year Diversity, Equity and Inclusion roadmap, established in 2020 see [page 12](#). We have key performance objectives (KPOs) tied to each goal to ensure we hit annual milestones and have a measurable positive impact.**

We carry out materiality assessments to keep our Game Changers program attuned to stakeholder priorities and have aligned it to the globally recognized Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals (UN SDGs).

Maintaining transparency is a critical part of everything we do as a business, including our CSR work. In 2024, we will implement an end-to-end ESG data management and reporting platform centrally storing and organizing all our ESG data across initiatives, departments and locations. The platform's dashboards will give us greater visibility of our data and generate consistent reports of our performance that we can share with stakeholders internally and externally.

While we have made great strides over the last three years, we recognize we are still in the early stages of our CSR journey. We are committed to reporting our progress annually in a CSR report, of which this is our second.



## PEOPLE

Increase the gender, ethnic and racial diversity of our workforce while ensuring our policies and practices promote equitability and inclusiveness in our pay decisions, benefits offerings, career mobility and culture.



## PLANET

Establish environmental stewardship programs, education and awareness, environmental policies, improved sustainable operating models, processes and best practices that are measurable.



## COMMUNITY

Improve Creator and SciPlayer engagement programs and charity partnerships and initiatives globally that foster a greater sense of inclusion, belonging and social impact that is measurable – contributing to improved Global Engagement Survey (GES) Creator and SciPlayer engagement scores.



## PLAYER

Drive awareness among our players, customers and Creators and SciPlayers on healthy gaming habits through education, awareness campaigns, trainings and treatment resources. Serve as an industry steward and advocate for responsible game play.



## SUPPLIER DIVERSITY

Improve supply chain oversight and governance in operations, manufacturing and facilities through measurable metrics - aligned to ESG requirements - that foster supplier diversity, supply chain engagement and responsible production of our products.



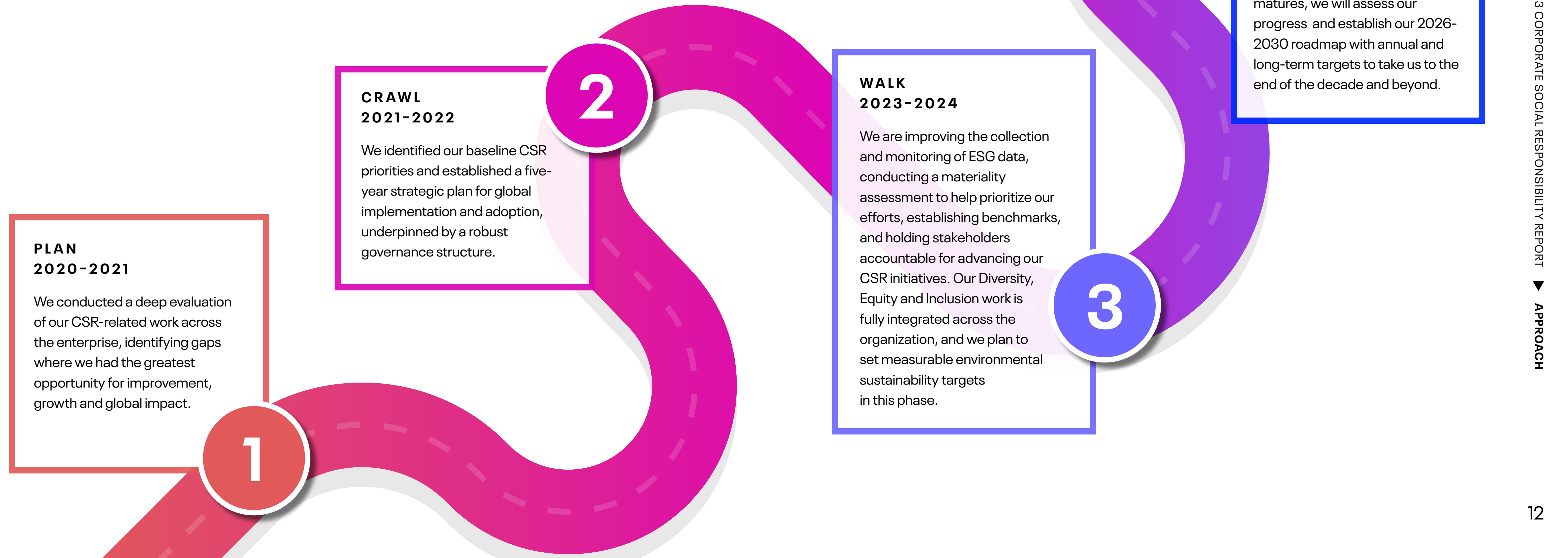
## CORPORATE GOVERNANCE

Improve ESG performance and internal governance structure to establish a greater competitive advantage, differentiated brand and revenue growth opportunities attracting new investor groups.



# The Game Changers journey

Our strategic plan follows a “plan, crawl, walk, run” approach designed to ensure we chart a steady course towards our desired outcomes in alignment with our overall business objectives. It also means we can pick up the pace year-over-year as the program matures.







## LEADERSHIP AND OVERSIGHT OF ESG

Ultimate oversight for Light & Wonder's CSR strategy, activities and risk management resides with our Board of Directors, which discusses our initiatives and progress at every quarterly meeting. It is responsible for overseeing management's execution of responsibilities and assessing our approach to risk management. The Board ensures we have robust risk and compliance policies and procedures in place, and that they succeed in bringing key matters to its attention. In its risk assessment, the Board considers:

- Operational risks, such as information technology, cybersecurity, personnel and supply chain
- Financial risks, such as financial reporting, valuation, market and liquidity risks
- Environmental, social and governance (ESG) risks, such as sustainability, social responsibility, diversity, equity and inclusion, management structure and employee compensation

The Board's role in risk oversight is consistent with the Company's leadership structure, with the Chief Executive Officer and other members of senior management responsible for managing the Company's risk exposure. In this role, it is supported by its standing committees, which update the full Board on a quarterly basis. In 2023, we amended our charters to explicitly assign ESG oversight responsibilities to two of our four standing committees:

- **Nominating and Corporate Governance Committee:** Oversees our strategy, practices, and reporting efforts with respect to ESG matters.
- **Compensation Committee:** Provides oversight of human capital matters, including diversity, equity and inclusion.

For more information on risk management and oversight see [page 60](#).

In 2023, we established the Light & Wonder ESG Council to be the governing body of our ESG efforts and guiding force of our Game Changers program at the management level. Chaired by our Chief Legal Officer and Chief Financial Officer and Vice President of Corporate Social Responsibility, it draws together senior leaders and subject matter experts from across the business, with an executive advocate for each of our six CSR pillars. Its responsibilities include identifying, managing and prioritizing ESG risks and opportunities as well as analyzing and reporting our performance. From 2024, it will update the Nominating and Corporate Governance Committee and Board of Directors on a quarterly basis.

In addition to our ESG Council, we have a dedicated DEI Council to support our initiatives related to diversity, equity and inclusion. It reports quarterly to our Board of Directors.

To further mobilize our workforce and sustain momentum on each of our CSR pillars, we have begun to launch **management sub-committees in 2023 covering Sustainability, Responsible Gaming, Social Impact and Supply Chain Management (including supplier diversity), with more to come in 2024. Each of these will be supported by an executive sponsor and will report to the ESG Council, which sends a quarterly report to our Board of Directors.**

### THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

World leaders at the United Nations made a historic pledge in 2015 to usher in a more peaceful and prosperous world by 2030 by urgently pursuing 17 sustainable development goals (SDGs).

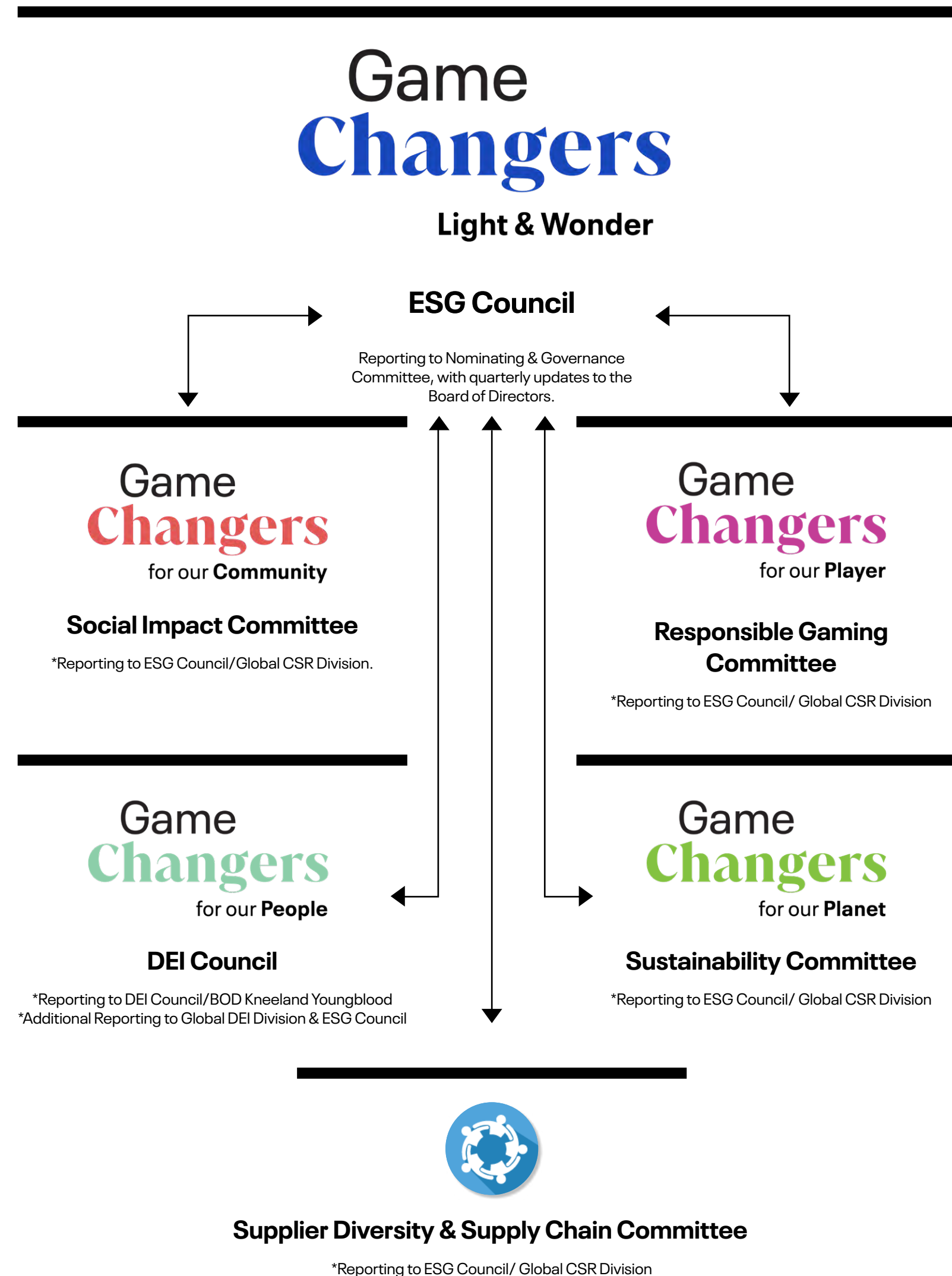


At Light & Wonder, we believe businesses have a huge role to play in helping countries fulfill the UN SDGs. Our Game Changers program is aligned to 12 of the 17 goals, and you will see icons throughout this report indicating where our initiatives are advancing them.





## ESG COUNCIL &amp; NEW COMMITTEE REPORTING STRUCTURE



## ESG COUNCIL &amp; COMMITTEE PRIORITIES

**ESG Council:**

- ESG Performance Ratings
- ESG Frameworks
- Compliance & Legal Oversight
- Tax & Audit Oversight
- Adherence to Regulatory Requirements
- Global Responsible Reporting
- Business Ethics, Code of Conduct
- Policies & Internal Governance
- Investor Relations
- Shareholder Rights
- Government Affairs & Public Policy
- Board Composition & Structure
- Diversity & Independence
- Whistleblower, Bribery & Corruption
- Data Privacy & Cybersecurity

**Social Impact Committee:**

- Corporate Stewardship & Social Impact
- Creator Engagement & Culture
- Philanthropy, Charitable Donations & Contributions
- Social Justice & Impact
- Charity Events & Community Impact Partnerships
- Charity Collection Drives
- Creator Engagement & Satisfaction
- Community Impact & Volunteerism
- Foster Sense of Inclusion & Belonging
- Economic Impact & Community Group Sponsorships

**Sustainability Committee:**

- Facilities & Manufacturing
- Sustainable Operations
- Community Environmental Impact
- Energy Management & Usage
- Renewable Energy
- Greenhouse Gas Emissions (GHG)/Carbon Emissions
- Product Environmental Impact
- Waste Management, Recycling & Landfill Diversion
- Renewables & Repurposed Products
- Fleet & Natural Gas
- Supply Chain Management
- Procurement
- Environmental, Health & Safety

**DEI Council:**

- Human Capital
- Diversity, Equity, Inclusion, Belonging
- Learning & Development
- Recruiting & Talent Acquisition
- Labor Management
- Benefits/Rewards
- Pay Equity
- Employee Health & Safety
- Work-Life Balance
- Employee Satisfaction & Engagement

**Supply Chain Management Committee:**

- Supply Chain Management
- Product Quality & Safety
- Social Impact of Products
- Supplier Diversity (Tier 1 & Tier 2)
- Supplier Standards
- Procurement
- Sustainable Operations (Facilities & Manufacturing)
- Responsible Manufacturing & Operations

**Responsible Gaming Committee:**

- Player Protections
- Product Development Programs/Resources for Players
- Programs for Healthy Play
- Education, Awareness & Treatment
- Employee Training
- Industry Stewardship
- Industry Organization Investments
- Regulatory Compliance
- State & Gaming License Adherence



STAKEHOLDER PRIORITIES

Our CSR strategy is underpinned by our core values. It supports our business objectives and is shaped by the expectations of our customers, Creators and SciPlayers and other stakeholders as well as the evolving regulatory landscape.

In 2023, we conducted an internal audit and gap analysis to help shape our ESG roadmap and initiatives for the next three to five years. To support this work, we engaged a third-party specialist to benchmark our non-financial disclosures against our peers and identify the ESG topics material to investors, rating agencies and global standards and frameworks, including the Sustainability Accounting Standards Board (SASB) and Task Force for Climate-Related Financial Disclosures (TCFD).

As part of this work, we conducted a survey seeking the perspectives of key internal stakeholders and conducted more than a dozen deep-dive interviews with subject matter experts. This comprehensive materiality assessment built on the findings of our own 2022 survey of key stakeholders and subject matter experts in each major division across Light & Wonder. It was also informed by the results of our 2022 Creator Survey, a CSR-focused survey that seeks the views of the global workforce on 25 key questions related to our CSR pillars. From 2024, we will increase the cadence of this survey to yearly, helping us more closely track our priorities and unique business needs in each country where we operate.

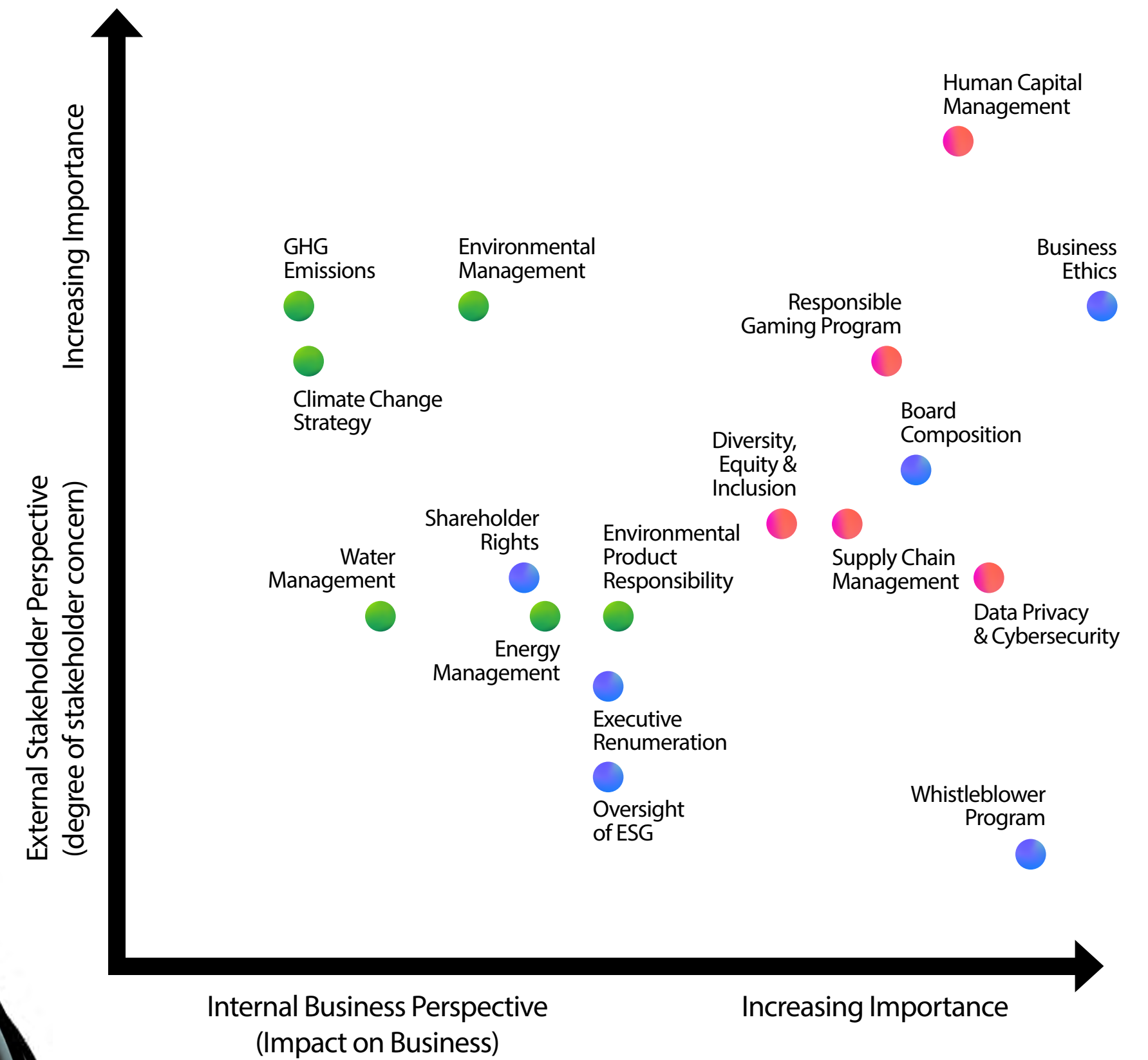
We will endeavor to conduct a materiality assessment every two years to ensure we keep pace with evolving expectations within and beyond our business.

Light & Wonder's top six ESG priority topics for 2023

- 1 Human Capital Management
- 2 Business Ethics
- 3 Responsible Gaming Program
- 4 Board Composition
- 5 Environmental Management
- 6 Data Privacy and Cybersecurity

MATERIALITY MATRIX

- Environmental
- Social
- Governance





# Our progress so far

AS WE ADVANCE ON OUR CSR JOURNEY, LIGHT & WONDER IS PLEASED TO SHARE A HANDFUL OF HIGHLIGHTS FROM THE FIRST THREE YEARS OF THE GAME CHANGERS PROGRAM.

## 2023 HIGHLIGHTS



### COMMUNITY

Supported

**289**

charitable organizations and community groups

Donated

**\$1.15m**

in monetary and in-kind donations and charitable contributions

Allocated

**\$2.3m**

to direct donations and community sponsorships

Provided

**\$1.16m**

in sponsorships and funding of charity events, community organizations and associations



### PEOPLE

Increased participation in our seven Employee Resource Groups (ERGs) by 50% from 650 to

**1.3k**

Hosted

**26 ERG**

special events across the world

Added a new ERG to support military veterans and allies:

**Salute**



Contributed \$350k towards tribal Native American charitable causes



### PLANET

Donated

**\$10,000**

to the Canopy Project and Great Global Cleanup

**425**

Creators and SciPlayers volunteers to support the Great Global Cleanup

**3**

Installed solar panels in three government schools and participated in a clean-up challenge collecting 415 kgs of debris at a tiger reserve forest in India

## Game Changers

Light & Wonder

Funded the planting of

**5,000**

trees through the Canopy Project

Reclaimed and recycled

**\$12.8m**

worth of decommissioned gaming machines

**Solar**

Launched our Solar Project in South Africa to convert to renewable energy



## 2023 HIGHLIGHTS



### PLAYER

Invested in

**\$150k**

to support Responsible Gaming organizations and programs.

Upheld

**11**

Responsible Gaming principles relating to education, action and awareness

Sponsor or member of

**20**

Responsible Gaming organizations, associations and education campaigns

Pre-Commitment software in

**60**

casino locations across Australia, Canada, New Zealand & US that give players more control over their gaming and budget



### CORPORATE GOVERNANCE

Launched an

**ESG Council**

to oversee our ESG efforts

Launched

**4**

ESG Committees to support internal governance structure and cross-functional collaboration to support the business



### SUPPLIER DIVERSITY

**21**

certified-diverse suppliers onboarded by the end of 2023

Tier 2 indirect spend with diverse suppliers was approximately

**\$575k**

Invested approximately

**\$16m**

in Tier 1 direct spend with diverse business enterprises nationwide in 2023

Achieved a

**2%**

total spend with diverse suppliers





# People

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KEEPING OUR CREATORS AND SCIPLAYERS SAFE	36





# Championing opportunity and belonging

**Forging lasting connections with players around the world is central to our vision as the leading cross-platform global games company. That's why we're continually growing and nurturing our international team of Creators and SciPlayers, bringing to light a rich variety of cultural perspectives and lived experiences. By creating immersive content that resonates with the diverse communities we serve, we can better deliver for our customers and relentlessly pursue the now and the what's next in gaming.**

Our aim is to foster an inclusive culture in which all Creators and SciPlayers feel valued and empowered to bring their talents forward so that they can grow and succeed with us. Our policies, educational outreach, learning and development programs, and culture work are helping us lay the foundations for measurable progress.

## OUR APPROACH

Light & Wonder is an equal opportunity employer committed to providing a working environment free of discrimination, harassment and retaliation.

Our [Code of Business Conduct](#) sets out our expectations for how Creators and SciPlayers at all levels of seniority should behave to make our workplaces positive, respectful, inclusive and empowering environments. It addresses key topics such as managing conflicts of interest, handling confidential information, and complying with laws, regulations and policies, including those around diversity, equity and inclusion (DEI) and human rights. The Code applies to every Creator, with fundamental principles of integrity and ethics that aim to support ethical decision-making by everyone at Light & Wonder.

We have a dedicated DEI Council, which drives initiatives around equitable policies, recruitment and talent acquisition, retention and belonging, and learning and development. One of our Board members sits on the DEI Council, providing a crucial link to the Board, which reviews Light & Wonder's DEI policies, practices and overall compliance as an equal opportunity employer on a quarterly basis.

To accelerate meaningful progress around representation and belonging at Light & Wonder, we established a five-year DEI roadmap in 2020. It's an integral part of our Game Changers journey, with internal time-bound targets. We regularly monitor the goals and recalibrate the roadmap based on the impact that we are achieving.





OUR 2023 DEI GOALS

Goal	Met	In progress
Increase women’s representation at Director level and above while fostering an inclusive pipeline of talent at the manager and senior manager levels		✓
Increase the diversity represented at Director level and above among Black/African American, Latino/Hispanic and Indigenous/PCI ethnic populations		✓
Strengthen our capability to attract and hire diverse early career and emerging talent	✓	
Increase engagement in our employee resource groups and use them to develop and retain diverse Director-level talent	✓	
Ensure our recruiting practices mitigate unconscious bias and other biases through training for recruiters and hiring managers		✓
Develop data-based understanding of how we allign to Great Place To Work-certified companies for diverse talent so we can target gaps		✓
Ensure our policies and practices promote equitability and inclusiveness in our pay decisions, benefits offerings and career mobility		✓

As we reach the end of our first milestone period, we continue to review and revise our roadmap to ensure we are focused on the most impactful goals.

To give us a better understanding of representation across Light & Wonder’s global footprint, in 2023, we prepared to move to our new ESG data management platform for storing and monitoring our DEI metrics and goals. Due to go live in 2024, this central hub will enhance our visibility and help us focus our effort where it’s needed, as well as help us better track our progress against our goals.

As we continually learn and grow, we will adapt our approach to meet the evolving needs of our organization, Creators and SciPlayers and the communities we serve. By embracing an adaptive approach, we can ensure that our DEI efforts remain relevant.

We have decided, for example, to incorporate ‘belonging’ into the name of our DEI program from 2024. This is because we believe it’s not enough to be treated fairly and to have a seat at the table. It’s also hugely important that our Creators and SciPlayers feel heard and connected to their colleagues in an environment where they can truly belong.







**Image:** L&W Gaming leadership team supported After School All-Stars Charity Dodgeball Tournament in Las Vegas.

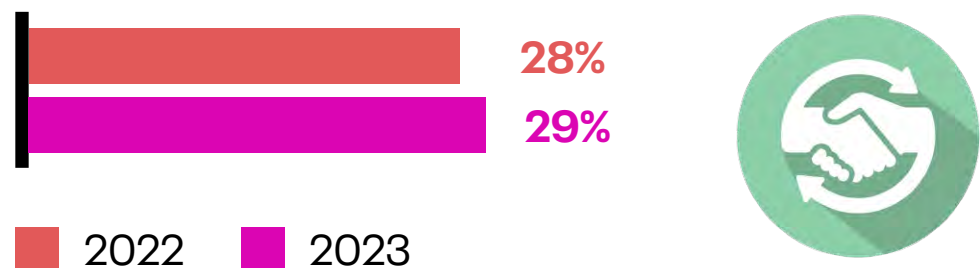
REPRESENTATION AT LIGHT & WONDER

While there is more progress to be made on improving gender representation at Light & Wonder, there was positive movement in 2023. Our global population of women has increased from 28% representation at the end of 2022 to 29% representation at the end of 2023, while promotions of women at all job levels rose to 31% from 29% in 2022.

We are committed to being a diverse employer, where people from all backgrounds are represented, empowered and supported to achieve their career goals. But having only become Light & Wonder within the last two years, our efforts around broader inclusivity have, to date, focused on establishing accurate benchmarks across our global business. They will help us accurately track and disclose our progress, and improve how we elevate talent from all backgrounds, and achieve our goals.

The data shows we are moving in the right direction but have more work to do to hit our 2024 DEI targets, underscoring the importance of our roadmap and growing initiatives.

WOMEN IN THE WORKFORCE



For more information about our Board composition, see [page 60](#).

OUR COMMITMENTS FOR AN INCLUSIVE CULTURE

As a business, we continuously aim to create a respectful and supportive environment for Creators and SciPlayers from all backgrounds. In line with our DEI roadmap, we've identified five key fronts on which we commit to fostering a fairer, more inclusive culture:

- **Listening & learning:** We recognize the lived experiences of our Creators and SciPlayers and promote dialogue and feedback through channels such as our employee resource groups (ERGs), annual global engagement survey and CSR priorities survey. Read more about employee engagement on [page 31](#).
- **Education & development:** We promote inclusive behaviors and equitable practices with a sense of accountability across the business, with autonomous learning opportunities and regional inclusivity and representation workshops that facilitate honest analysis of areas for accelerated progress. Read more about our approach to learning and development on [page 24](#).
- **Equity & belonging:** By celebrating and championing our different lived experiences, we're creating a culture of belonging for our Creators and SciPlayers. We also continuously evaluate and work to address systems that threaten to undermine what we're building. Read more on [page 29](#).
- **Engagement & inclusion:** Through our ERGs, DEI Council and regular employee and community engagement work, we are working to ensure inclusivity is embedded in our operations and culture. Read more on [page 42](#).
- **Measuring success:** We will continually evaluate our progress to achieve our goals and commitments in alignment with our core values and DEI roadmap. See "Our approach" above for how we are tracking our progress.



CASE STUDY



## Championing diversity worldwide

In our South Africa business unit, we actively promote equality and champion diversity through our commitment to the Broad-Based Black Economic Empowerment (B-BBEE) rating and initiatives in the market. We prioritize empowering Black individuals who have been historically under-resourced and currently hold a level 4 scorecard rating. In 2024, highlights from our scorecard included:

**Ownership:** We financially supported trust beneficiaries, who own 25% of the local entity, with \$37,000. Thier focus is on supporting 50% Black female-owned and 50% Black-owned companies.

**Management control:** We continued to prioritize providing opportunities for previously disadvantaged individuals.

**Skills development:** Annually, we invest approximately \$90,000 in training for internal and external Black and African American populations, offering internships, learnerships and bursaries aligned with our business needs. In 2023, this included \$50,000 of funding for a 12-month Business Administration certificate program.

**Enterprise and supplier development:** We deliberately source goods and services from Black-owned companies, help them grow and exclusively work with B-BBEE-compliant suppliers across Africa. In 2023, we offered grants worth around £2,000 (36,000 ZAR) to cover the cost of business equipment, running expenses and vehicles.

**Socioeconomic development:** In addition to our support for a local children's center, we allocated \$13,000 in sponsorship for local charities and carried out volunteering work including painting a school in a previously underprivileged community.

## INCLUSIVE TALENT ACQUISITION

Our talent acquisition teams are committed to expanding our outreach year-over-year and connecting with a broader pool of talent prospects, especially from student populations. Through their efforts, we create internship opportunities and offer full-time post-graduation positions within our organization.

To fill these positions, we collaborate closely with our University Relations managers to participate in campus events, such as career fairs and internship programs. These engagements allow us to connect with a wide range of student groups and identify talented individuals who align with our organization's values and goals.

In pursuit of future DEI goals, we are focused on nurturing early career and emerging talent from a wider range of diverse backgrounds, specifically at associate levels. We also achieved our 2023 DEI goal of implementing unconscious bias training for all recruiting team members, emphasizing the benefits of a "culture add" rather than a "culture fit" approach to hiring.

Read more about our approach to talent acquisition on [page 26](#).



**Image:** Illuminate Black Employees & Allies Employee Resource Group celebrates JUNETEENTH US Holiday with special events.



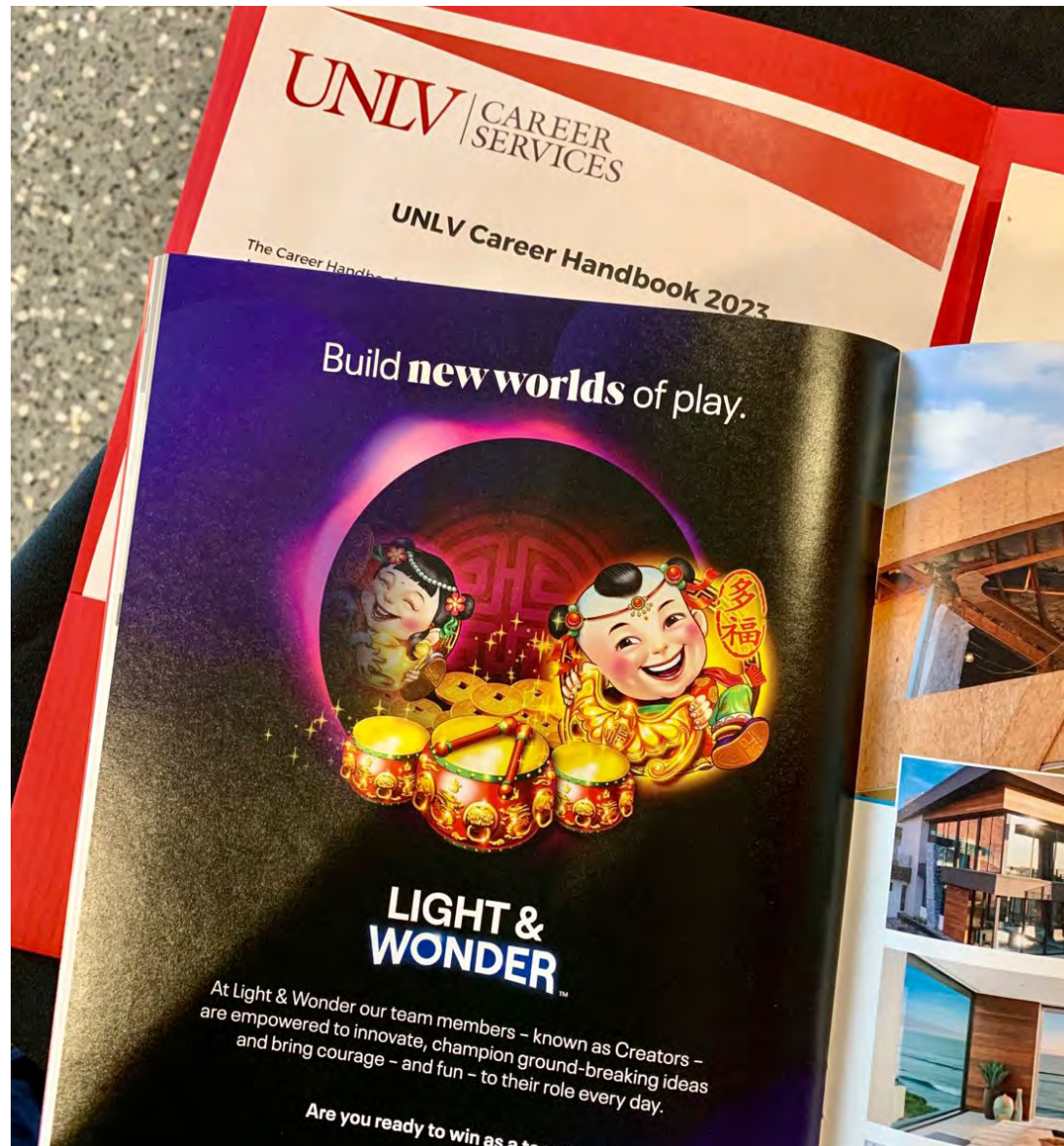
**Image:** Our India team came together in celebration of Pride month, wearing the 2023 annual L&W Pride tshirt.



## RETENTION AND BELONGING

We go all-in on creating world-class games — and we can only do so thanks to our international pool of Creator and SciPlayer talent. Fostering a strong sense of belonging while honoring and celebrating the vast cultural perspectives of our workforce will always be important. We were proud to be awarded DEI team of the Year at the 2023 Women in Gaming Awards, but we recognize that there is more to be done.

We have a growing number of initiatives in place to create a supportive environment at Light & Wonder in which our Creators and SciPlayers can find opportunity and community.



**Image:**L&W Recruitment Programs with University of Nevada Las Vegas.



**Image:** SciPlay CEO, Josh Wilson, along with SciPlayer leadership, came together for an annual retreat and strategic planning sessions.

## EMPLOYEE RESOURCE GROUPS

Our employee resource groups (ERGs), launched in 2022, give employees with shared identities or experiences and their allies a safe space to build strong advocacy relationships across our organization. They can also access resources and opportunities for professional development and participate in community outreach efforts.

Participation in our ERGs doubled in 2023 to more than 1,300 employees and allies, comfortably exceeding the DEI goal we set to increase engagement in 2023.

We launched our seventh ERG, SALUTE, designed to support our military veteran employees and allies. We also introduced charter governance guidelines to ensure regional chapters are aligned in the way they operate.

Over the course of 2023, our ERGs hosted 26 events, including those focused on building personal brands and supporting wider communities beyond Light & Wonder. Read more in our Community section on [page 43](#).

## OUR SEVEN ERGS

### EMPOWHER:

Women Employees & Allies

### RELATE:

Multi-Generational Employees & Allies

### ALIGN:

AAPI Employees & Allies

### SOMOS:

Latinx Employees & Allies

### ILLUMINATE:

Black Employees & Allies

### EMBRACE:

LGBTQ+ Employees & Allies

### SALUTE:

Military Veteran Employees & Allies







## CELEBRATING CULTURE AND HERITAGE

In 2023, we recognized and celebrated 156 cultural observances and events across the world. These events are designed to celebrate our diverse Creators and SciPlayers and help us make positive contributions to the communities where we operate. Highlights include:

- **Lunar New Year:** We spotlighted the pan-Asian celebration of Lunar New Year to educate people on its importance.
- **Black History Month:** We hosted Creator and SciPlayer spotlights on Viva Engage and nominations of Creators and SciPlayers and leaders that champion progress and advocate for social justice. We also hosted an 'I Have a Dream' campaign, where leaders shared what the iconic speech means to them with our Illuminate Black Employees & Allies ERG.
- **International Women's Day:** We highlighted women Creators and SciPlayers and leaders from across Light & Wonder to celebrate their contributions, and hosted a panel discussion with inspiring women.
- **AAPI (Asian American and Pacific Islander) Heritage Month:** We highlighted books and movies from AAPI viewpoints and included a donation to Asian Americans Advancing Justice.
- **Pride Month & LGBTQ+ History Month: (recognition of LGBTQ+ identity):** We organized events, including a t-shirt contest and a month of celebrations led by our EMBRACE ERG.

**Image:** L&W joined the global community in celebrating International Womens Day, with events and activities across all offices and facilities for the #EmbraceEquity campaign.

- **Juneteenth:** We hosted celebrations and sponsored the Las Vegas Juneteenth Festival to commemorate the historic ending of legal slavery.
- **International Day of the World's Indigenous Peoples & Native American Heritage Month:** We celebrated our tribal communities and their rich cultures.
- **Hispanic Heritage Month:** Celebrated the unique culture and foods of the Hispanic and Latin cultures and featured Creator and SciPlayer spotlights on Viva Engage of those that champion progress and advocate for social justice with our Somos Latinx Employees & Allies ERG.
- **Global Intergeneration Month:** We celebrated the many generations in our workforce with a panel discussion on what the generations each represent and how we have commonality and unique differences with our Relate Multigeneration Employees & Allies ERG
- **Veteran's Day:** Honored our veteran employees with a special appreciation lunch and t-shirt giveaway with our Salute Veteran Employees & Allies ERG.



**Image:** L&W CEO, Matt Wilson, iGaming CEO, Dylan Slaney, and Gaming CEO, Siobhan Lane, joined local leaders to support the Women In Sports and Global Gaming Women Leadership Awards in Las Vegas.

## TRAINING AND DEVELOPMENT

Everyone at Light & Wonder must complete [Code of Business Conduct](#) training on the fair and equitable treatment of employees, non-discrimination and prevention of workplace harassment. In 2023, we established a DEI goal to achieve 90% participation in these education programs and trainings by 2025.

We are committed to expanding these trainings in our future goals based on Creator and SciPlayer requests for more DEI trainings around cultural awareness and the meaning of 'diversity, equity and inclusion'.

We work with third-party vendors to give our Creators and SciPlayers access to DEI learning pathways to increase their understanding of inclusive behaviors.

Because DEI means different things to people in different parts of the world, we launched a series of four global DEI micro-workshops in 2023 tailored to the needs of distinct business units. With 10-20 participants in each session, these workshops sought to identify how we could customize our inclusive hiring and retention strategies to resonate with candidates and Creators and SciPlayers in different regions.

In India, we also launched WINGS, an initiative to amplify our high-performing women leaders in the country. Focusing on four key areas — networking, building a confident, growth mindset, building a personal brand and communicating with confidence — WINGS is designed to empower capable women Creators and SciPlayers to seize new opportunities at Light & Wonder.

Read more about our learning and development program on [page 29](#).



# Diversity in our supply chain



As we continuously search for the best solutions for our customers, we've found that working with a variety of suppliers is often key. But small businesses can face many challenges when trying to compete with larger suppliers. That's why our supplier diversity program is critical to our success.

Diversifying our supplier base is a valuable, mutually beneficial endeavor. Working with businesses from a wide range of backgrounds makes our supply chain more robust and resilient to localized disruption. Casting our net wider allows us to utilize different perspectives that deliver innovative and cost-effective solutions to our players and customers. It also means we can stimulate the economy in the varied local communities where we operate.

Our supplier diversity program is now into its second year. In 2023, we established a dedicated Supplier Diversity Committee, chaired by our Chief Operating Officer of Gaming, to drive us forward.

To generate more equitable opportunities while widening our supply base, we amended our Procurement Policy in 2023 to make our terms more favorable for diverse suppliers. Actions included introducing shorter payment terms to support the cash flow of smaller suppliers.

We also launched a new Supplier Diversity Dashboard, which allows us to automate our reporting capabilities with live data, ultimately improving oversight of our diverse supplier spend.

Our Procurement team completes regular outreach work to expand our network of diverse suppliers, including attending state business opportunity fairs. Any business interested in joining our national database can also register for consideration via [our website](#), further reducing barriers to being considered as one of our suppliers.

We partner with a wide range of certified-diverse suppliers, each of which has been certified by a third-party organization. This could include their respective state government agencies, the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC) or the National Association of Women Business Owners (NAWBO).

**\$16m**  
in Tier 1 direct spend with diverse suppliers

## DIVERSE SUPPLIER CLASSIFICATIONS

We consider the following classifications of diverse suppliers in our supplier diversity program:

### ▶ MINORITY BUSINESS ENTERPRISE

51% owned, controlled and operated by minority individuals who are African American, Hispanic American, Asian Pacific American, Native American or Asian Indian American.

### ▶ WOMEN BUSINESS ENTERPRISE

51% owned, controlled and operated by women.

### ▶ DISABLED VETERAN BUSINESS ENTERPRISE

51% owned, controlled and operated by one or more disabled veterans. A disabled veteran is a veteran of the US Military with a service-connected disability that exceeds 10%.

### ▶ DISABLED BUSINESS ENTERPRISE

51% owned, controlled and operated by a disabled individual or service-disabled individual.

### ▶ HUB ZONE SMALL BUSINESS ENTERPRISE

Owned, controlled and operated by one or more US citizens with a business located within a historically underutilized business (HUB) or enterprise zone and employs at least 35% of its workforce from HUB Zone residents.

### ▶ DISADVANTAGED BUSINESS ENTERPRISE

51% owned, controlled and operated by disadvantaged persons as defined by the US Federal Government's SBA guidelines.

Read more about our overall approach to supply chain management in our Operations section on [page 62](#).



# Nurturing and growing our talent

The dynamic content we create at Light & Wonder is made possible by our extraordinary Creators and SciPlayers and their deep understanding of our international customers and players. Building a team of talented people from all backgrounds and cultivating an attractive, welcoming working environment helps us better create relevant, immersive player experiences and continue to offer game-changing career opportunities.

## OUR APPROACH

We are passionately committed to being an employer of choice. To grow our global team of more than 6,000 Creators and SciPlayers and develop high-performance talent, we continuously invest in inclusive talent acquisition, tailored learning programs and benefits that matter.

Since rebranding as Light & Wonder, we have been working to standardize key aspects of our talent strategy while still allowing for a nuanced approach in our different markets and locations, which range from Australia to India to Israel, and Sweden to South Africa.

## HIRING AND ONBOARDING THE BRIGHTEST

In 2023, we began rolling out a globally unified applicant tracking system. This major project, to be completed in 2024, will enable our recruiting teams around the world to capture and track identical candidate metrics through live, centralized dashboards. It means we can better compare hiring performance across different locations, facilitate global career mobility and identify opportunities to make our processes more efficient and inclusive.

We also want to use this platform to identify job opportunities for promising but unsuccessful interviewees, allowing us to match skilled, declined candidates with more suitable roles elsewhere at Light & Wonder. As we mature in this area, we want to keep candidates engaged through casual meetings so we can build a valuable repository of talent for future open positions.



**Image:** L&W CFO, Oliver Chow, and SVP Chief Accounting Officer, Vanja Kalabic, joined the SciPlay finance team for a special team building event, fostering a sense of inclusion and belonging.





**We have a wide range of initiatives and tools to attract and onboard high-quality talent. These include:**

### EMPLOYEE REFERRAL PROGRAMS

Our Creators and SciPlayers are our best recruitment advocates, so we reward them for letting us leverage their knowledge and networks. Creators and SciPlayers receive a cash bonus when a recommended candidate is hired and successfully completes their 90-day probationary period.

In 2023, a strong percentage of new hires at Light & Wonder came to us through employee referral programs, including 104 in our India team alone. This initiative has helped us reduce our recruitment agency spend as well as find and retain new Creators and SciPlayers who are an excellent fit for our organization.

### INCLUSIVE RECRUITMENT

We actively seek opportunities to engage with talented candidates through a variety of channels, from college groups and associations to moderated panels for local and national diversity groups. A key way we are bringing fresh candidates into our talent pool is by forging partnerships with education institutions across the world, who help us ensure people from all backgrounds can access opportunities within the gaming industry.



**Image:** L&W's first leadership development training session, held in partnership with Global Gaming Women and our EmpowHER Women Employees & Allies ERG, for all Manager and Sr. Manager female creators based in the US.



**Image:** ALIGN AAPI Employees & Allies Members attended the Inspire Asian Gala, benefiting the Asian Community Development Council.

### HIGH SCHOOL AND UNIVERSITY PARTNERSHIPS

We have partnerships with multiple universities and high schools worldwide, including in India, Greece and the United States. In 2023, our partnership with the University of Nevada, Las Vegas' (UNLV) Color Business Association led to three interns joining our Tax team, and one has accepted an offer to join our Finance Leadership Development Program.

In 2024, we will begin an Open House program with the University of Nevada, Las Vegas. To create more opportunities for local students and build our talent pipeline, students will be invited to tour our facilities and speak to Creators and SciPlayers to find out about internship opportunities and our Finance Leadership Development Program. We will also initiate a pilot high school graduate program to offer early-career support, mentorship and full-time employment opportunities to local graduates over 18 years old at three partner schools.



**Image:** L&W promoted team bonding, employee engagement and community connectivity with a special employee recognition event at the Las Vegas Aviators baseball game.



## CASE STUDY



### Helping women across India jump-start their careers

We supported 60 suburban women in Chennai, India, to develop essential skills. 30 women started work placements in the garment industry and the other 30 were gifted sewing machines to start their own fabric-based businesses. The sewing machines were presented to the women along with the course certificate, in the presence of L&W leaders Nathaniel Drane, Ritu Bhati and Ayyappa Koppolu.

## INTERNSHIPS

We are developing strong internship programs, such as our Finance Leadership Development program, in many parts of the globe - the most well-established of which are in the US and India.

In the US, we hired 22 interns across our Corporate and Gaming business units over the course of 2023. These opportunities have allowed young people, some of whom were hired through inclusive recruitment events hosted in partnership with local universities, to get a taste of our exciting career opportunities.



**Image:** L&W CFO, Oliver Chow with Finance Rotational Leadership Development program participants.



### SECURING THE BRIGHTEST TALENT FOR OUR ATHENS TECH HUB

Our Athens team has expanded from 114 Creators to over 140 in the past 18 months as we have worked to establish a tech hub for iGaming in the Greek capital.

To attract the best talent within this competitive market, we have invested heavily in new tools and relationships to promote this rapid growth. We invested in partnerships to foster recruiting such as the Devovx developers conference, where over 300 people engaged with us.

We also enhanced our leadership development program to build organizational muscle at a senior level, ensuring early career talent is supported by skilled, experienced leaders.

## CASE STUDY



### Our thriving internship program in India

Our India team saw tremendous growth in 2023, largely thanks to our university internship program, Thrive, which helps students fit in work experience around their studies. Of the team's 200 interns during the year, 186 were onboarded Thrive graduates, representing an impressive 93% of interns who enrolled in the intensive five-month program. Along with enjoying a smooth start to rewarding careers, they have brought critical technical skills to our team.

To help them settle in as Creators and SciPlayers and boost the whole team's productivity, we implemented customized technical training alongside our international onboarding program and increased integration between our studios across the globe to promote knowledge-sharing.



### CULTIVATING OUR CREATORS AND SCIPLAYERS

We want our Creators and SciPlayers to keep creating with us, enjoying fulfilling careers that secure our mutual success. That’s why we invest in their ongoing personal and professional growth from day one, offering curated learning paths for different roles, markets and career stages.

Our Learning & Development team runs our centralized talent development program, which includes mandatory training and a wide array of specialized learning pathways. In addition, we provide funding for department leaders throughout the world to deploy targeted training that fills local skills gaps and strengthens our capabilities across every market.

In 2023, we launched and expanded a number of programs to develop our talent.

We partnered with a provider of one of the world’s most comprehensive online training course catalogs to make compliance training simpler for both groups and individuals.

We continued our partnership with LinkedIn Learning to offer over 5,000 courses, which help individuals develop skills in every area, from performance management to communication to teamwork. We engaged with additional content providers in 2023 to support us with training to foster behavior changes that drive real progress around inclusion and working with diverse teams.



**Image:** Creators attended the annual Women’s Leadership Conference in Las Vegas.

### UNLOCKING LEADERSHIP SKILLS AT EVERY LEVEL

Nurturing a pipeline of leaders is an essential part of our succession planning, and we are always looking for new ways to advance in-house talent into critical senior roles. In 2023, we launched the following programs.

#### Leadership Essentials

A 10-week, externally facilitated program designed to help participants enhance their leadership skills, expand their network and establish a high performing culture at Light & Wonder. The program includes four live sessions and an interactive social learning platform that provides access to internal and external tools and resources. In 2023, we had over 180 leaders participate and engage with the program.

#### Global Gaming Women

A global series of leadership workshops for women who hold manager, senior manager and Director positions.

### Multipliers

A hybrid program of learning focusing on Liz Wiseman’s Multipliers concept, designed to help leaders adopt multiplier behaviors and avoid diminishing tendencies where everyone’s intelligence is leveraged, leading to higher performance, engagement and satisfaction within teams and organizations. In 2023, 146 Directors and above attended these sessions.

#### Leadership Essentials & Multipliers: all BUs & all Regions

Program	2023 Headcount
Leadership Essentials	187
Multipliers	146

### Project Level Up

An 18-month curriculum and program designed to progress early career talent at SciPlay into critical roles that are challenging to fill through recruitment.

Meanwhile, we continued to partner with the University of Nevada, Las Vegas, to send Director-level Creators and SciPlayers to a prestigious networking workshop to forge new connections and strengthen existing relationships within the gaming industry.

### Best Games Workshop

This three-day event, which brings together people from our land-based, digital and social gaming teams in both the UK and US, allows our talented Creators and SciPlayers to pitch and workshop concepts that could be launched

across all our platforms. Its goal is to make our creatives feel valued and to uncover fresh ideas that will continue to delight our players.

### Oversight

Our Chief People Capability Officer reports quarterly to the Board via the Compensation Committee.

### FAIR ACCESS TO LIFELONG CAREER OPPORTUNITIES

We are passionate about breaking down barriers to learning and career advancement, whether that’s the cost of tuition fees, the logistics of returning to the workplace after having children or historic injustices that have held back some groups more than others.

**Read more about:**

- Our recruitment and talent development initiatives related to DEI [page 24](#).
- Our generous benefits program on [page 30](#).
- Our Responsible Gaming training to help Creators and SciPlayers enjoy gaming safely [page 54](#).



# Understanding and supporting our Creators and SciPlayers

Our people bring the light and the wonder to our organization. Just as we push the boundaries to create unforgettable experiences for our players, we constantly strive to improve the Light & Wonder experience for our Creators and SciPlayers and candidates.

That means providing benefits that really matter and tuning in to our Creators and SciPlayers to find out how we can support them on a successful career journey with us.



**Image:** SciPlayers from the Cedar Falls studio came together to celebrate International Women's Day.

## BENEFITS THAT MAKE A DIFFERENCE

We offer a comprehensive suite of benefits designed to support our Creators and SciPlayers' wellbeing, mental and physical health, financial security, and individual needs. We know that when our talented team feels valued and able to thrive, we all win.

### Our approach to global benefits focuses on:

- **Flexibility:** Flexible work environments and exciting opportunities that allow our Creators and SciPlayers to shape their future — so we can all grow and succeed together.
- **Health:** Encouraging a healthy work/life balance, hosting educational events and offering benefits that allow Creators and SciPlayers to invest in their health and wellbeing.
- **Development:** Offering extensive learning and development opportunities that support Creators and SciPlayers' individual success and professional growth and make us collectively stronger as an organization.

### Our [global benefits](#) include:

- **ComPsych:** Our global employee assistance program (EAP) gives our Creators and SciPlayers access to guidance counselors, legal and financial advice and online resources covering everything from finding a home to elder care services.
- **Employee Assistance Fund (EAF):** Creators and SciPlayers can access grants of up to \$1,000 (or the equivalent in local currency) to cover unexpected financial hardship, which could cover things like medical expenses or damage to their home through natural disasters.
- **Employee stock purchase program:** Creators and SciPlayers can purchase company stock at a 15% discount from the market rate, either as a one-off purchase or on an ongoing basis. It's available to Creators and SciPlayers in the US, Canada, Australia, India, the UK and Greece who meet set criteria around working hours and salary.
- **Tuition reimbursement program:** We encourage our Creators and SciPlayers to undertake further training or higher education opportunities that may otherwise be cost-prohibitive.
- **Hybrid working opportunities:** Our office-based Creators and SciPlayers can regularly work from home to help them achieve a better work/life balance.
- **Half Day for Health:** All employees are given an annual half day off to take care of their mental or physical health, in addition to their PTO allocation.
- **Health insurance:** We offer competitive global health insurance packages, including a dedicated platform through which LGBTQ+ Creators and SciPlayers can access affirming, inclusive care.
- **Parental leave:** We offer competitive parental leave programs across the globe that allow our Creators and SciPlayers to bond with a new child, regardless of their pathway to parenthood.
- **Retirement contributions:** Our generous global retirement savings programs, including our 401(k) plan which matches up to 4% of employee contributions, meet all markets' statutory requirements.



### IN-HOUSE DENTAL CARE

We launched an in-house dental clinic at our Las Vegas office through our dental carrier, CIGNA. The goal was to make it easier for our busy teams to access dental care and 20 Creators and SciPlayers took advantage of the session.

### LGBTQ+ EMPLOYEE HEALTH BENEFITS

We added Folx Health to our suite of benefits aimed at LGBTQ+ Creators and SciPlayers. Its specialist concierge services are designed to connect LGBTQ+ individuals with high-quality care, including sexual health services and gender affirming care.

### SUPPORTING ISRAELI EMPLOYEES

We supported our SciPlay colleagues based in Tel Aviv impacted by the October 7<sup>th</sup> attack. Partnering with the Israeli-American Council (IAC), we created a fundraising campaign, offered additional mental health resources and bought essential supplies for employees on reserve army duty.

### OUR EMPLOYEE ASSISTANCE FUND

The global pandemic was a stark reminder that life is not always predictable. In 2020, we established the Employee Assistance Fund (EAF) to support our people and their families through unexpected hardships.

The fund is designed to provide timely financial assistance to Creators and SciPlayers navigating challenging situations such as damage to their home, a crime, illness, injury, bereavement, natural disaster or the sudden deployment of a spouse on active military duty. Creators and SciPlayers can apply for grants ranging from \$500 to \$1,000 to cover essentials such as medical expenses, housing and utilities costs, groceries, and car or home repairs.

Initially, contributions came from the business and senior leaders, but Creators and SciPlayers quickly asked how they could donate to allow the fund to support more families. We partnered with the Emergency Assistance Foundation to set up the EAF as a nonprofit organization, allowing generous individuals from across Light & Wonder to make contributions that go directly to fund beneficiaries.

To facilitate easy applications and fair allocation of funds, we enlisted third-party underwriters to ensure we award grants based on consistent, fair criteria. We also created a public website, where Creators and SciPlayers can find eligibility criteria and apply for a grant.

\$75k

awarded in grants to our Creators and SciPlayers and their families in 2023

### EMPLOYEE ENGAGEMENT

We believe Creators and SciPlayers can only be truly engaged in our mission at Light & Wonder when they feel heard and supported by leadership. There are several ways we seek to retain their talent by promoting this open and responsive communication.

### GLOBAL CREATOR ENGAGEMENT SURVEY

Every year from 2020, we have conducted our Global Creator engagement survey to gather valuable feedback on how we are doing as an organization. We look at our people's views on key areas such as engagement, leadership and management, communication and teamwork, and our core values. This anonymous survey allows our Creators and SciPlayers to speak freely and helps us take actionable steps to drive meaningful change, making Light & Wonder an even better place to work.

We are pleased to report that responses continued to be broadly positive this year, with our overall engagement score consistently high at 73%. It was determined by positive responses to statements such as:

"LIGHT & WONDER ENABLES ME TO BALANCE WORK AND PERSONAL LIFE."

"MY MANAGER GENUINELY CARES ABOUT MY WELLBEING."

We were delighted to achieve a 93% participation rate across all business units, suggesting 2023's result is truly representative of how Creators and SciPlayers feel across our global company. It was encouraging to see favorable responses to key diversity and belonging statements, such as

83%

People from all backgrounds have equal opportunities to succeed at Light & Wonder

86%

Light & Wonder values diversity

"I would recommend Light & Wonder as a great place to work."

"I am proud to work for Light & Wonder."





2023 GLOBAL CREATOR ENGAGEMENT SURVEY HIGHLIGHTS

93%

participation rate across all business units  
- up 11% YOY

78%

of Creators and SciPlayers believe our commitment to social responsibility is genuine  
- a 6% YOY increase

80%

favorable responses to the statement, "People from all backgrounds have equal opportunities to succeed at Light & Wonder."

91%

favorable responses to the statement, "I know and understand the new company Core Values."  
- a 3% YOY increase

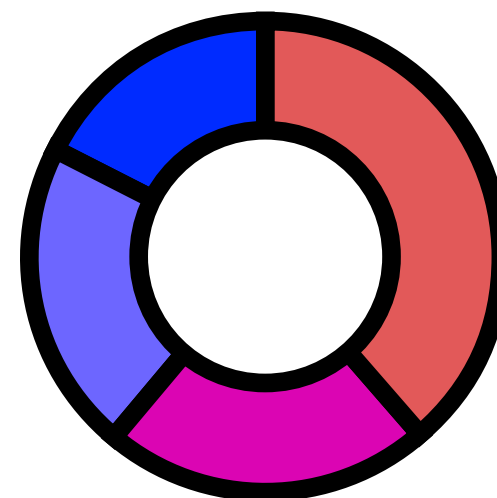


CSR CREATOR SURVEY

Our approach to CSR materially shapes our culture at Light & Wonder and is a high-impact lever of talent attraction, engagement and retention. Every two years, we conduct a global internal survey to identify the core areas of our CSR work that resonate most with our Creators and SciPlayers. From 2024, we will increase the cadence of this survey to annual to more closely understand and act upon our CSR priorities.

Environmental Sustainability ranked as the top CSR priority in our 2022 survey, which yielded a 34% response rate. Along with our comprehensive materiality assessments, these biennial surveys inform the development of our Game Changers program and roadmap.

TOP CSR PRIORITIES FOR CREATORS AND SCIPLAYERS (2022 SURVEY)



40% ■ ENVIRONMENTAL SUSTAINABILITY  
23% ■ PHILANTHROPY  
22% ■ RESPONSIBLE GAMING  
18% ■ DEI

RECENT HIGHLIGHTS FROM OUR ERGS



EMPOWHER: Women Employees & Allies

As part of our annual commitment to support professional development and career opportunities for women Creators and SciPlayers, EmpowHER established an annual partnership with Dress for Success. The organization helps low-income women grab professional opportunities with the right attire, tools and resources funded by donors. In addition, EmpowHER hosted a suit drive for the charity. Its members also hosted a 'Relatable Role Model' letter writing activity to inspire girls in grades 3-12 through Girl Connect.



## PERFORMANCE REVIEWS

In 2023, we launched our 'Leadership Expectations' playbook during mid-year reviews. It introduced a more formal structure to our performance management process, setting expectations that all Creators and SciPlayers with management responsibilities should hold at least quarterly check-ins to ensure employees feel supported and to address performance concerns. They should also help to create individual development plans for each Creator they manage and encourage them to access learning resources.

## ENCOURAGING HONEST COMMUNICATION

To facilitate open and productive two-way communications, we host quarterly Town Halls providing company updates, information on initiatives and programs, highlights of the previous quarter's success and spotlights on Creator accomplishments. The sessions allow our Creators and SciPlayers to feel connected to our Executive Leadership Team, with a periodic Q&A portion that acts as a forum for honest discussions.

## RECOGNIZING CREATOR CONTRIBUTIONS

It's important that our people feel seen and appreciated when they go above and beyond. Our global teams have several recognition initiatives and awards to help us retain exceptional performers, hard workers and forward-thinkers as well as those who have put in years of loyal service. A mixture of peer recognition programs and manager-led initiatives, these are tailored to ensure they're competitive and appropriate for each region.

We host **quarterly CFO awards in the US** to recognize Team of the Quarter, Cross-functional Player of the Quarter, Rookie of the Quarter, MVP of the Quarter and Manager of the Quarter. Initiatives in India include **Greatest Hits, Chart Toppers, Employee of the Month** and Team of the Month, in addition to more regular micro recognition programs across functions and teams.



**Image:** Jim Sottile, Chief Legal Officer, with Siobhan Lane, CEO of Gaming, and two guest speakers - US Congresswoman Susie Lee and Light & Wonder Board Member, Ginny Shanks. The four hosted a panel discussion in honor of International Women's Day.



**Image:** L&W CEO Matt Wilson, honors Creator Service Awards each year as part of our regular global rewards and recognition programs.





**Image:** Illuminate Black Employees & Allies marked US holiday Juneteenth with special events and a panel discussion.



**Image:** L&W EMEA Team supported our Embrace LGBTQ+ Employees & Allies for PRIDE month by wearing their annual Pride t-shirts.

## BUILDING COMMUNITIES

A wealth of events and initiatives brings our Creators and SciPlayers together across our global footprint of more than 60 countries and six continents. Whether it's to create or celebrate, exchange ideas or share interests, make connections or make each other's day, they enrich the community that makes Light & Wonder special.

- **Book Crew:** A global book club where members virtually meet with small groups of Creators and SciPlayers in their time zone to discuss thought-provoking literature.
- **Employee Resource Group Events:** Virtual events led by leaders from across Light & Wonder in collaboration with our Employee Resource Group chairs, that encourage open, honest conversations about topics such as unconscious bias and allyship in the workplace.
- **Take Care Tuesdays + Wellness Wednesdays:** A monthly webinar and activity series that educates our Creators and SciPlayers on important health and wellbeing topics run by our leaders or partners from our EAP. Recent topics have included mental health awareness and nutrition.
- **Regular Creator events:** We host regular events across Light & Wonder that celebrate cultural observances, mark important historic days and make a difference to our wider communities. Read more in our Community section on [page 43](#).

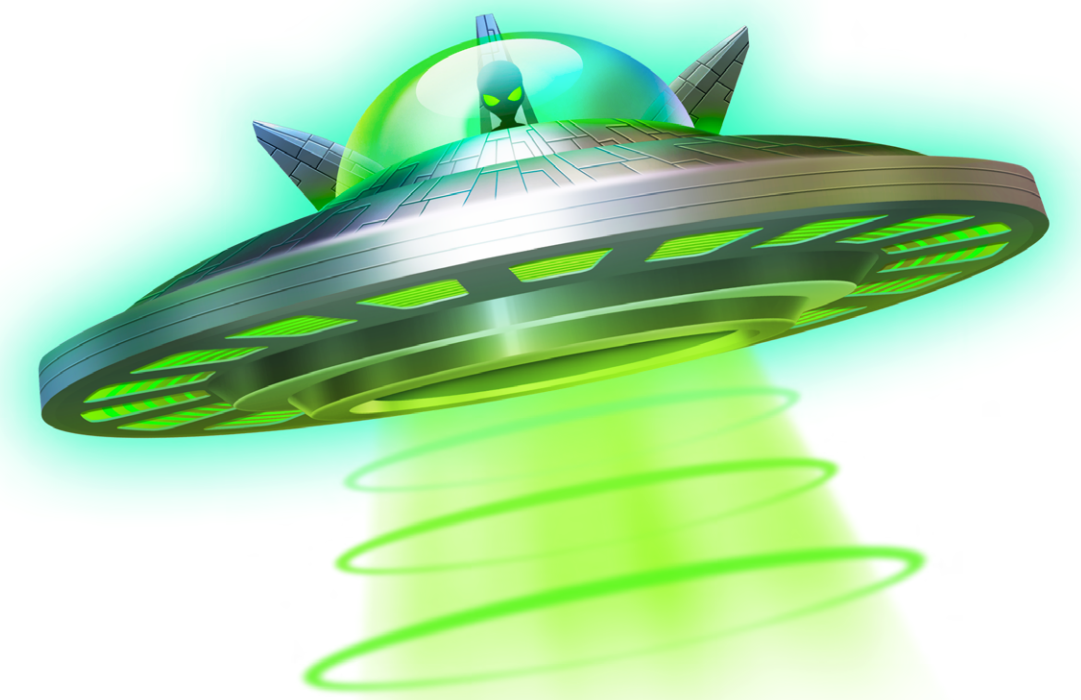
- **Week of Wishes:** Since 2020, our annual Week of Wishes tradition has helped us grant Creators and SciPlayers' wishes. In 2023, we spent \$121,000 across Light & Wonder, iGaming and SciPlay to grant 143 wishes. Through nominations, we also identified 71 individuals who were facing hardship and were eligible for further financial support through our EAF grants. We received 1,221 nominations from our global colleagues – a testament to the community-minded, selfless nature of our people.



**Image:** Creators from our Bangalore, India team helped to provide training opportunities for 25 women with disabilities, helping them become job-ready and able to financially support their families.

## ENGAGING OUR INDIA TEAM

To bolster our inclusion and diversity efforts in India, we hosted a range of engagement events throughout 2023. Some events focused on team-building and relaxation, such as a beach clean-up drive, tree planting initiatives and painting colorful murals in six government schools. Others, such as the One Drama Training on imposter syndrome, a panel discussion with an external leader and a fireside chat event with our CEO of Gaming aimed to inform and challenge the team.

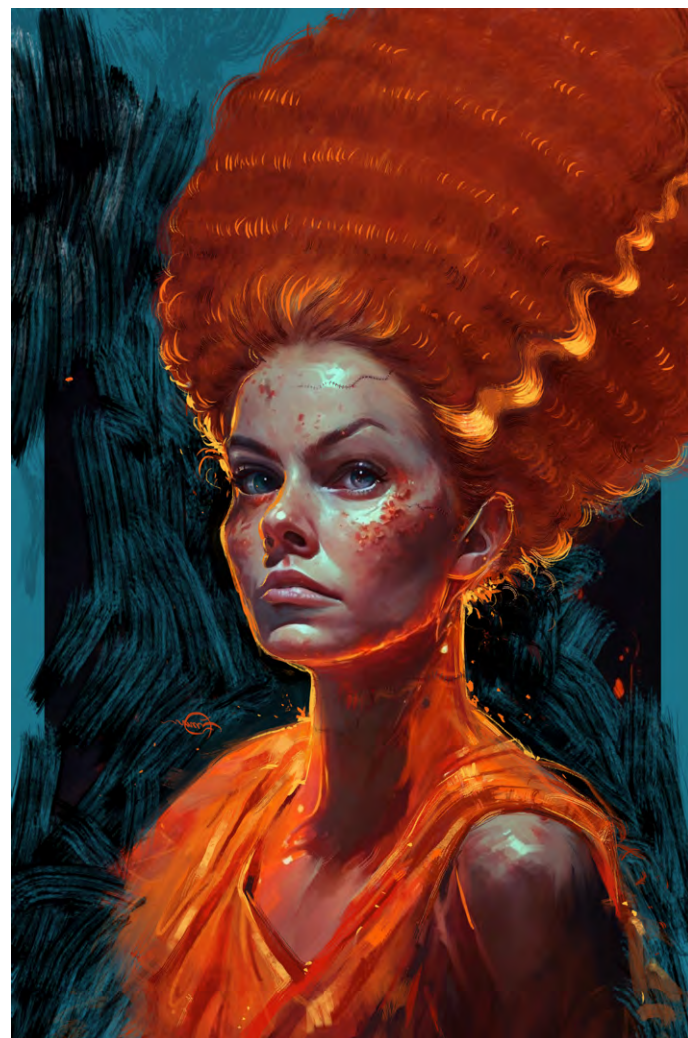




# Spotlight Artists Among Us

Established in 2013 in our Chicago office, Artists Among Us (AAU) is an annual exhibition that showcases the incredible artistic talent within our company through thought-provoking and captivating art pieces across various mediums – paintings, digital art, sculpture, photography and more.

Over the years, this cultural event has become a beloved company-wide program, expanding organically from Chicago to Las Vegas, Sydney, London, Pune and Montreal.



All of our Creators and SciPlayers are welcome to participate, regardless of skill level or job position. Each year, submissions revolve around a theme, inspiring artists to explore their creativity within the given framework. Past themes have included “Home is Where the Art Is,” “Star Trek” and “Wonder Woman.” In 2023, AAU celebrated its tenth anniversary with the theme “Universal Monsters.”

Creator artwork is proudly displayed in company galleries at various Light & Wonder locations as well as in a virtual showcase, allowing visitors to appreciate and engage with the wide range of talent within our organization. The artists themselves play an active role in collecting, curating, installing and promoting the exhibits, which deepens the sense of pride and community throughout our global creative teams.



**Images Right (Clockwise):** Jason Chan, Vice President, Game Development with AAU co-founders, Dave Pryor and Steve Zoloto; Las Vegas Gallery Co-founder Jim Briare with CEO Matt Wilson; Pune Gallery opening included music performance; AAU London Gallery.



# Keeping our Creators & SciPlayers safe

**The health and safety of our Creators and SciPlayers is of paramount importance. We take an evidence-based, globally standardized approach to preventing safety incidents and embedding a safety-first culture.**

Our Global Health and Safety (H&S) Policy, which was separated from our Environmental Sustainability Policy in 2023, sets out our approach and expectations to Creators and SciPlayers.

Over the past three years, we have made significant investments in enhancing our safety management system to drive continuous improvement. Our H&S management software ensures a consistent approach to incident reporting and tracking across our global footprint, including near misses, hazards and injuries. It also ensures that we uphold uniform language throughout incident investigations and reporting to help us maintain clarity in our processes.

“

**“At Light & Wonder, it’s all about the games, but our games can’t win if our Creators & SciPlayers aren’t safe. We incorporate safety into everything we do, from office work and product design, to manufacturing and working at our customer locations. Our leaders are accountable for reducing risks and enforcing our safety policies so that every Creator has an opportunity to thrive.”**

**- Matt Wilson, Light & Wonder CEO**



## SAFETY TRAINING

Creators and SciPlayers are required to complete mandatory training on our H&S policy and procedures as part of onboarding training, which is tailored to the inherent risks of their role. We also collaborate with our suppliers and contractors to improve our overall H&S performance.

## WORKPLACE RISK ASSESSMENTS AND AUDITS

We have developed a quantitative risk assessment process. It assesses a range of job types to outline inherent risks and seeks to reduce them to an acceptable level through a range of control measures. Our H&S team provides oversight and direction to the program, with regular opportunities for review with regional management to share wins and improvement opportunities.

Our risk assessment process directly connects to our training plan, which is based on legal requirements and control measures relevant to each job type. Training completion status is one of the leading indicators of performance in our operational safety scorecard.



#### RECENT HIGHLIGHTS FROM OUR ERGS



### ALIGN: AAPI Employees & Allies

To celebrate AAPI (Asian American and Pacific Islander) Heritage Month, our ALIGN Employees & Allies encouraged Creators & SciPlayers to consume more AAPI media to learn more about their rich culture and heritage. We highlighted books and movies from AAPI viewpoints and donated to Asian Americans Advancing Justice, who are dedicated to fighting equality and civil rights matters.

#### PROMOTING A CULTURE OF SAFETY

Light & Wonder is continuously striving to provide additional programs and activities promoting safety, health and wellness, even for staff with low-risk roles. Measures include employee safety toolbox talks, health fairs and partnerships with local health clubs for discounted memberships, as well as special Creator programs, flu shots and blood donations.

Our teams are always looking for ways to make our work safer — such as the innovative modular signage design that our Field Service team created in 2022, which reduced the size and weight of our signs to make installation safer.

In 2023, we deployed our Close Encounter Near-Miss Reporting System; an easy, QR code-based system to help Creators and SciPlayers quickly report hazards that could lead to an injury or accident.

Close Encounters follows a ‘find it, fix it’ reporting process that encourages each individual to play an active role in our culture of safety. We encourage our Creators and SciPlayers to act immediately to correct safety hazards that can be fixed independently, such as trip-hazard power cables or spills, or to report them without delay. By reporting the Close Encounter, not only do we strengthen L&W's safety culture by engaging our global Creator teams, but we can also utilize the data to develop long-term solutions for any ongoing issues or perceived patterns.

#### OUR PERFORMANCE

Based on OSHA's recordkeeping standard, Light & Wonder has a current global total recordable incident rate (TRIR) of 0.33.

We also introduced internal global operations and field service KPI scorecards to monitor and continually improve our safety performance. This tool gives us better visibility of critical leading and lagging performance safety indicators, helping us align globally on best-practice risk management processes and ensure we meet minimum performance standards. It also gives us an opportunity to learn from teams that are excelling, translating their practices across our markets, and recognize sites with active, safety-conscious leadership.



#### RECENT HIGHLIGHTS FROM OUR ERGS



**Image:** Salute Veteran Employees & Allies hosted a BBQ and distributed t-shirts to celebrate Veterans and their families.

### SALUTE: Military Veteran Employees & Allies

We were excited to support and build a community for our veterans with our newest ERG, Salute. Launched in 2023, Salute has already had a big impact on our surrounding communities. Its members hosted a Veterans Day BBQ to bring together people from across Las Vegas to mark this important occasion. They have also distributed much-needed dental care kits to unhoused military veterans across Vegas.





# Community

GIVING BACK THROUGH CHARITABLE CAUSES

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FOSTERING A CULTURE OF VOLUNTEERISM

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# Giving back through charitable causes

As corporate neighbors to communities on six continents, we believe it is our responsibility to make a positive difference in the places we call home – and it’s something we’re proud to do. Our contributions and volunteer efforts help to address the most pressing needs in the areas where we live and work, boosting community resilience and wellbeing.

## OUR APPROACH

In 2023, we allocated \$1.45 million to support 289 charitable organizations across the globe. We directly donated to 141 non-profits and charities worldwide and supported a further 148 community-focused organizations and events through sponsorship.



**Image:** L&W supported Nevada Ballet Theatre, leveraging the Wizard of Oz franchise for a good cause to support youth arts and help them build skills for careers in the arts.

Within this, we also allocated \$350,000 solely to support our Native American communities, with donations to places such as the American Indian Cultural Center.

The causes we support are determined through our Creators and SciPlayers CSR survey, which will be conducted annually from 2024. Taking this approach ensures we’re supporting causes our Creators care about and that have the greatest positive impact in their communities.

Through our Game Changers Volunteer Program, our passionate Creators and SciPlayers are granted paid time off to roll up their sleeves and get involved in supporting local services and non-profit organizations that need volunteers.

The causes we support at Light & Wonder are broad, covering everything from education to the environment, disaster relief and veteran support.

## TOP 8 CHARITABLE CAUSE THEMES LIGHT & WONDER IS COMMITTED TO SUPPORTING IN 2023/2024:

**1** Homelessness & Shelters

**2** Food Insecurity Programs

**3** Environmental Sustainability

**4** STEAM & Education - Science, Technology, Engineering, Arts, Math

**5** Health & Wellness

**6** Disaster Relief & Crisis Response

**7** Diversity, Equity, Inclusion

**8** Responsible Gaming

**\$2.3m**

in support of charitable organizations and community groups



## IN 2023, WE CONTINUED TO FOCUS OUR PHILANTHROPIC EFFORTS IN AREAS SUCH AS:

- **Supporting unhoused communities:** We volunteer for and support groups such as the Nevada Partnership for Homeless Youth to help vulnerable people access shelter and reintegrate into society.
- **Alleviating hunger:** Food insecurity organizations that we support, including Chip in for Hunger and the Atlanta Community Food Bank, are helping to improve reliable access to meals across the globe.
- **Protecting our natural world:** We support initiatives such as the Great Global Cleanup and the Canopy Project that protect our natural environments and conserve precious resources across our communities.
- **Equal access to education:** Through our support of the Tribal Education Department, we're helping causes that facilitate equal access to quality education.
- **Disaster relief and crisis response:** Our support for organizations like the British Red Cross, UNICEF and Maui Strong help communities to rebuild and recover across the world.
- **Inclusion and social justice:** The actions of our ERGs and support for organizations such as the NAACP continues to foster a sense of belonging and position us as an inclusive employer of choice.



**Image:** L&W's operations team hosted an annual charity event, raising over \$27,000 for After School All-Stars to support local families and students in need. It was also a great opportunity to bring together key vendors for a special supplier recognition event.



**Image:** L&W's accounting team volunteered to clean and organize donated books for non-profit, Spread the Word, to support literacy and youth education for schools and families in need.

- **Career empowerment:** Causes like the Scholarship Foundation for Hotel & Tourism Studies in San Juan are helping under-resourced populations to enter or re-enter the workforce through targeted development programs.
- **Military and veteran support:** We work with organizations that support selfless military personnel, veterans and their families, such as the Royal British Legion.
- **Better health and wellness:** We donate to many organizations, such as the American Cancer Foundation, and we support Creators and SciPlayers' wellbeing with a robust Employee Assistance Program.



**Image:** L&W creators in Spain volunteered to classify goods donated during a Christmas campaign of a local food bank to feed food-insecure families.



**Image:** Our UK iGaming team supported World Down Syndrome Day with a fundraiser for Down's South London, which supports families in need.



## OUR IMPACT IN 2023

16,250

hours of Creator and SciPlayers volunteering

289

causes supported across the globe via donations and sponsorships, including 148 community-focused sponsorships

\$1.15m

donated in monetary and in-kind donations and charitable contributions

\$1.16m

provided in sponsorships and funding of charity events, community organizations and associations

### BRINGING WONDER TO OUR COMMUNITIES

We look for opportunities throughout the year to be game changers within our communities and bring joy to more than just our players. Our 2023 Holiday Toy Drive saw us collecting toys and gift cards for unhoused families living within Las Vegas Rescue Mission's shelters.

We also sponsored a production of The Wizard of Oz by Nevada Ballet Theatre – an organization dedicated to providing students in underserved and underrepresented communities pathways to arts education and careers.

### WEEK OF WISHES

In 2023, we supported our community of Creators and SciPlayers and our partners at SciPlay by granting 143 wishes. These wishes included helping a family secure a service dog, covering vital automotive and home repairs, temporarily housing a displaced family and covering unexpected medication costs.

Read more about our program on [page 33](#).



**Images Right (Clockwise):** Las Vegas: L&W Tax Team volunteered to package meals for food-insecure families at Three Square; The Cedar Falls Studio donated toys to Toys for Tots from SciPlayers; SciPlayers in Austin volunteered at Fight Hunger to package meals for those facing food insecurities; Creators and Wood Street Mission Charity partnered for hike fundraiser in the UK.



# Fostering a culture of volunteerism

Our Light & Wonder Game Changers Volunteer program is an opportunity for our people to use their time, talent and teamwork on causes they feel passionate about. We grant each Creators and SciPlayer up to eight hours per year in paid time off to volunteer at a local charitable organization, and we are intending to increase this to 12 hours by the end of 2024.



**Image:** Volunteers with family members from Gaming division in Macau during Walk-a-Million 2023.

In 2023, our people spent a combined 16,250 hours making a difference to 289 worthy charitable causes and events, including food banks, packing bags for unhoused individuals, walk-a-thons, renovating local schools and cleaning up beaches. Highlights included:

- **Empowering Youth, Transforming Communities** – Training women in essential tailoring and garment-making skills to help them begin their entrepreneurship journeys.
- **Charity fundraising walk** – In France, three Creators and SciPlayers and their families took part in a fundraiser for sick and disadvantaged children organized by the Kiwanis Club, which saw them run or walk 114 kilometers (70 miles) in one day.
- **Training 200 Youth** – Supporting 200 young Indians to gain skills in areas such as automotive repair, nursing and digital technologies.
- **Painting Kelokitso school** – Painting a local school in South Africa in support for the SAME Foundation’s Mandela Day project.



**Image:** In India, Creators from Bangalore and Pune painted local schools as part of a beautification project.



**Image:** During the Australia Gaming Expo, global L&W leaders took part in the City2Surf Charity Race to support local community charities.

- **Spin4Good** – Raising \$100k for Ukraine’s Ministry of Health with a weeklong campaign, which saw us donate \$1 to Direct Relief for every 100,000 spins of its virtual slot machines. The team also opted out of Christmas gifts and pooled funds to support those on the frontline.
- **Building STEM kits** – Putting together STEM education kits for seventh and eighth grade children in Pune, India, allowing them to access hands-on learning tools.
- **‘Plog run’** – Combining litter picking with jogging and clearing 415kg of trash from the Tiger Reserve Forest in Bangalore, India, in just two hours – a record-breaking achievement.
- **Mural painting in Pune** – 25 Creators and SciPlayers painted a local school in vibrant colors and planted 30 trees in its garden.

Read more about our environment-focused volunteering efforts on [page 47](#).



Our ERGs also contribute to our philanthropic efforts. In partnership with women-led organization Visit.org, which connects employees to social impact causes for virtual volunteering opportunities, we hosted events including:

**EMPOWHER's** suit drive for charity Dress for Success and 'Relatable Role Model' letter writing activity to inspire girls in grades 3-12 through Girl Connect.

**ILLUMINATE's** 'Build Your Personal Brand' workshop, winter clothing drive for homeless youth and work with students from historically Black colleges and universities (HBCU) to support their professional development.

**SALUTE's** Veterans Day BBQ and distribution of dental care kits to military veterans experiencing homelessness in Las Vegas.

**ALIGN's** support for our AAPI Voices through live artistic performances, with funds raised supporting Asian-heritage artists.

**EMBRACE's** workshop on LGBTQ+ diversity and inclusion at work, hosted by advocate Jake Rostovsky, and support for 50+ youth through a nine-week mentoring program.

**SOMOS's** contribution of time and resources to create education materials for Indigenous Guatemalan children, who find access to education challenging.

**RELATE's** work to create custom cards that could be distributed to socially isolated seniors across our communities.



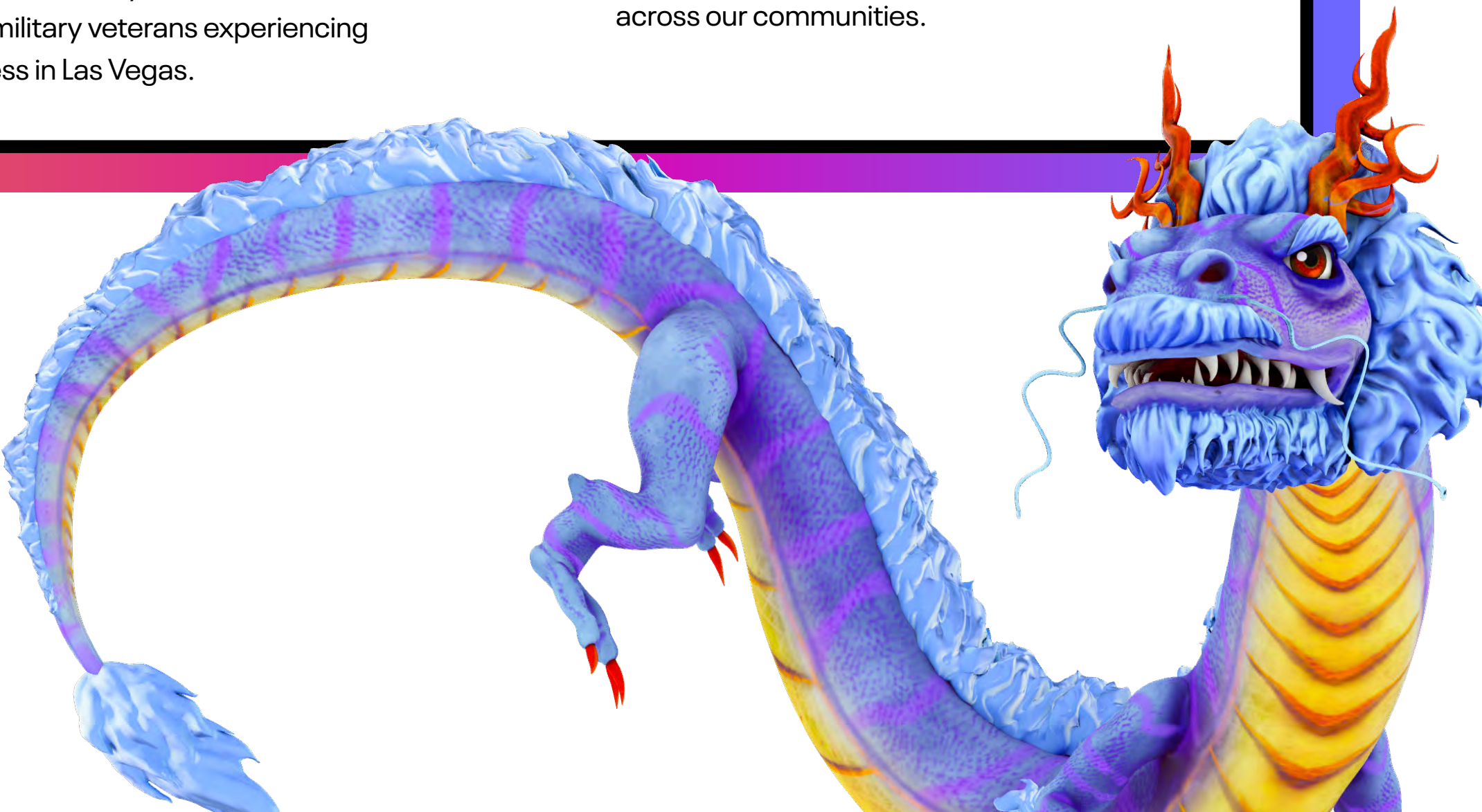
**Images Right (Clockwise):** L&W team hosted a book exchange in Catalonia, fostering culture and employee engagement; SOMOS Hispanic & Latin Employees & Allies celebrated culture for Hispanic Heritage Month; L&W teams around the globe celebrated PRIDE and our Embrace LGBTQ+ employees & allies.

#### Other events included:

- A day of cultural respect, where Creators and SciPlayers leave messages of gratitude for one another and host potlucks with dishes representing their cultures
- A book exchange to celebrate Lovers Day in Catalonia
- An LGBTQ+ Youth Panel hosted in partnership with the Rainbow Labs nonprofit
- Hosted a Hispanic pride meeting to celebrate Hispanic Heritage Month and Mexico's independence celebrations

#### We also sponsored a number of events in 2023, including:

- The 24th Annual San Manuel Golf Tournament
- The 19th Annual Indian Summer Classic at Fortune Bay Casino & Resort
- Center for Youth Development, India
- Foxwoods Drive Out Diabetes Charity Golf Outing
- Silver State Equality Awards
- IAG Academy Summit
- The Chairman's Cup Foundation
- and more!





# Game Changers

## Volunteer Program

### A CULTURE OF CREATOR VOLUNTEERISM

We established the Light & Wonder Game Changers Volunteer Program to support activities that enhance Creator and SciPlayer volunteerism, foster team bonding and support issues that impact the quality of life in the communities where we work and live. Our Creators and SciPlayers can contribute up to eight hours per year of volunteer (paid) time off to volunteer at a local charitable organization of their choosing. From engaging in local book drives and community-wide days of giving to supporting unhoused students and advancing access to education, Light & Wonder Creators and SciPlayers globally volunteered a combined 16,240 hours to impactful charitable causes in 2023.

As part of our 5-year CSR roadmap, we intend to increase Creator volunteerism from the current 8-hour allotment of volunteer time off to 12 hours by 2025 and increase Creator participation by 10% year-over-year.

### ORGANIZATIONS WE'VE SUPPORTED

#### GLOBAL

Canopy Project

Great Global Cleanup

International Center for Responsible Gaming

Red Cross

UNICEF

United Way

USO

#### INTERNATIONAL

##### CANADA

- Sport Global Canada Inc.
- Commercial Gaming Association of Ontario

##### UNITED KINGDOM

- All-In Diversity Project
- Save The Children
- Cancer Research UK
- St Ann's Hospice
- GambleAware

##### SPAIN

- LNW Gaming International, S.L.

##### MACAU

- Macau After Dark 2024 (March)
- The Industry Party - IAG
- Inside Asia Gaming - Power 50 Gala Dinner
- AG Academy Summit & IR Awards
- Inside Asian Gaming - G2E Asia industry party

##### SOUTH AFRICA

- Carol's Mini Miracles
- Areswaneng
- Rainbow Day Care
- SAME Foundation
- Apel Sports Academy

##### SINGAPORE

- RGB

##### VIETNAM

- Winna Media - Hot100

##### AUSTRALIA

- Queensland Hotel Association
- Leagues Club Australia
- Dolphins NRL
- RSL & Services Clubs (NSW)
- Australian Hotels Association NT Branch

##### INDIA

- Thuvakkam Welfare Association
- Say Trees Environmental Trust
- Vidya Poshak
- Founda Excellence Trust
- India Cares Foundation
- Way For Life

##### CAMBODIA

- Nagaworld Limited

##### PHILIPPINES

- Casino Plus Christ
- RGB

##### NEW ZEALAND

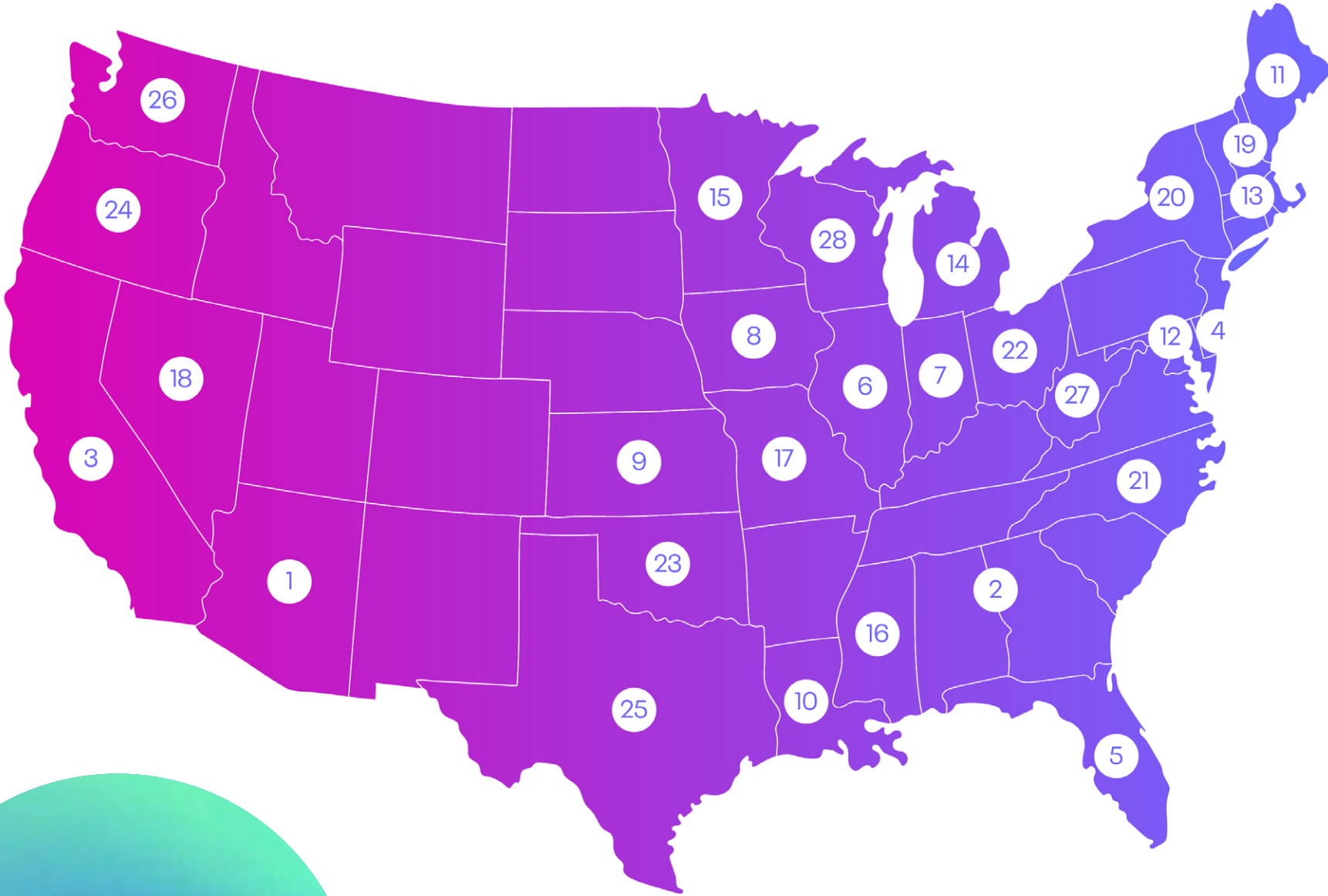
- Darren Bailey



ORGANIZATIONS WE'VE SUPPORTED

U.S. & U.S. TERRITORIES

- ALS Foundation
- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Heart Association
- Boy Scouts of America
- Feeding America
- GIVE Foundation
- Global Gaming Women
- Habitat for Humanity
- International Women's Forum
- Make-A-Wish Foundation
- National Breast Cancer Foundation
- Ronald McDonald House
- The American Indian Cultural Center
- The Mission of Big Brothers Big Sisters
- Tribal Education Department



- 1

**ARIZONA**  
Tohono O'odham Gaming Enterprise – Tucson
- 2

**ATLANTA**  
The King Center – Georgia
- 3

**CALIFORNIA**  
Chumash Charity Golf Classic – Santa Ynez  
Israel American Council Support Israel Fund – Woodland Hills  
Lifelong Medical Care – Berkeley  
RRCF / SRCF – Redding  
San Manuel Band Of Mission-Indians – San Bernardino  
Soboba Foundation Charity Golf-Tournament – San- Jacinto  
Tachi Palace Hotel & Casino – Lemoore  
Thunder Valley Casino Resort – Lincoln
- 4

**CONNECTICUT**  
BackSwing Golf Events – Ledyard  
Connecticut Cancer Foundation – Old Saybrook  
JDRF – Farmington  
MPTN Driving Out Diabetes-Tournament – Mashantucket
- 5

**FLORIDA**  
Hard Rock Heals Foundation – Hollywood
- 6

**ILLINOIS**  
Anthony Rizzo Family-Foundation – Hoffman Estates  
United Way of Metro Chicago – Chicago
- 7

**INDIANA**  
Beacon Health Foundation – South Bend
- 8

**IOWA**  
G.I.V.E. Foundation – Altoona  
GIVE Foundation – Larchwood
- 9

**KANSAS**  
Boys & Girls Club – Mayetta
- 10

**LOUISIANA**  
The Chairman's Cup Foundation – Kinder
- 11

**MAINE**  
Maine State Trooper Foundation – Unity
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**MARYLAND**  
MGM Resorts Foundation – National Harbor
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**MASSACHUSETTS**  
TeamBonding Inc – Canton
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**MICHIGAN**  
Greektown Casino-Hotel – Detroit  
Little River Casino Resort – Manistee
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**MINNESOTA**  
Seven Clans Casino – Warroad  
The Wilderness at Fortune Bay – Tower
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**MISSISSIPPI**  
WaterView Casino & Hotel – Vicksburg
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**MISSOURI**  
Hollywood Casino St. Louis – Maryland Heights
- 18

**NEVADA**  
After School All Stars – Las Vegas  
ALS Association Nevada Chapter – Las Vegas  
Olympia Companies SH Charitable Foundation – Las Vegas  
Opportunity Village – Las Vegas  
Sin Sity Sisters – Las Vegas  
Worth Fighting For – Las Vegas  
Spread the Word Nevada – Henderson
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**NEW HAMPSHIRE**  
Daniel W. Decoteau Memorial Trush – Mason
- 20

**NEW YORK**  
Boys and Girls Club of Metro Queens – Richmond Hill  
The Ray Halbritter Charity Classic – Verona  
Visit.Org Philanthropy Foundation – NY
- 21

**NORTH CAROLINA**  
CCH Golf Tournament – Cherokee  
Learning Together – Raleigh
- 22

**OHIO**  
Miami Valley Gaming – Lebanon
- 23

**OKLAHOMA**  
Grand Casino Hotel Resort – Shawnee  
Kickapoo Casino – Harrah  
Quapaw Nation – Quapaw
- 24

**OREGON**  
Dare to Care – Florence  
The Mill Casino – North Bend
- 25

**TEXAS**  
Carlos L. Bullock Memorial Educational-Fund – Livingston  
Employee Assistance Foundation – Dallas
- 26

**WASHINGTON**  
Boys & Girls Club of Swinomish Tribal-Community – Everett  
Boys & Girls Club of the Yakama Nation – Sunnyside  
Northern Quest Casino – Airway Heights  
Rise Up Academy – Everett  
United Way of the Blue Mountains – Walla Walla
- 27

**WEST VIRGINIA**  
Children's Hospital of Pittsburgh-Foundation – New Cumberland
- 28

**WISCONSIN**  
North Star Mohican Casino Resort – Bowler

\$2.3M

in support of charitable organizations and community groups

Game Changers  
for our People

Game Changers  
for our Planet

Game Changers  
for our Player

Game Changers  
for our Community





# Planet

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RESPONSIBLE PRODUCT LIFECYCLE MANAGEMENT	48
TRANSFORMING OUR OPERATIONS	50





# Creating a more sustainable future

**At Light & Wonder, we recognize our responsibility as a global business to contribute to a cleaner, more sustainable world fit for future generations. As such, we aim to make environmental sustainability a key operational consideration, aligning as closely to ISO14001 guidelines and the UN SDGs as possible.**



**Image:** Sarah Williamson & Emily Matthews from the Gaming People Capabilities Team took a few hours out in the local Office community to support the “Little Lot” allotment community garden project.

We continuously look for ways to implement more sustainable practices that reduce the environmental impact of our products and operations, while working closely with our supply chain. Our efforts center on saving energy and reducing waste by transitioning to more circular economy principles and optimizing our operations. We are continuing to explore renewable energy solutions in our facilities and offices as we evaluate how we can make further operational efficiencies going forward.

## OUR APPROACH

We are working to align our operations with the internationally recognized ISO 140001 standard on environmental management and with the UN SDGs, which support preservation of natural resources among other causes. We strive to ensure all facilities comply with all environmental regulatory requirements in the hundreds of jurisdictions where we operate. Many aim to take further action to reduce our carbon footprint, gas and water usage, and landfill waste through recycling efforts and diverting renewable commodities away from landfill. We also regularly introduce and standardize best practices that raise environmental standards across our global footprint.

In 2023, we developed a dedicated Environmental Sustainability Policy to underline our heightened focus in this area. We are due to launch an Environmental Sustainability sub-committee of the ESG Council in 2024 to support with key decisions and drive the day-to-day execution of our growing initiatives. Its key responsibilities will include:

- Monitoring environmental regulatory requirements and policies
- Supporting sustainable business practices and operations
- Evaluating opportunities to preserve and protect the natural environments in which we operate
- Reporting on regional and global environmental impact

We are launching a more robust ESG metrics tracker in 2024 – where everything from DEI data to policy compliance to waste and emissions can be viewed and analyzed in one place. From this, we will be able to establish credible baselines on which to set annual and long-term environmental targets.

While we ask questions around sustainability as part of our supplier onboarding, we are working to establish a program to track supplier licensing and suppliers’ environmental commitments.

We currently monitor the waste and recycling tonnage in our three major manufacturing facilities located in Las Vegas, Nevada; Sydney, Australia; and Manchester, United Kingdom.



**Image:** Our India Team Plog Run at Tiger Reserve Forest to Cleanup Litter.



# Responsible product lifecycle management

Light & Wonder takes a holistic view of the lifespan of our products, from design to disposal. All our gaming machines are made with recycled or recyclable materials, and every year we significantly increase the number of machines we refurbish, repair and resell or recycle. In 2023, we were able to reclaim \$12.8 million in materials – representing a significant increase of 27% year-over-year. There is ongoing focus to improve our product return program from the field for returns, reducing logistics and emissions. Further, we continue to increase our level of reuse, remanufacturing and refurbishment to reduce waste. Any remaining components are evaluated for opportunities to go through recycling programs for metals and e-waste.

By thinking innovatively and acting responsibly, we are making great strides to reduce the environmental footprint of our products, meeting rising customer expectations while driving down costs. For example, we have removed large zinc elements from our designs to reduce weight and environmental impact.

## SUSTAINABLE DESIGN

Sustainable products start with smart choices of materials and parts. From video graphics cards to nuts and bolts, we have reduced the quantity and complexity of components in our machines and transitioned to off-the-shelf parts where possible. As well as conserving energy and resources, this has made it easier for us to dismantle decommissioned machines and either refurbish them or salvage parts.

Many of our customers are concerned by the cost and impact of power consumption, so we are working hard to design for energy efficiency. In 2022, we asked the



**Image:** L&W sponsor the Great Global Cleanup campaign for Earth Day - Springs Preserve Cleanup.

specialist product testing and certification body Intertek to evaluate the energy efficiency of all our gaming machines. As a result, we label our products with the ETL energy efficiency mark and file number. Additionally, Intertek/ETL provides Light & Wonder with a product energy efficiency report which is provided to markets where we operate.

With our game displays, we've seen great improvements by changing to flat panel displays, energy-efficient LEDs and an improved, upright model design. Combined, these measures have extended our monitor life and reduced power consumption. For example, the WaveXL model (2018) is a 49-inch display with a maximum power consumption of 240 watts. Its replacement, the Cosmic model (2020) is a 49-inch display with a maximum power consumption of 133 watts, a 44% reduction.

To further support our customers, in 2023 we tested a new capability for casinos that do not operate 24/7, which allows them to disable machine screens during quieter hours, further conserving energy. We aim to launch this globally in 2024.



## SUPPORTING OUR LOCAL ENVIRONMENTS



### Pond creation project in partnership with Thuvakkam NGO

Our India team supported the creation of a pond on 62,724 sqft of land in Pandeshwaram. This pond will help to improve marine biodiversity, the environment and support local livelihoods, while helping 10,000 people access fresh water. The project involved planting more than 50 native species of trees to support the pond's banks. The farmers and the local community were overwhelmed and very appreciative of the difference this initiative has made to their livelihood.



## PRODUCT SAFETY AND QUALITY

Light & Wonder aligns to the key elements of the ISO 9001:2000 standards for quality management and has a robust Quality Management System designed to meet our internal requirements and exceed our customer expectations. The overall Quality Management System through the rest of Light & Wonder Global Operations is based on ISO 9001. However, this is a work in progress, and we have not sought certification outside of the UK operations.

We recognize the harmful environmental effects of volatile organic compounds (VOCs) in paints, coatings and adhesives, and the use of materials and components that contain VOCs. Light & Wonder has switched to dry powder coated finishes on products, eliminating wet paint and plating processes that could contain VOCs.

**As part of our commitment to product safety, we ensure compliance with applicable global product regulations including:**

- The European Union (EU) Registration, Evaluation, Authorization and Restriction of Chemicals (REACH)
- The Restriction of Hazardous Substances (RoHS) Directive standards

## RETHINKING END-OF-LIFE MANAGEMENT

Circular thinking is top of mind for Light & Wonder. We ask our customers to return all decommissioned machines to us so that we can reuse or recycle them to avoid landfill waste and environmental impact. As around a third of our hardware in North America is leased, we're able to retain more control over this stage of the product lifecycle.

In alignment with the Waste Electrical Electronic Equipment (WEEE) Directive, we ensure every machine returned to us is either refurbished and resold, dismantled for salvageable parts or recycled by certified companies.

To grow our leadership in this important area, we added a Project Manager, two supervisors, a data analyst and some rework operators to this team in 2023/24 to augment our reclamation team and drive progress.



## OPTIMIZING PACKAGING

Minimizing the packaging we need without compromising on product protection makes environmental and economic sense for our company. We also prioritize sustainable packaging materials to meet rising customer expectations and mitigate our environmental footprint.

Over recent years, we have eliminated unnecessary bubble wrap, foam, paper fill, plastic wrap and strapping, and worked with suppliers to reduce the amount of packaging waste our facilities need to process from supplied parts and materials.

In addition, our Las Vegas Global HQ Operations team is working actively with our suppliers to introduce recyclable packaging solutions for use during our freight processes. This would include reducing the use of certain foam and plastic products currently in use and increasing our use of paper and reusable/recyclable products. This is aligned to our overall CSR goals and the goals of certain customers, markets and government requirements.

We have optimized our palletizing process so that we can ship screens in three-pack boxes to allow more to fit onto a pallet and reduce the amount of non-recyclable materials such as Styrofoam needed per item.



**Image:** India - L&W volunteers at the Miyawaki Plantation Tree Planting Program.



# Transforming our operations

**We are continuously evaluating our production and delivery processes to identify areas where we can further minimize our environmental impact. Some key achievements to date include:**

- Adopting a 'just-in-time' delivery approach that minimizes overall inventory levels and related packaging to reduce waste.
- Improved racking and carts for line-side delivery of doors, hoppers, decks, and top boxes.
- Transporting our global goods by sea as much as possible as a lower carbon shipping option, with a formal approval process for other transportation methods.

We are proud to report that our manufacturing center in Sydney, Australia, maintains an average recycling rate of approximately 90% — setting a stellar example for our other global facilities.

90%

recycling rate maintained in 2023  
at our manufacturing centre in  
Sydney, Australia



Image: L&W branded distribution truck, Las Vegas, Nevada.

## OPTIMIZING OUR FREIGHT AND FLEET

Our new East Coast distribution hub in Illinois, which opened in November 2023, has helped us address the problem of shipping our products across the US and Canada in partially loaded trucks due to regulations that prohibit us from sharing loads with other companies.

We're now able to fully load trucks with machines from our main Las Vegas manufacturing facility and drive these to Illinois where they can be loaded onto smaller trucks for shorter journeys. We estimate this will cut our annual mileage in half without compromising on compliance.

Another achievement in 2023 was the launch of our Drive Smart program, which incentivizes members of our US

and Canada fleet to drive in a more efficient way, thereby reducing both emissions and costs.

Hosted on the Azuga FleetMobile app, Drive Smart tracks indicators of safe, fuel-efficient driving such as moderating speed, avoiding hard braking and cornering and minimizing idling. Drivers who achieve the best score every month will receive a gift card, which can be used at hundreds of stores and restaurants.

We are also using driver tracking software in the UK, to assign drivers to jobs in a more fuel-efficient way. Across North America, we replaced 40 of our oldest and least fuel-efficient vehicles in 2023 with lower emissions models. And in both London and Las Vegas, we rolled out a trial of electric vans for shorter service and maintenance trips

within the cities. We will continue exploring the potential for wider EV adoption, which is currently limited by the distances it can cover.

## SUSTAINABLE SUPPLY CHAIN

Environmental sustainability informs our choice of suppliers and in 2023 we surveyed our top 20 direct material vendors on their environmental initiatives and performance.

Our risk mitigation strategy of diversifying the geographical spread of our suppliers has also resulted in some nearshoring of some suppliers, which is likely to reduce our Scope 3 emissions. Find out about supply chain management on [page 62](#).





## SUSTAINABILITY IN OUR FACILITIES

Sustainability is a key consideration in how we select and maintain our worldwide facilities, which comprise offices, manufacturing facilities and distribution hubs.

Tracking our energy usage, water consumption and waste can be challenging as all our facilities outside Las Vegas are leased. However, we work closely with our landlords to obtain this data, which we hope to be able to track more effectively from 2024 via our centralized ESG data management platform. This will inform future efficiency initiatives and targets.

## ENERGY

A solar power system with battery storage installed at our South African office in 2023 means the facility is now virtually independent of the national grid. The installation not only reduces our carbon footprint but also our exposure to power cuts, which hit record levels in the country in 2023. Find out more on [page 65](#).

The only facility we own, our global headquarters and main manufacturing plant in Las Vegas, is strategically located near sources of renewable energy, which enables us to limit our carbon emissions. These include the Hoover Dam, which provides hydroelectric power, and one of the largest solar power plants in the world, Nevada's Solar One. Meanwhile, our office in the Greek capital Athens has been powered by 100% renewable energy since 2022.



While we continue to explore the potential of renewable energy, our focus remains on cutting power consumption. We lease LEED-certified (or local equivalent) buildings wherever possible and are rolling out energy-efficient LED lighting as older systems reach their end-of-life.

Our India offices began an ambitious energy analysis and optimization project in 2021 and the results drove actions such as installing motion sensors and setting indoor temperatures that conserve more energy. Their 2023 performance will act as a benchmark to track future improvements against.

In early 2023, our Manchester Operations facilities embarked on an initiative to drive down energy consumption with the support of the whole Operations team. As a result, we have seen a decrease of 21% in the total electricity consumption, comparing the periods January-April 2024 vs the same period in 2023.

Across our markets, we are exploring the viability of investing in electric vehicle charging points for select office locations. This would allow our Creators and SciPlayers to reduce the impact of work-related travel, including their daily commute, and encourage them to consider owning an electric vehicle.

**In addition, we strongly encourage all Creators and SciPlayers to:**

- Turn off lights and computers when leaving a conference room and the office.
- Use teleconferencing, videoconferencing and web-based collaboration instead of traveling.

## REDUCING OUR WASTE

### Transitioning away from single-use cups in Australia

Across Australia, we've taken the initiative to replace paper cups with reusable alternatives like reusable-cups, ceramic coffee cups or glass cups, demonstrating our strong commitment to environmental sustainability. We are reducing our environmental impact by preventing 20,000 paper cups from entering landfills, and recording financial savings of roughly \$7,000 AUD annually.



By making a conscious shift, Light & Wonder Australia isn't just setting a positive example for others, but is also showcasing the tangible benefits of adopting environmentally-friendly practices. This move aligns with global efforts to reduce single-use plastic waste but also reflects a commitment to our responsible business practice.





## WATER

Although we use minimal water in our manufacturing processes, we recognize that we have a duty to conserve this precious natural resource. As Las Vegas is a water-stressed area, in 2024 we will be replacing the grass on our site with xeriscaping, which requires minimal-to-zero irrigation.

## WASTE

Diverting waste from landfills is a priority for Light & Wonder, and we have waste sorting and recycling at every facility. Although complete recycling data is not yet available globally, the data we do have for 2023 suggests that approximately 21% of the waste generated among our production facilities in Las Vegas (US), Manchester (UK), and Sydney (Australia) is recycled. Examples of commonly recycled materials include cardboard, scrap metal, and electronics. This percentage is subject to change as we gather more data in the future and continually seek opportunities to proactively recycle and reuse materials.

In 2024, we will be conducting detailed waste audits and ensuring all offices comply with our recycling expectations. Coupled with better visibility of how much waste we are producing through our ESG data management platform, this will help us understand where we can do more to further reduce our waste. We are aiming for a further 10% reduction in waste through 2025.

Printers are centralized across our business and programmed to default to double-sided printing to minimize paper waste.

Light & Wonder sites across the world have brought in their own innovative initiatives to reduce waste. For example, the Athens office runs a 'Green Office Program', which encourages staff to use eco-friendly cleaning products and recycle plastic cups, coffee packets and coffee beans. The London office runs an innovative composting program in collaboration with a mushroom farm, and our Indian offices have replaced plastic utensils with reusable metal ones.

**In addition, we strongly encourage all Creators and SciPlayers to:**

- Recycle plastics, glass, paper, cardboard and aluminum cans through our on-site facilities.
- Help us support recycling programs that benefit charitable organizations by bringing in retired personal electronics, such as mobile phones and laptops.



**Image:** L&W Employees at the Great Global Cleanup in Chicago.

## PROMOTING A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

Environmental sustainability is the top CSR priority of our Creators and SciPlayers, according to our 2022 survey, and we are committed to building on their passion and engagement. In 2023, 425 Creators and SciPlayers took part in our Great Global Cleanup efforts in Las Vegas and went 'plogging', where jogging is combined with cleaning up trash — showing there is a strong appetite to play their part in our environmental efforts.

**Others highlights from 2023 include:**

- Donating \$2,500 to a non-profit chosen by the team with the highest level of participation in the Great Global Cleanup.
- Supporting the Canopy Project, by allowing Creators and SciPlayers to purchase a tree to be planted across the world, funding 5,000 trees. These will be planted in Kenya to protect against flooding and provide food for local communities, in India to protect mangrove biodiversity and in California to support reforestation after devastating wildfires.

We invest time and energy into fostering a strong sense of environmental stewardship across our teams and the wider communities where we operate. It isn't just about doing the right thing at work. Our goal is also to encourage our Creators and SciPlayers to consider planet-conscious behaviors in everyday life.

We were recognized by the American Chamber of Commerce in India (AMCHAM) for "Together for Good: A Photo Exhibition of CSR Activities of U.S. Industry in India" for our efforts in the Global Clean Up Challenge. Our 111 Indian Creators and SciPlayers collected 415kg of debris, and their \$2,500 prize money will help Say Trees NGO plant 462 saplings in rural Bangalore.

**To encourage collective action, we:**

- Post regular updates on our intranet around company-wide and market-level initiatives, such as recycling and energy-saving programs.
- Mark events such as America Recycles Day and Earth Day with informative global communications.
- Dedicate volunteering hours to the Great Global Cleanup, where Creators and SciPlayers partner with local organizations or set up their own community clean-up drives.





# Player

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# Committed to Responsible Gaming

**At Light & Wonder, we exist to create unforgettable and immersive games enjoyed by millions of people worldwide. Responsible Gaming is a cornerstone of our ethos and Corporate Social Responsibility efforts. It's about delivering a world-class experience that is not only thrilling but positive and safe for everyone, and one that protects vulnerable individuals and fosters a sustainable industry. Because when we play responsibly, everyone wins.**

Operating responsibly and compliantly in hundreds of jurisdictions worldwide, we support our customers by building systems with players' personal safety and wellbeing front of mind. To achieve this, we work closely with our industry peers and leverage decades of experience shaping Responsible Gaming guidance that raises the bar for ourselves and our industry.

In 2023, we began forming a Responsible Gaming sub-committee of the ESG Council to mobilize our initiatives and ensure global alignment, with an executive sponsor to drive progress. From 2024, it will report to the ESG Council, which will update our Board every quarter. We will also launch a new Responsible Gaming guidebook in 2024 detailing our standalone policies and expectations around best practices.



## RESPONSIBLE GAMING PRINCIPLES

**Our global commitment to Responsible Gaming, which extends across all Light & Wonder products and business units and underpins our Global Responsible Gaming Policy, covers the following principles:**

- Work with all stakeholders to prevent underage gambling
- Collaborate with other gaming businesses to share knowledge and insights
- Comply with the American Gaming Association's (AGA) Responsible Gaming Code of Conduct for advertising and marketing in all jurisdictions
- Collaborate with regulators in the creation of Responsible Gaming policies
- Integrate current research findings into the development of new products or features
- Support organizations dedicated to helping individuals who experience gaming-related harm or struggle with gaming problems
- Review data and emerging evidence about Responsible Gaming initiatives
- Educate Creators and SciPlayers on Responsible Gaming practices and provide resources to those in need of support
- Share data and information about the success, or lack thereof, of Responsible Gaming initiatives
- Continually review player protection measures with industry stewards and regulatory stakeholders
- Collaborate with our operator customers to establish and promote Responsible Gaming best practices



# Promoting a responsible industry

**As a highly regulated, global business, we adhere to regulatory frameworks in US gaming jurisdictions and 173 international gaming jurisdictions. While we have global policies and procedures to promote Responsible Gaming, all products and services across our business divisions comply with local expectations and regulatory requirements. Our role as a supplier is to support our customers, and we regularly complete customer surveys to meet their own requirements.**

To comply with UK regulations, we submit an annual assurance statement to the UK Gambling Commission. Our guidance around responsible marketing and advertising adheres to local regulatory bodies' requirements, such as the UK's Advertising Standards Agency (ASA).

We are an active and influential member of several industry bodies committed to safe play. These include the American Gaming Association (AGA) and the Betting and Gaming Council (BGC) in the UK, whose policies we follow around Responsible Gaming. We also contribute time and financial support to organizations that drive research, education and problem gaming treatment and protection measures, including research pioneer the International Center for

Responsible Gaming. We support events such as Responsible Gaming Education Month and Safer Gaming Week, run in their respective countries by the AGA and the UK's Industry Group for Responsible Gambling (IRGR), which start important conversations around responsible play.

Our UK Gaming and iGaming divisions played an instrumental role in helping the BGC develop its first 'Code of Conduct for the Design of Online Games'. We shared our insights around how technology firms and operators can share information on at-risk customers and develop tools to help all customers stay in control across land-based and digital gaming. We continue to support BGC initiatives around safer gambling.

## **Our plan forging future industry partnership through BCG is focused on:**

- Playing a key role in establishing new industry-wide standards to embed safer gambling practices through increasing visibility and access to safer gambling tools and support.
- Publishing a minimum set of markers of harm and interventions to identify and interact with at-risk customers.

**We support several organizations as either active members, committee members or financial supporters to invest in research, advocacy, education and awareness of Responsible Gaming practices and programs:**

- Association of Gaming Equipment Manufacturers
- Association of Gaming Equipment Manufacturers, Responsibility Committee
- American Gaming Association, United States
- Australasian Gaming Council, Australia
- Betting and Gaming Council, UK & Brussels, Belgium
- European Association for the Study of Gambling, Gambling Business Group
- GambleAware, UK
- Gaming Technologies Association, Australia
- IDEA Growth through Regulated Online Gaming
- International Center for Responsible Gaming
- Nevada Council on Problem Gambling, United States
- Nevada Resort Association, Corporate Social Responsibility Committee
- Responsible Gambling Council, Canada
- South Dakota Council on Responsible Gaming

- Developing clear and consistent product labeling and product information to help customers make informed choices.
- Working with the banking industry to encourage all banks to offer blocking software for customers and underage account holders.
- Working with government and the regulator to create a mechanism enabling gambling companies to share data on vulnerable or at-risk customers.
- Making funding and other support available for the providers of multi-operator self-exclusion schemes to develop the services and applications.
- Developing best practice guidance and standards to support online customers who have returned to gambling after a period of self-exclusion.
- Across all retail operations, developing and agreeing a set of triggers, appropriate to the venue and product, to identify and act on at-risk play customers, which includes an industry standard for staff-led customer interactions.



# Responsible Gaming in our operations

**We have incorporated Responsible Gaming principles into many of our systems. For example, to comply with BCG guidance we have implemented measures such as reducing spin speeds, banning gaming features such as autoplay, introducing digital ‘reality checks’ to encourage players to take breaks and facilitating easier access to safer gaming information. We continue to evolve and with effect from September 2024, maximum stake limits will be implemented across our UK-facing online slot game portfolio. In our land-based environments in the UK, certain products have mandatory set limits around time and stake amounts. These are being rolled out across a broader product set through 2024 and beyond.**

Additionally, we’re continually investing in programs and systems such as our Pre-Commitment — allowing players to set a budget for the week, month or year and see how much time they’ve spent gaming. It plays a key role in the Massachusetts Gaming Commission’s Responsible Gaming initiative, PlayMyWay. By the end of 2023, we had installed Pre-Commitment software in over 60 locations across Australia, Canada, New Zealand and the US, and put it in place for almost all of our UK customers.

Our systems support a range of self-exclusion mechanisms across the world, particularly in the iGaming space where players directly interact with our systems and comply with local regulations around self-exclusion.

## RESPONSIBLY USING AI TO IMPROVE THE GAMING EXPERIENCE

Artificial intelligence (AI) is helping us better understand and customize player experiences, helping to make them more immersive and tailored to every style of play. But we also recognize the need to use AI responsibly.

We are also exploring how generative AI can be used to inspire creative concepts, support art and sound production and help with algorithms in future gaming experiences.

“

**“We believe technology innovations like AI create opportunities to better identify player behaviors and betting patterns in real time, providing opportunities to prioritize player safety and helping manage their limits.”**

**— Siobhan Lane,  
Executive Vice President &  
Chief Executive Officer, Gaming**





# Supporting our Creators and SciPlayers

Our commitment to Responsible Gaming extends to our Creators and SciPlayers. We host a 'Responsible Gaming Month' every September and send company-wide communications that raise awareness of each Creator's responsibility in upholding Responsible Gaming principles. Year-round, we run ongoing education and awareness programs, including promoting BeGambleAware's 'Signs to Look Out For' around problematic gaming behaviors. We encourage Creators and SciPlayers to be mindful of warning signs such as:

- Spending more money and time on gambling than you can afford.
- Finding it hard to manage or stop your gambling.
- Having arguments with family or friends about money and gambling.
- Losing interest in usual activities or hobbies like going out with friends or spending time with family.
- Always thinking or talking about gambling.
- Lying about your gambling or hiding it from other people.
- Chasing losses or gambling to get out of financial trouble.
- Gambling until all your money is gone.
- Borrowing money, selling possessions or not paying bills in order to pay for gambling.
- Needing to gamble with larger amounts of money or for a longer time to get the same feeling of excitement or buzz.
- Neglecting work, school, family, personal needs or household responsibilities because of gambling.
- Feeling anxious, worried, guilty, depressed or irritable.

If any Creators and SciPlayers feel they are at-risk or experiencing problem gaming, they can access addiction guidance resources, confidential counseling and details for the National Council on Problem Gaming through our EAP. Details are displayed on posters around our offices and on our intranet, raising awareness of the support we offer and making it easy to access.



**Image:** November 2023, L&W Gaming and Systems teams in France participated in a charity event organized by the Kiwani Club of Monaco, to raise funds and awareness for sick and disadvantaged children.





# Corporate Governance

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# Leading as Responsible Corporate Stewards

As a global business operating in a highly regulated industry and multiple jurisdictions, Light & Wonder is committed to the highest standards of ethical business conduct, underpinned by sound corporate governance.

We have effective policies and procedures in place to maintain sound stewardship of our business including appropriate monitoring of compliance risks and performance to ensure we serve the long-term interests of our stakeholders.



**Image:** L&W global leaders came together for the XLT offsite where they dedicated time to volunteer four hours building water filtration systems for the Clean Water Connection non-profit delivering clean water resources to third world countries and villages in need. Our efforts and donation to the Clean Water Connection supports over 1.72 million people in 51 countries and over 1,200 communities to gain access to safe and clean water.



# Board Composition

Our **Board of Directors** is made up of individuals with decades of experience across gaming, technology, entertainment, media and finance. Many of our Board members have served in leadership positions at global businesses similar to Light & Wonder, including as the former CEO of an international bank and the Superintendent of the New York State Department of Financial Services.

The Nominating and Corporate Governance Committee and the Board consider the diversity of the backgrounds, skills and experience of prospective directors, as well as personal characteristics including gender, ethnicity and age. In this way, they secure the variety and depth of knowledge, judgment and vision necessary for effective oversight of the business.

We are committed to continually reviewing and enhancing the skills of our Board. For example, we invited the FBI cybersecurity team to present to members in 2024 on the evolving cyber landscape and risk mitigation strategies.

As at the end of 2023, six of our nine directors are independent. As stated in our Corporate Governance Guidelines, only independent directors may serve on the Audit, Compensation and Nominating and Corporate Governance Committees. Our Compliance Committee comprises independent directors and an industry consultant.

The Executive Chair and CEO roles are currently held by two different individuals and, to further maintain independence, we have a Lead Independent Director who holds regular executive sessions of independent directors.

## BOARD DIVERSITY MATRIX (AS OF APRIL 11, 2024)

Gender Identity	Female	Male	Non-Binary
Directors	3	8	-
Demographic Background			
African American or Black	-	1	-
Alaskan Native or Native American	-	-	-
Asian	-	-	-
Hispanic or Latinx	-	-	-
Native Hawaiian or Pacific Islander	-	-	-
White	2	6	-
Two or More Ethnicities	-	-	-
LGBTQ+	-	-	-
Not Disclosed	-	2	-

## OUR BOARD COMMITTEES

The Board is assisted in its oversight duties by four standing committees, whose charters are linked below. For information on how these committees oversee ESG matters, see [page 11](#).

- **Audit Committee**
- **Compensation Committee**
- **Nominating and Corporate Governance Committee**
- **Compliance Committee**

Our Compliance Committee was established in 2023 to help us manage the significant regulatory demands of the gaming industry. It ensures we remain compliant with laws and regulations across the hundreds of jurisdictions where we operate.

## THE BOARD’S ROLE IN RISK OVERSIGHT

The CEO and other members of senior management are responsible for managing the company’s risk exposure. The Board and its committees are responsible for overseeing these efforts and assessing the company’s overarching approach to risk management. This includes ensuring we have sufficiently robust risk and compliance policies and procedures in place to address:

- Operational risks, such as information technology, cybersecurity, personnel and supply chain.
- Financial risks, such as financial reporting, valuation, market and liquidity risks.
- ESG risks, such as sustainability, social responsibility, diversity, equity and inclusion, management structure, employee compensation and cybersecurity.

**The Board exercises these responsibilities at every meeting and through its committees, each of which examines various components of enterprise risk as part of its responsibilities.**



# Ethics and Compliance

**Upholding integrity is one of our core values at Light & Wonder. It informs the work we do every day to maintain the trust of our customers, Creators and SciPlayers and wider communities while promoting accountability across the gaming industry.**

Our Code of Business Conduct outlines our core policies on ethical conduct and helps Creators and SciPlayers navigate ethical dilemmas they may come across at work. It is reviewed by the Board annually, with any changes approved by the Compliance and Audit committees and the full Board before publication.

To ensure Creators and SciPlayers fully understand our expectations, we require them to complete onboarding and annual ethics and compliance training, with modules on the following:

- Code of Business Conduct.
- Anti-corruption.
- Gifts and entertainment.
- Sexual harassment.
- Data privacy.

**In addition, our professional conduct is informed by the following standalone policies, which are publicly available on our whistleblower website [EthicsPoint](#).**

[Anti-Bribery Policy](#)
[AntiTrust Compliance Policy](#)
[Gifts and Entertainment Policy](#)
[Gambling by Employees Policy](#)
[Credit Card Policy](#)
[Substance Abuse Policy](#)
[Non-discrimination and Anti-harassment Policy](#)
[Travel & Entertainment Expense Policy](#)
[Policy Regarding Accounting, Financial & Business Complaints & Concerns](#)
[Securities Trading Policy](#)


## RAISING CONCERNS

We encourage Creators and SciPlayers to speak up if they are concerned about a possible violation of our Code of Conduct or the law.

Where employees do not feel comfortable speaking with their supervisor, manager or the Chief Compliance Officer, our [EthicsPoint website](#) provides a channel for anonymous reporting. Available in local languages where English is not commonly spoken, it is run by a third-party provider.

All policies have a clear escalation model that is outlined in the Code of Conduct, which also clearly states that no discrimination or retaliation will be tolerated against any person who, in good faith, reports such concerns. Anyone who retaliates against an individual under such circumstances will be subject to disciplinary action, up to and including termination of employment.

While we are not bound by the same anti-money laundering regulations as operators, we monitor transactions and complete required due diligence to help our customers prevent money laundering that may occur through our products.



# Supply Chain Management

**Light & Wonder is committed to maintaining a resilient and responsible supply chain that secures the mutual success and wellbeing of all parties. In 2023, we took great strides to enhance due diligence and geographic diversification as part of our ongoing risk mitigation program.**

Our procurement spend is evenly split between material suppliers providing parts and products for our machines, and suppliers of services such as information technology, marketing and human resources.

Through our Supplier Code of Conduct and master services agreements, we strive to ensure all our suppliers understand our requirements in areas including labor, human rights, the environment and health and safety. Our Global Procurement Policy and procedures oblige everyone responsible for overseeing the commercial relationships between Light & Wonder and its suppliers to ensure that all aspects of our relationships are held to the highest ethical and professional standards.



## ENHANCING DUE DILIGENCE

In 2023, we surveyed our top 20 direct material vendors as the first stage of a new program to improve our visibility of potential corporate social responsibility risks in our supply chain.

Building on the requirements outlined in our master services agreements and Supplier Code of Conduct, we asked these critical suppliers to complete detailed self-assessment questionnaires on a range of indicators including information relating to their human rights due diligence, carbon footprint and product quality and safety programs. On certain indicators, including compliance with our zero tolerance rules on modern slavery and conflict minerals, we asked them to attest that their own Tier 1 and Tier 2 suppliers adhered to the same rules.

Towards the end of 2023, our VP of Global Sourcing conducted on-site audits of our North American critical suppliers to verify the questionnaire responses and request further evidence where appropriate. With the support of third-party auditors, we aim to complete on-site audits of our remaining critical vendors in Europe and Asia in 2024. We will then establish a regular cadence for this process.

## HUMAN RIGHTS

Light & Wonder is unwavering in its zero-tolerance approach to modern slavery (including child labor) and human trafficking in its operations and supply chain.

This is detailed in our Code of Conduct, Supplier Code of Conduct and UK Modern Slavery Act statements which we file annually in the UK in compliance with the UK Modern Slavery Act 2015. We also file Australian Modern Slavery Statements in compliance with the Australian Modern Slavery Act 2018.

Human rights indicators are a critical part of the due diligence surveys described above and in 2024 we will develop a dedicated human rights policy to underscore our relentless focus on this area.



## CONFLICT MINERALS

It is imperative that we avoid the procurement of any minerals that could finance human rights abuses or conflict.

As set out in our Conflict Minerals Global Policy, we expect all suppliers to support our efforts to comply with the Dodd-Frank’s conflict minerals reporting rules by:

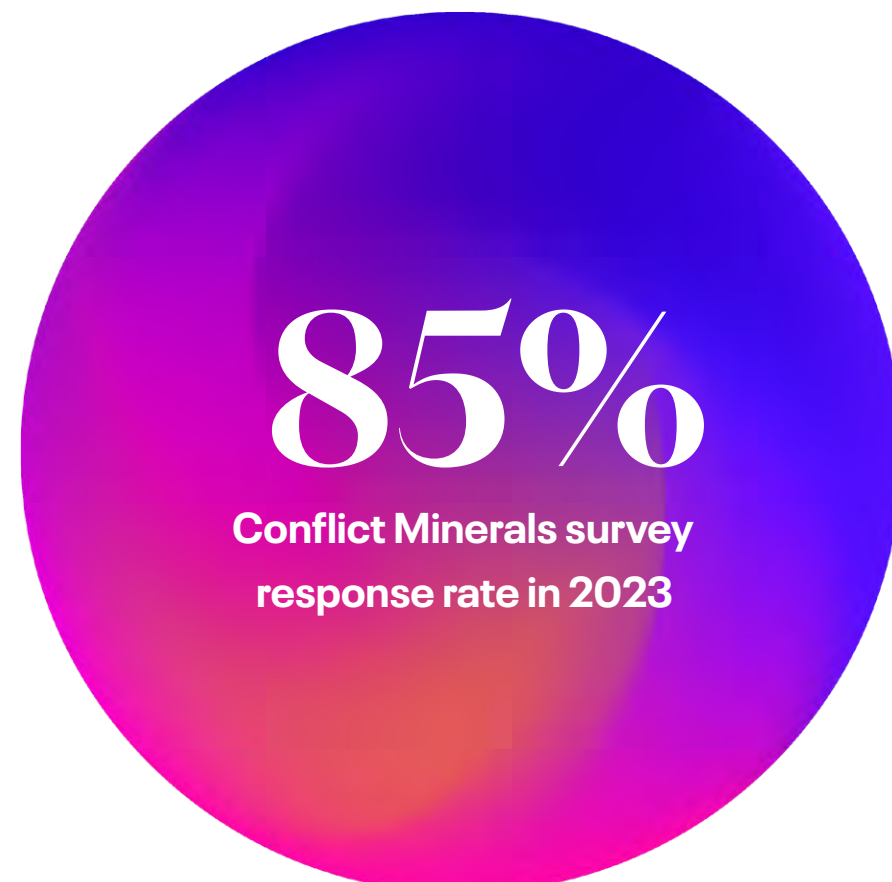
- Completing Light & Wonder’s Conflict Minerals survey, identifying products they sell to Light & Wonder or its subsidiaries that contain conflict minerals.
- Cooperating with any Light & Wonder’s country of origin due diligence.
- When Light & Wonder deems it necessary, providing all information reasonably available to the supplier that is necessary to complete the country-of-origin diligence certification required by Light & Wonder.

In 2023, our Conflict Minerals survey received responses from 68% of the suppliers we surveyed, which accounted for 97% of the total spend in 2023.

## REDUCING RISK THROUGH DIVERSIFICATION

We learned valuable lessons from the supply chain disruptions experienced by businesses across the world as the Covid-19 crisis receded. In 2022, we embarked on an intensive risk mitigation program to ensure we had a minimum of two vendors for every product and commodity we sourced. As a result, dual sourcing rose from 10% of our spend on direct material procurement in 2021 to 93% by the end of 2023.

To further mitigate risks and costs related to environmental or geopolitical disruption, we followed this up in 2023 with a dual location strategy to eliminate our dependence on single regions of the world. For example, our cabinets are now made in China and Vietnam but also the US and Mexico. We hope to have fully executed this risk reduction strategy by the end of 2025, significantly bolstering our resilience.



**Image:** Creators in Athens supported the No Finish Line (NFL) charity, a five-day running event of 100 continuous hours that raises funds to support children’s programs while educating, training, and fostering a culture of giving back to the community.



# Cybersecurity and Data Privacy

**Light & Wonder's success hinges on safeguarding sensitive financial data and personal information. We also possess valuable intellectual property, which includes game designs, software code and patents.**

To maintain the trust of our customers, Creators and SciPlayers and business partners in the rapidly changing cyber threat landscape, we invest heavily in cybersecurity leadership, training and technologies.

Our Chief Information Security Officer (CISO) prepares a quarterly activity report on cybersecurity events, incidents and statistics for the Executive Vice President and Chief Legal officer, who updates the Board quarterly. In addition, the CISO presents to the full Board annually.

We follow a formal cybersecurity incident response policy, which outlines how we should enlist the support of third-parties where it is necessary. All detected cybersecurity threats and incidents are logged and escalated to the Disclosure Committee, which includes our CISO and Chief Compliance Officer, who reports to our Chief Legal Officer. In 2023, we established a dedicated Disclosure Committee to identify which incidents are material so that these can be escalated to the Board.



Our information security management system is certified to the globally recognized ISO 27001 standard and is aligned with the National Institute of Standards and Technology (NIST) framework. Our one business unit that accepts credit cards holds certification to the Payment Card Industry (PCI) Data Security Standard, with compliance tested annually through an independent external assessment.

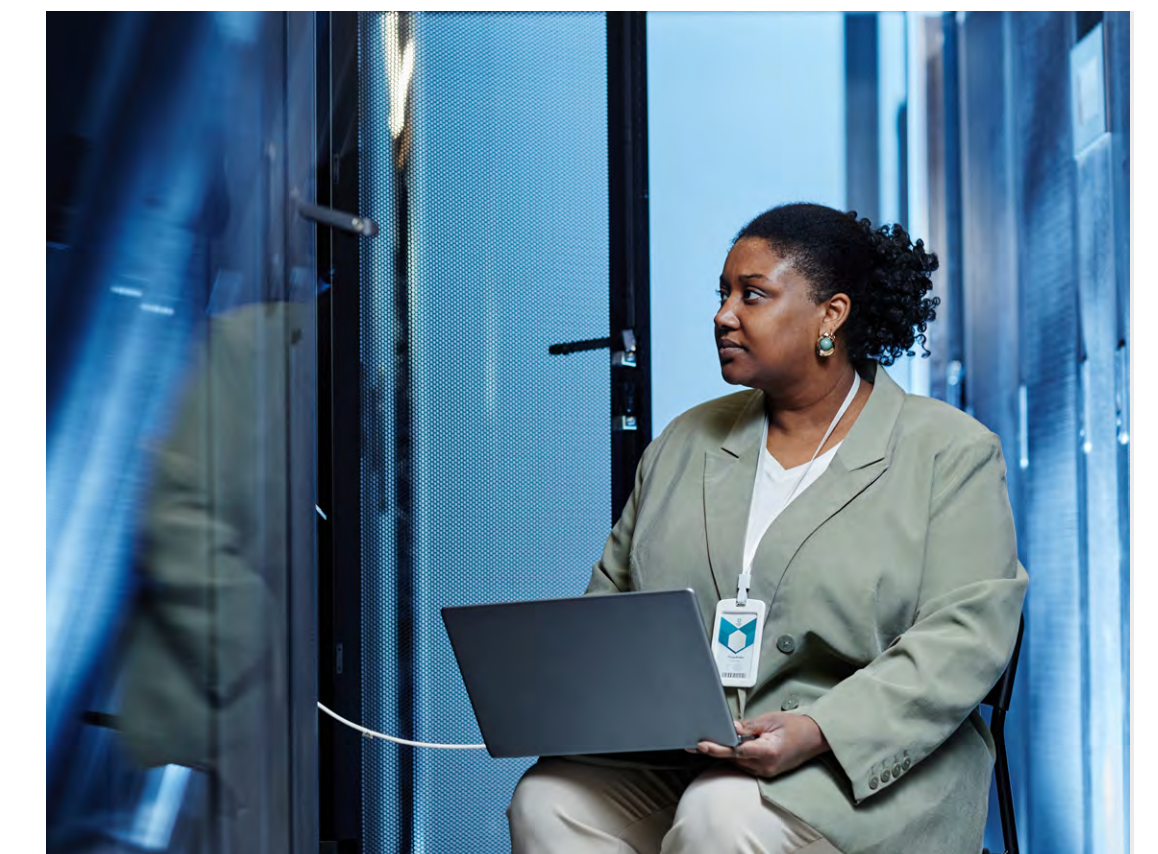
All Creators and SciPlayers are required to complete onboarding and annual training on cybersecurity and data privacy, and we are relentless in ensuring full compliance. To maintain vigilance, we also conduct monthly phishing simulation tests. Anyone who fails a phishing test is automatically enrolled in mandatory refresher training.

## Other core elements of our information security management program include:

- Internal and external audits.
- Several internal and external penetration tests a year to uncover security weaknesses.
- Regular tabletop exercises simulating a response to a cybersecurity incident.
- Risk assessments and reviews of our consumer-facing policies, business changes and statements related to cybersecurity at least annually.
- Close monitoring of emerging data protection laws and timely implementation of changes to ensure compliance.
- Collaboration with industry peers and specialists including the World 50 Security Organization and Tag Cyber Security Awareness organization.

We require employees, as well as third-parties who provide services on our behalf, to treat customer information and data in accordance with local laws and regulations. Customers are proactively informed of any substantive changes related to customer data handling.

We are pleased to report that in 2023, we had zero material data breaches, and did not experience any cybersecurity incident that materially affected or was reasonably likely to materially affect our operations, business, results of operations, cash flows or financial condition.





# Business Resiliency and Continuity

Hundreds of customers and millions of players around the world depend on the resiliency of our operations. We have a robust security and operational risk management program, incorporating industry best practices, to ensure the protection of our work processes, technology, facilities, intellectual properties, brand and stakeholder relations.

The Board of Directors relies on formal quarterly and annual reviews to manage the program. We structure these reviews to align security and risk management efforts with current business strategies, management changes and technology shifts. The process includes maintaining a 'risk radar' evaluation to determine emerging potential issues and stay on top of current trends and pending threats.

We believe that minimizing risk starts with strong incident management practices. As part of our approach, we have a dedicated crisis management team equipped to handle unforeseen events. In recent years, the team has been activated in response to the challenges posed by the Covid-19 pandemic and political unrest in Ukraine.

## BUSINESS CONTINUITY PLAN

Light & Wonder's global Business Continuity Plan (BCP) ensures the persistence of revenue for our customers across all our product lines. Each plan is connected to a comprehensive crisis management strategy. With an established escalation system in place, we can respond rapidly and effectively to any catastrophic incident.

**The Light & Wonder emergency preparedness and response plan covers all company people, assets, properties and functions, with priority given to:**

- Protection of life and personnel.
- Essential functions.
- Facility and regional operations.
- The resumption of all business processes worldwide.

## CASE STUDY



## Power to our South Africa team

Power outages have been an increasingly common occurrence across South Africa in recent years, reaching record levels in 2023. As part of our Business Continuity Program, we have worked with the South African leadership team to eliminate our exposure to these rolling blackouts.

In 2023, the South African office switched to an on-site solar power installation, which provides almost 90% of their peak loads and over 110% of their non-peak loads. Doing so has reduced its power needs from 12000W down to just 2400W and greatly improved working light.

Combined with batteries for overnight storage and a generator with 30-day fuel supply, plus the securing of a back-up local fuel supplier that can guarantee provision, we've now essentially taken the facility completely off the grid, boosting our resiliency and reducing our greenhouse gas emissions.



# Conclusion

At Light & Wonder, we are pleased with the progress we've made to date and excited about the future. We made significant headway in 2023 across the six pillars of our Game Changers program: People, Community, Planet, Player, Supplier Diversity and Corporate Governance. Establishing an ESG Council, doubling membership of our ERGs and reclaiming \$12.8 million worth of materials from decommissioned gaming machines for refurbishment or recycling were among the many highlights of the year.

Looking ahead to 2024, our efforts will include implementing a centralized ESG data management platform and continuing our on-site audits of critical vendors as well as continuing to build an inclusive culture and promoting Responsible Gaming.

We are committed to building on our strong Game Changer foundations and will continue to invest in initiatives that create long-term value for our stakeholders, our industry and the wonderful communities we serve. You can stay up to date on our progress in 2024 by visiting [our Social Responsibility page](#) and we look forward to another year of progress and prosperity.







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