

FAIR PLAY

CORPORATE SOCIAL
RESPONSIBILITY
REPORT
2017/18

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AS ONE OF THE WORLD'S LARGEST AND MOST SUCCESSFUL BETTING AND GAMING COMPANIES, WE AIM TO MEET THE HIGHEST STANDARDS IN EVERYTHING WE DO, FROM THE WAY WE RUN OUR BUSINESS AND MANAGE OUR FINANCIAL AFFAIRS, TO HOW WE SUPPORT OUR PEOPLE, OUR CUSTOMERS AND THE COMMUNITIES WE WORK IN.

BUSINESS OVERVIEW

GVC HOLDINGS PLC IS A FTSE 100 MULTINATIONAL SPORTS BETTING AND GAMING GROUP OPERATING THROUGH ONLINE AND RETAIL CHANNELS.

The Group owns some of the gaming industry's leading brands, including sports betting-led brands Ladbrokes, bwin, Coral and Sportingbet as well as games-led brands such as Gala, partypoker, PartyCasino and Foxy Bingo.

In addition, the Group provides online gaming services on a B2B basis to a number of third-party operators such as PMU in France and Danske Spil in Denmark.

26,000+
EMPLOYEES

7,000+
BETTING SHOPS
& OUTLETS

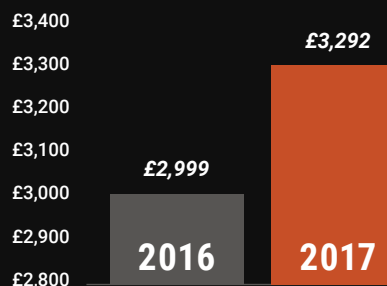
(own operations and JVs)

5 CONTINENTS
22 OFFICES

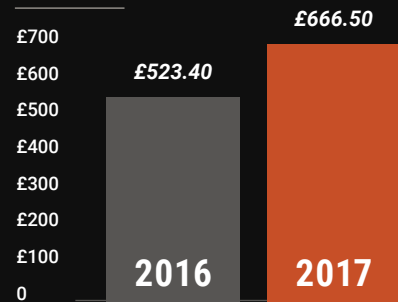
FINANCIALS & KEY DATA

Proforma results for financial year ending 31 December 2017

Net Gaming Revenue £m



EBITDA £m




BRANDS

sportingbet Foxy BINGO

EUROBET 

CORAL  betboo

partypoker  bwin

PARTY CASINO  Ladbrokes

BETDAQ  STADIUM TECHNOLOGY GROUP

SCOPE

The proforma data presented in this report represents the combined picture from both GVC Holdings plc and Ladbrokes Coral plc for the calendar year ending 31 December 2017, although the acquisition of Ladbrokes Coral plc did not actually take place until 28 March 2018. The proforma data presented throughout includes all territories unless otherwise stated.

TERRITORIES

GVC offers gaming sites in more than 21 languages and holds licences in more than 22 jurisdictions including: Alderney, Australia, Austria, Belgium, Bulgaria, Columbia, Denmark, France, Germany, Gibraltar, Great Britain, Greece (interim), Ireland, Italy, Jersey, Malta, Northern Ireland, Philippines, Romania, Spain, UK and USA (New Jersey and Nevada). The group also has partner arrangements which allows it to trade in or from the Dutch Caribbean and South Africa.

CEO'S INTRODUCTION

WELCOME TO OUR FIRST CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT AS GVC HOLDINGS PLC, INCORPORATING THE RECENTLY ACQUIRED LADBROKES CORAL BUSINESS. WE ARE PLEASED TO BE SHOWCASING OUR CSR PROGRESS TO DATE AND CONTINUING OVER A DECADE OF TRANSPARENT CSR REPORTING BY LADBROKES CORAL.

The last few years have been extremely busy for GVC as the Company has transformed the size and scope of its operations. The Ladbrokes Coral acquisition in March 2018 was a game changer for the business, and with this our Net Gaming Revenue (NGR) has increased by 10%¹ and our employee numbers increased by 850% from around 2,800 in 2017 to over 26,600 today. Our exceptional financial performance over the past three years has taken us from an AIM-listed company in 2014 with a market capitalisation of less than £285m to a £5bn FTSE100 company in October 2018.

In Ladbrokes Coral, GVC acquired two of the most well established brands in the gaming industry. We have been working on uniting the group functions, exploring where best-practice can be shared between our brands and teams, and have started to think about the future of the business.

The betting and gaming industry continues to face intense political and media pressure in the UK, following years of being seen as 'takers' in society. The UK Government has recently announced plans to cut the maximum stake on B2 gaming machines from £100 to £2, alongside an increase in online taxes in future Budgets. There is growing clamour for additional responsible gambling measures to be implemented online, and both the UK Government and the UK Gambling Commission expect the industry to step up their game in this area. We are ready for this challenge and are working together to create a strong, successful and responsible business going forward.

As one of the world's largest and most successful betting and gaming companies, we aim to meet the highest standards in everything we do, from the way we run our business and manage our financial affairs, to how we support our people, our customers and the communities we work in. Some of those standards are legal requirements, but others simply depend on acting honestly, openly and with integrity. Ultimately, our success and our reputation depend on how we conduct ourselves both as individuals and as a business. We can only deliver short and long-term returns for our shareholders if our business is founded on principles of integrity and fair play.

Over the past few months we have been developing a group-wide CSR strategy and I'm pleased to be presenting it for the first time in this report. Our new strategy is based on three important pillars for our business: providing **Responsible Gambling** opportunities, being a **Responsible Employer**, and enabling a positive impact on our communities and in the markets we serve - **Responsible Communities & Markets**.

These three pillars are supported by our **Responsible Business Operations**, providing the day to day foundation on which we run our business.

For more information on our strategy please refer to page 9.

¹ based on 2016/17 proforma results



WE CAN ONLY DELIVER SHORT AND LONG-TERM RETURNS FOR OUR SHAREHOLDERS IF OUR BUSINESS IS FOUNDED ON PRINCIPLES OF INTEGRITY AND FAIR PLAY.

Our new CSR Governance structure has been developed and we have established the Board Corporate Social Responsibility Committee¹. This Committee will provide a steer for the business, endorse our CSR strategy, agree targets and monitor our performance across the company. A Steering Group will oversee implementation of the CSR strategy and will co-ordinate delivery across all operating units and central functions. More information on our Governance structure is provided in Appendix 1.

As part of our CSR programme, we keep abreast of all developments in the responsible investment market and monitor the environmental, social and governance policies and standards of our largest investors. We review their reports on GVC with interest and work hard to ensure that our CSR priorities and reporting reflect their expectations. We have also continued to engage with the Dow Jones Sustainability Indices (DJSI) and FTSE4Good. Both these investor indices recognise best in class performance globally with regards to CSR and sustainability. Ladbroke's Coral has been a member of the DJSI World and European indices and the FTSE4Good indices since their inception more than 18 years ago. Furthermore, they have consistently achieved maximum, world beating scores of 100% in the areas of responsible gambling and anti-crime measures in the annual DJSI assessment. In recognition of this track record and more recently our joint CSR activities, I am pleased to announce that GVC Holdings group has been confirmed as a member of the DJSI in 2018 and await the outcome of the current FTSE4Good review at the time of publication for this document.

In June 2018 we launched our new GVC Code of Conduct², summarising the standards, principles and policies that underpin GVC and what we expect from everyone who works for us or does business with us. The code outlines the **Ten Guiding Principles** on which we operate.

We have made progress with our new CSR strategy and some key initiatives have been started. I am pleased to say that during 2018 we have:

- Joined the **President's Circle** of the **US National Council on Problem Gambling (NCPG)**³ and will help to fund a major new study into the prevalence of gambling in the US and potential problems associated with it.
- Launched our international **Diversity and Inclusion (D&I) strategy**, which outlines a 3-year roadmap towards a more inclusive business. We are initially focusing on gender equality and in March we established a global women's network through our GVC intranet site. We have trained over 250 of our senior leaders in understanding bias and inclusive leadership and in July we launched Horizon, our group-wide females in leadership programme. This will be supported in 2019 by a new mentoring programme, return to work initiatives, and a focus on encouraging more women into digital and technology roles.
- Re-launched the **Ladbroke's Coral Trust (LCT)**. This was originally founded in 2003 and over the past 15 years has raised and distributed over £10 million to registered charities across the UK.

In October 2018, just prior to the publication of this report, we outlined a number of new initiatives which we believe will help to enhance protections for the small minority of people who develop problem gaming behaviours, as well as contributing to the society and communities in which we operate.

They are:

Responsible Gaming initiatives

- **Advertising** – Three quarters of the British public think there are too many betting advertisements on television in the UK. GVC recognises these concerns and will support a move to ban gambling adverts around live football, before the 9PM watershed.
- **Research** – In order to better understand the scale and causes of the problem, GVC will be announcing details on a multi-million pound research partnership with one of the world's leading academic institutions. This project will assess the extent of internet gambling, identify the markers of harm across products and propose improvements to our own algorithms.
- **Education** – Educating young people on the potential dangers of gambling-related harm is also central to the policy. GVC has therefore agreed to partner with GamCare, the leading provider of support to problem gamblers, to roll out its Youth Outreach Programme, nationwide across the UK. This investment of £500,000 over the next two years will continue to raise awareness in both young people and youth professionals of the dangers associated with gambling.
- **Increased investment** – To support our responsible gaming programme, GVC will double its investment in this area, committing over £4 million in 2019, twice the contribution called for by the sector's responsible gambling organisations.

Community Programme

- A **£2m GVC Community Fund**, which will be used to invest in our communities and support local initiatives that matter to our customers and employees. Grants will be aimed at grassroots sports, women's sport and men's health and will be managed in partnership with the UK Community Foundations organisation⁴.
- A **strategic partnership with SportsAid** which will support both talented individuals national sporting excellence programmes and in the lead up to the next Olympics.

I hope you enjoy reading our first GVC CSR report which covers our activities during 2017 and the first half of 2018. We have a lot of work to do over the coming 12 months and I am personally excited about building and growing our business responsibly. I look forward to updating you again in 2019.

Kenny Alexander
CEO, GVC

MEMBER OF
Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM

¹ <https://gvc-plc.com/wp-content/uploads/2018/06/CSR-Committee-Terms-of-Reference.pdf>

² <https://gvc-plc.com/corporate-responsibility/codeofconduct/>

³ <http://www.ncpgambling.org/>

⁴ <https://www.ukcommunityfoundations.org/>

10 GUIDING PRINCIPLES

- 1** We don't discriminate on the basis of age, disability, gender or gender reassignment, pregnancy or maternity, race, religion or belief, sexual orientation or marriage/civil partnership.
- 2** We act with tolerance and empathy. There is no place in our company for bullying, harassment, victimisation, violence, threats of violence or abuse of any kind.
- 3** We promote equality, diversity and inclusion in all our working practices.
- 4** We do our best to resolve all work-related issues fairly and quickly.
- 5** We are committed to providing a safe work environment that promotes our people's safety, health and wellbeing.
- 6** We are committed to helping our customers gamble responsibly.
- 7** We work hard to reduce our environmental impact as a business and make it as easy as we can for our colleagues to do the same.
- 8** We make every effort to protect personal information relating to our employees, customers and suppliers.
- 9** We abide by the highest standards of financial conduct and will never tolerate bribery, money-laundering, conflicts of interest, tipping-off, anti-competitive practices or unauthorised share dealing.
- 10** We take all allegations of malpractice and misconduct seriously and will deal with individuals' concerns confidentially and sensitively.

CSR 2017 HIGHLIGHTS

c.£800M



PAID GLOBALLY IN TAXES AND LEVIES IN 2017

OVER £2.7MILLION

DONATED TO MORE THAN 60 INTERNATIONAL CHARITABLE CAUSES

Including responsible gambling charities

£638M

PAID IN WAGES & SALARIES

CREATING OVER

26,000

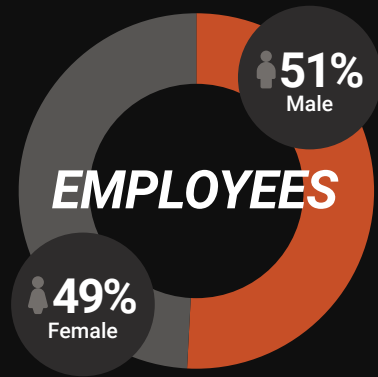
JOB



IN

20

COUNTRIES



EMPLOYEES

Over

£90,000

donated to help prevent crime and anti-social behaviour and support victims of crime

CrimeStoppers.

Speak up. Stay safe.

£2.33M

SUPPORTING RESPONSIBLE GAMBLING RESEARCH, EDUCATION AND TREATMENT.



BeGambleAware.org[®]



OUR VISION

FAIR PLAY :

GROWING A GLOBAL SOCIALLY RESPONSIBLE AND SUSTAINABLE BETTING AND GAMING BUSINESS BY...



RESPONSIBLE GAMBLING

PROVIDING A SAFE, ENJOYABLE AND EXCITING LEISURE EXPERIENCE FOR ALL OUR CUSTOMERS



RESPONSIBLE EMPLOYER

HELPING OUR PEOPLE MAKE THE MOST OF THEIR POTENTIAL



RESPONSIBLE COMMUNITIES & MARKETS

MAKING A POSITIVE SOCIAL IMPACT IN THE MARKETS WE SERVE



RESPONSIBLE BUSINESS OPERATIONS

CREATING VALUE FOR ALL OUR STAKEHOLDERS

OUR CSR STRATEGY

GVC CSR STRATEGY

FAIR PLAY

- growing a global socially responsible and sustainable betting and gaming business



**RESPONSIBLE
GAMBLING**



**RESPONSIBLE
EMPLOYER**



**RESPONSIBLE
COMMUNITIES
& MARKETS**

**UNDERSTANDING
OUR IMPACT
AND MINIMISING
HARM**

**REWARDING
LEISURE EXPERIENCE**

**RESPONDING TO
IMBALANCE**

**PROVIDING
QUALITY EMPLOYMENT**

**RESPONDING TO
SOCIETAL NEEDS**

**POSITIVE
ECONOMIC FOOTPRINT**

BUILT ON RESPONSIBLE BUSINESS OPERATIONS

Ethics

Compliance

H&S

Security

Environment

Data
protection

AML/Fraud

Suppliers

RESPONSIBLE GAMBLING

WE AIM TO PROVIDE THE WORLD'S SAFEST, MOST TRUSTED AND ENJOYABLE BETTING AND GAMING ENVIRONMENTS. OUR OBJECTIVE IS THAT EVERY USER PLAYS WITHIN THEIR FINANCIAL MEANS AND RECEIVES THE BEST SERVICE POSSIBLE ACROSS OUR BROAD PRODUCT PORTFOLIO.

THE GVC GROUP IS COMMITTED TO THREE CORE PRINCIPLES OF INTEGRITY, FAIRNESS AND RELIABILITY, WITH THE OVERARCHING GOAL OF PREVENTING GAMBLING RELATED PROBLEMS ARISING.

TOGETHER WITH LEADING RESEARCH INSTITUTES, ASSOCIATIONS AND COUNSELLING PROVIDERS, WE HAVE DEVELOPED MEASURES TO CREATE A RESPONSIBLE, SAFE AND RELIABLE PLACE FOR BOTH RETAIL AND ONLINE BETTING AND GAMING.

£2.33M

**DONATED TO RESPONSIBLE
GAMBLING CHARITIES**

100%

**DJSI RATING OF RESPONSIBLE
GAMBLING MEASURES**

300,000+

**CUSTOMERS ADVISED ABOUT
RESPONSIBLE GAMBLING**

164,000+

SELF-EXCLUSIONS MANAGED

RESPONSIBLE GAMBLING

AT GVC, WE ARE COMMITTED TO BEING LEADERS IN RESPONSIBLE BETTING AND GAMING PRACTICE. MAINTAINING A REPUTATION FOR FAIRNESS AND INTEGRITY AND STRENGTHENING OUR CUSTOMER FOCUS ARE ALL VITAL TO GROWING OUR BUSINESS.

Our approach to responsible gambling ensures that we maintain best practice standards across the business and, where possible, the industry as a whole. GVC is fully aligned with the UK Gambling Commission's principal objectives to ensure that gambling is crime free, fair and open, and children and vulnerable people are protected. We commit to these objectives across the whole of our business wherever we operate.

Providing an exciting and fair leisure experience

Gambling is an exciting adult leisure pursuit and we want our customers to enjoy betting and gaming with us. Our customers come from all economic groups and are all over the world. At GVC, we are committed to offering the best customer experience and so we put customers at the heart of our business, providing them with an enjoyable, efficient, secure, fair and socially responsible service. All our employees are trained to support this commitment, and to check our performance, we continually seek the views of our customers and encourage feedback on our employees and services.

In our UK retail business, for example, we monitor customer satisfaction through feedback, complaints and independent audit as an integral part of our employee incentive and reward programmes.

They were also encouraged to seek advice and further help from the various national gambling helplines, including GamCare in the UK, which we support.

We continue to fund research into responsible gambling behaviours. Through this research we explore options for harm minimisation from all our products and services. Where possible, we work with the rest of our industry on responsible gambling issues and are active participants of the GB Association of British Bookmakers (ABB), the European Gaming and Betting Association (EGBA) and the Remote Gambling Association (RGA).

GVC has recently joined the US National Council on Problem Gambling's (NPGC) President's Circle. GVC has made a long-term commitment to NPGC, which is the world's longest established NGO dedicated to addressing issues surrounding problem gambling. Through its membership of the President's Circle, GVC will support NCPG's ability to promote responsible gaming behaviours and address areas of problem gambling. In addition, GVC will help to fund 'The National Survey of Gambling in America', a major new study which aims to identify the prevalence of gambling within the US and establish a baseline for the levels of problem gambling behaviour. Through the research it is hoped that all stakeholders will be able to gain a better understanding of the issue.

AT GVC, WE ARE COMMITTED TO OFFERING THE BEST CUSTOMER EXPERIENCE AND SO WE PUT CUSTOMERS AT THE HEART OF OUR BUSINESS.

This has huge benefits for the business since we know that the higher scoring shops in terms of customer satisfaction also perform better in financial terms.

Promoting responsible gambling behaviours

We strive to keep our customers informed and able to control their gambling behaviour, by providing adequate information on how to gamble responsibly, regular messages about their spending history, and tools to help customers better control their activity, e.g. by setting limits on spend.

All of our customer facing colleagues are trained to promote responsible gambling behaviours, to intervene when they spot the signs of problem gambling and to support our customers when they run into difficulties. We undertake a central analysis of customer spending to spot signs of abnormal activity, and our digital algorithms and alerting systems help our teams to identify 'at risk' behaviour. During 2017 our employees provided responsible gambling information and advice to more than 300,000 customers and helped over 164,000 of our most vulnerable customers to self-exclude.

We are proud to be a founding member of the UK industry self regulatory body The Senet Group. This is an independent body set up to promote responsible gambling standards across the industry.

We support the UK Senet Group's responsible gambling advertising campaigns and donated a further £700,000 in 2017 to support this. More than 80% of regular gamblers are aware of the "When the Fun Stops" campaign and more than 75% of players and the public at large are familiar with the key tips used in the campaign; to only gamble what you can afford, to set limits and not to chase losses.

WHEN THE **FUN** STOPS **STOP**™



In October 2017, we were a major supporter of the IGRG¹ Responsible Gambling week, raising awareness amongst customers and the wider public about how to gamble responsibly, the tools that are available to keep gambling safe and fun, and where anyone can find help and support for those who need it.

We also promote multiple harm minimisation initiatives through our £2.33m support of responsible gambling and gaming charities. These include in the UK, the Responsible Gambling Trust, now trading as GambleAware, GamCare, Young Gamblers Education Trust (YGAM), the UK National Problem Gambling Clinic and the Gordon Moody Association, and other national gaming addiction and support charities in Austria, the Spielsuchthilfe Gemeinnuetziger Verein, and in Spain, FERREJ.

During 2017, we pledged over £50,000 to YGAM, a UK-registered charity with a social purpose to 'inform, educate and safeguard young people against problematic gambling & social gaming'. YGAM aims to train at least 650 outreach practitioners during 2017/18, who will in turn influence up to 97,500 young people.

Keeping crime out of gambling

One of the important risks to the health of our employees and our customers are breaches of security on our premises, such as robbery and theft. We have invested heavily in CCTV across all of our estate, both to help reduce the number of incidents and to help protect employees and customers. Reducing crime and anti-social behaviour across our businesses remains a key priority for us. Our efforts across our retail estate have, to date, been focused on monitoring customer conduct, defusing anti-social behaviour and avoiding potential machine damage. During 2017 we were pleased to see the number of security incidents reducing by 40% around our UK retail estate.

GVC Group is committed to ensuring that money launderers, terrorists, those financing terrorism and other criminals, cannot launder the proceeds of crime through its products or services.

We have scrutinised abnormal customer betting and gaming activities both in our shops and online in order to spot gambling related crime (such as fraud and money laundering). We have also continued to be vigilant and active on all matters relating to sporting integrity.

Our dedicated Anti-Money Laundering (AML) teams ensure compliance with AML and anti-terrorism financing legislation wherever we operate. We have established a comprehensive compliance programme, including detection and monitoring systems across all our business activities. All relevant staff are trained regularly in the GVC AML processes and procedures covering: what money laundering is and what incidents they may detect that could constitute money laundering within the GVC Group, to whom suspicious cases should be reported, the roles of Money Laundering Reporting Officers and Anti-Money Laundering Investigators.

Where possible, we work in partnership with local authorities and other bodies to ensure gambling remains crime free. Our UK partners include Crimestoppers, the Association of Business Crime Partnerships and the Safe Bet Alliance (SBA). We also continue to support the SBA's National Standards for Bookmakers.

Crimestoppers. Speak up. Stay safe.

¹ Industry Group for Responsible Gambling www.igr.org.uk

MINIMISING HARM FROM OUR PRODUCTS – PLAYER AWARENESS SYSTEMS (PAS)

For most people, gambling is an enjoyable and harmless activity. However, for very few others gambling can become a serious behavioural problem.

As a Company that earns its living through betting and gaming, GVC has a responsibility to help tackle problem gambling, understand its causes and promote its treatment. An important part of our responsible gambling programmes has been the development of bespoke algorithms to track customer behaviour and intervene when we suspect problem gambling might be occurring. Both GVC and Ladbrokes Coral have been developing bespoke Player Awareness Systems (PAS) over the past few years and, following the recent merger of the two companies, we will be looking to take the best of both into our operations going forward.

Back in 2005 GVC/bwin.party set up a joint research project in cooperation with Harvard Medical School and the Cambridge Health Alliance investigating gaming behaviour on the internet. The aim was to develop a comprehensive package of measures designed to prevent gaming addiction. The use of empirical studies helped to develop algorithms to detect conspicuous gaming behaviour at an early stage and take countermeasures quickly and individually.

At Ladbrokes Coral, using data from our customer loyalty cards, The Grid and Connect, we systematically assess the gambling habits of our customers, having defined a set of rules that may indicate a player showing signs of problem gambling. Our aim is not only to detect and intervene when problem gambling occurs, but also to identify the trajectories that lead to such behaviour. If we believe a customer is on a trajectory towards harm, then we will interact with them to try and prevent this from happening. It is already clear that PAS will offer an important improvement in the way we can focus our support on players identified as being at a heightened risk of developing problems with their gambling.

Supporting GamCare's Youth Hubs providing problem gambling outreach and education for young people 2016/17



In 2016, we pledged a £180,000 donation to the UK's national problem gambling support charity GamCare to help fund their Youth Outreach Programme over a two-year period. Four 'youth hubs' are now active in London, Bristol, Manchester/Liverpool and Birmingham. The long-term aim of the programme is to bring about a reduction in gambling related harm in young people. Their activities include delivering group awareness workshops to young people and training to the professional workforce supporting young people. GamCare's treatment network reached a further 8,044 clients across England, Scotland and Wales during 2016 and 2017.

KEY PERFORMANCE INDICATORS

MEASURING OUR PERFORMANCE IN RESPONSIBLE GAMBLING

KPI	2017 Group total ¹	2017 GVC ²	2017 Ladbrokes Coral ³	2016 Group total ¹	2016 GVC ²	2016 Ladbrokes Coral ³
RESPONSIBLE GAMBLING AND CUSTOMER INTERACTIONS:						
Cash and in-kind contributions towards responsible gambling charities	£2,334,777	£227,500	£2,107,277	£1,792,500	£175,500	£1,617,000
Customer interactions regarding problem gambling	302,609	15,683	286,926	357,144	12,800	344,344
Customer complaints	19,690	4,519	15,171	24,323	3,189	21,134
Customer complaints which specifically relate to a gambling transaction	4,668	1,516	3,152	5,121	966	4,155
Self-exclusions made	164,178	71,715	92,463	141,087	55,047	86,040
DJSI rating of our responsible gambling measures	100%		100%	100%		100%
ANTI-CRIME:						
Burglaries and burglary attempts	95	n/a	95	87	n/a	87
Shop robberies and robbery attempts	150	n/a	150	264	n/a	264
Street robberies	14	n/a	14	12	n/a	12
DJSI rating of our anti-crime policy and measures	100%		100%	100%		100%

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

² Historical data for GVC Holdings plc for the relevant calendar year

³ Historical data for Ladbrokes Coral plc for the relevant calendar year

RESPONSIBLE EMPLOYER

AS OUR INTERNATIONAL OPERATIONS CONTINUE TO GROW, IT IS IMPORTANT THAT OUR EMPLOYEES HAVE PLENTY OF REASONS TO BE EXCITED ABOUT WORKING AT GVC.

WE AIM TO SECURE THE BEST TALENT WITHIN THE SECTOR AND PROVIDE A CHALLENGING AND REWARDING ENVIRONMENT FOR OUR PEOPLE TO DEVELOP AND GROW.

FROM THE MOMENT SOMEONE JOINS US, TRAINING AND CAREER PROGRESSION HAVE TO BE OUR TOP PRIORITIES.

WE FOSTER AN INCLUSIVE CULTURE ACROSS ALL OUR BRANDS THAT ENABLES PEOPLE TO LEARN, DEVELOP AND ACHIEVE, IRRESPECTIVE OF ETHNICITY, BACKGROUND AND GENDER.

26,000+
EMPLOYEES

49%
FEMALES IN WORKFORCE

2.5%
MEDIAN GENDER PAY GAP¹

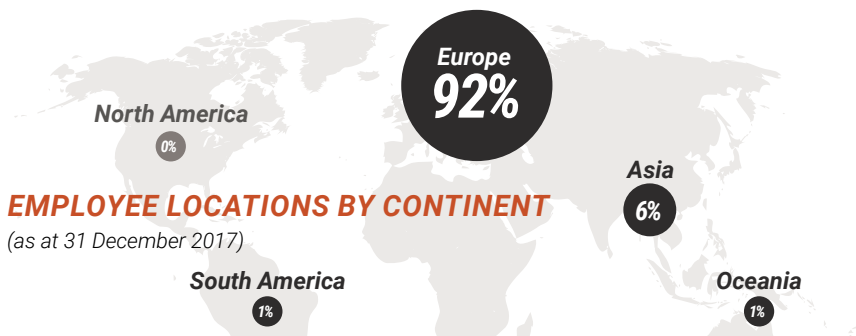
£1.5M+
TRAINING INVESTMENT

¹2017 Ladbrokes Coral data: <https://gvc-plc.com/wp-content/uploads/2018/03/Ladbrokes-Coral-Group-Gender-Pay-Gap-Report-2017.pdf>

RESPONSIBLE EMPLOYER

OUR PEOPLE ARE OUR GREATEST ASSET. WE AIM TO BE A DESTINATION EMPLOYER FOR TALENTED AND PASSIONATE PEOPLE. AT GVC, WE NEED A HIGH LEVEL OF COMPETENCE ACROSS THE BUSINESS TO MEET OUR BUSINESS GOALS AND TO RESPOND TO THE EVER CHANGING MARKETS WE OPERATE IN.

We are an international FTSE 100 business with more than 26,000 colleagues in 20 countries worldwide, 79% of whom are employed in Great Britain. We generate employment and tax revenue wherever we do business and in 2017, GVC group paid a total of over £638 million in wages, salaries and pension contributions.



WE ARE AN INTERNATIONAL FTSE 100 BUSINESS WITH MORE THAN 26,000 COLLEAGUES IN 20 COUNTRIES.

Best practice employment standards and frameworks

The acquisition of Ladbrokes Coral, and the consequent 890% increase in employee numbers, has prompted us to review our workplace standards and policies across our global businesses. This work is ongoing, and we will be able to report further next year.

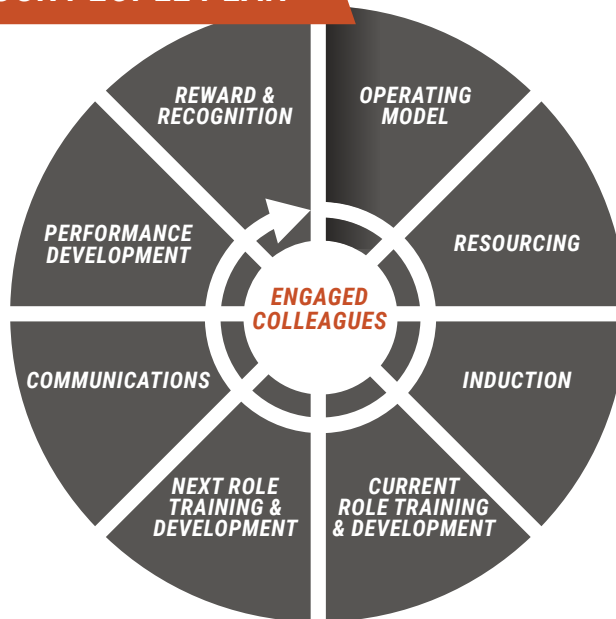
Our new **GVC Code of Conduct**¹, summarises the standards, principles and policies that underpin the way we operate at GVC and what we expect from everyone who works for us or does business with us. This forms the backbone of our global employee framework and is consistent with the International Labour Organisation core labour standards and supports the Universal Declaration on Human Rights.

During 2017 we established a new people plan within Ladbrokes Coral as part of our **Fit for the Future** campaign. The People Plan was designed to support our colleagues throughout their employee journey and help them understand their career path:

- The first part of the plan is to ensure we have the right operating model, with everyone clear on roles and responsibilities.
- We will then focus on recruiting the right people into the business and ensure that all new starters get a proper induction into the business and feel supported as they start their journey with us.
- Our structured training programme, **Foundations**, will support our colleagues to be great in their roles, and our development programme, **Advance**, will help those that want to grow in their careers and move to the next level role.
- Communication is an important part of our plan, ensuring that the key messages reach our colleagues, so they are clear about their objectives.

- We then focus on Performance Development, and creating a highly supportive, highly challenging environment where colleagues can shine.
- And finally, recognising and rewarding great performance.

OUR PEOPLE PLAN



¹ <https://gvc-plc.com/corporate-responsibility/codeofconduct/>

Enabling a rewarding and inclusive environment

GVC is an inclusive, people-driven business. As our international operations grow, we recognise the need to identify, retain and promote talent from a variety of backgrounds. We still have a way to go to increase the diversity of our senior teams. Whilst 49% of our employees across the business are female, only 17% are currently represented at the most senior levels.

Early in 2018 we launched our international **Diversity and Inclusion (D&I) strategy**, which outlines a 3-year roadmap towards a more inclusive business. We are initially focusing on gender equality and in March we established a global women's network through our GVC intranet site. We have trained over 250 of our senior leaders in understanding bias and inclusive leadership and in July we launched Horizon, our group-wide females in leadership programme. This will be supported in 2019 by a new mentoring programme, return to work initiatives, and a focus on encouraging more women into digital and technology roles.

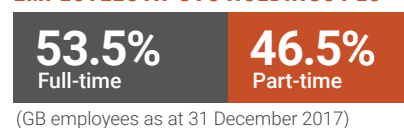
Next year will also see us broadening the programme to address wider diversity characteristics such as ethnicity, sexual orientation, and disability.

We have also engaged our Ladbrokes Coral colleagues on HR policies and practices through a recent staff survey and held dedicated focus groups across offices in Gibraltar, Ireland and the UK. Unfortunately, our overall Ladbrokes Coral employee engagement score dropped by 13 percentage points from the assessments carried out in 2016 – reflecting the significant change our business has gone through. This is an important time for the company to act on the feedback we have been given by our employees and to advance our global systems for HR. During 2017, and spurred on by new legislation in the UK, we conducted detailed pay benchmarking exercise to ensure consistent salary positioning for roles in the new Ladbrokes Coral organisation. We found that whilst our median gender pay gap was 2.5% - which is below the retail industry average – our mean gender pay gap was 15.5% and mean bonus gap 76%.

This shows there's more work to be done. And while we don't have an equal pay issue across the Group, we do need to take steps to reduce our pay gap. We will be benchmarking this every year from now on and will report again in 2019.

GVC is a flexible employer that enables people to work around their existing commitments. During 2017, over 46% of our UK colleagues chose to work part time, to accommodate childcare arrangements, studying or other personal responsibilities. We are proposing to enhance our maternity and parental leave provisions during 2018, with a view to encouraging female colleagues to return to work. We are also re-launching a programme of flexible working and encouraging new models of working in both our retail and online businesses. For more details on our plan see the case study below.

FULL-TIME AND PART-TIME EMPLOYEES AT GVC HOLDINGS PLC



LADBROKES CORAL - ADDRESSING THE GENDER PAY GAP

The median hourly pay difference between male and female colleagues in the Ladbrokes Coral division (which represents 90% of GVC employees) was 2.5% in April 2017. This compared favourably with the retail sector median of 18.8% and the UK median pay gap of 18.1% across all sectors as quoted in April 2016 (source: UK Office for National Statistics). Nevertheless, we wanted to find out what's driving our pay gap and understand what we can do to improve it. During 2017 we conducted an analysis of the data. The gap is largely a function of low female representation at our senior levels. We recognise this and are challenging ourselves to change this over time. We have recently implemented programmes to improve our gender representation throughout the Group.

What we've done so far

- **Pay:** We have conducted detailed benchmarking and ensured consistent salary positioning upon appointment to roles in the new Group organisation.
- **Board review:** Presented the current state of women in senior roles and discussed with the Board recommendations on the design of a female leadership programme as part of a 3-year Diversity and Inclusion strategy.
- Engaged our colleagues through a staff survey and dedicated focus groups across offices in Gibraltar, Ireland and the UK on HR policies and practices.
- Established a global female network, supported by dedicated pages on our intranet site, and in March 2018 held our first quarterly network meeting with guest speakers.

What we will be doing

- **Parental and other leave:** We enhanced our maternity and parental leave provisions from the beginning of 2018, with a view to encouraging female colleagues to return to work.
- **Flexible working and part-time:** We are re-launching a programme of flexible working and encouraging new models of working in both our retail and other businesses.
- **New appointments and promotions:** Functions will be actively tasked with reviewing and challenging lists on new hire shortlisting and promotion to improve representation.
- **Unconscious bias training:** From 2018 onwards we will be introducing training for people leaders. So far we have trained over 250 of our senior leaders in understanding bias and inclusive leadership.

GENDER DIVERSITY

2016 2017

Females as % of employees

Group Board

22%

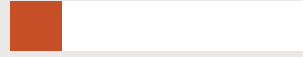


22%

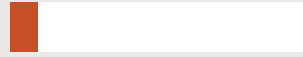


Top Managers

17% 21.0 out of 127



9% 9.7 out of 107



All employees

49% 12,883 out of 26,413



45% 12,946 out of 28,556



KEY PERFORMANCE INDICATORS MEASURING OUR PERFORMANCE IN RESPONSIBLE EMPLOYMENT

KPI	2017 Group total ¹	2017 GVC ²	2017 Ladbrokes Coral ³	2016 Group total ¹	2016 GVC ²	2016 Ladbrokes Coral ³
Employees worldwide	26,413	2,661	23,752	28,556	2,339	26,217
Female employees ¹	12,883	971	11,912	12,946	822	12,124
%	49%	36%	50%	45%	35%	46%
Part-time employees (GB only)	10,657	102	10,555	15,525	117	15,408
%	46%					67%
Employees from ethnic minority groups (GB only) ³			13.5%			15.7%
Employee training investment ³	£1,495,467		£1,495,467	£1,400,000		£1,400,000
Employee Engagement Index			57%			70% Ladbrokes 66% Coral
Median Hourly pay difference between male and female colleagues (Gender Pay Gap) ^{4/5}	2.5%		2.5%			
Mean Hourly pay difference between male and female colleagues (Gender Pay Gap) ^{4/5}	15.5%		15.5%			
Median bonus pay difference between male and female colleagues ^{4/5}	25%		25%			
Mean bonus pay difference between male and female colleagues ^{4/5}	75%		75%			

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

² Historical data for GVC Holdings plc for the relevant calendar year

³ Historical data for Ladbrokes Coral plc for the relevant calendar year

⁴ GB employees only – 79% of total Group

⁵ Includes all colleagues based in Great Britain employed in April 2017 by Coral Group Trading Ltd, Coral Racing Ltd (CRL), Ladbrokes Betting & Gaming Ltd (LBGL) and Ladbrokes Coral Group plc.

RESPONSIBLE COMMUNITIES & MARKETS

AT GVC WE ARE COMMITTED TO CONTRIBUTING TO THE ECONOMY, THE INDUSTRY AND THE SOCIETY IN WHICH WE OPERATE AND WHERE OUR CUSTOMERS ARE LOCATED.

WE ENGAGE WITH AND INVEST IN OUR LOCAL COMMUNITIES AND RESPOND TO LOCAL AND NATIONAL SOCIETAL NEEDS.

WE AIM TO MEASURE AND COMMUNICATE OUR SOCIOECONOMIC IMPACTS IN KEY MARKETS.

WE WILL PROVIDE A MORE CONSISTENT FOCUS FOR OUR CHARITABLE AND COMMUNITY EFFORTS AROUND CENTRAL THEMES (EG. GRASSROOTS SPORTS, MEN'S HEALTH) SO CUSTOMERS AND KEY STAKEHOLDERS KNOW WHAT WE STAND FOR.

c.£800M
PAID IN TAXES

£2.77M
**DONATED TO OVER 60
CHARITIES WORLDWIDE**

£2M
**PLEGGED FOR THE NEW GVC
COMMUNITY FUND**

£10M
**RAISED FOR THE LADBROKES
CORAL TRUST OVER 15 YEARS**

RESPONSIBLE COMMUNITIES & MARKETS

OUR IMPACT ON SOCIETY GOES BEYOND OUR COMMERCIAL OPERATIONS AND DEMONSTRATES OUR INTENTION TO BE A POWERFUL FORCE FOR GOOD IN THE COMMUNITIES IN WHICH WE OPERATE AND SERVE. GVC GROUP HAS OFFICES IN 20 COUNTRIES WORLDWIDE, SERVING CUSTOMERS IN 22 JURISDICTIONS.

We contribute to the local economy through employment and taxes, and by directly supporting the communities in which we are located. In the UK, Ladbrokes Coral is present in nearly every town and major city, representing 79% of our employment base. Although our markets are global, 92% of our employees are located across Europe, and it is there where we have the greatest economic impact.

Contributing to the economy by paying taxes and levies

During 2017 we paid around £800 million in taxes and levies in more than 22 countries. Within our retail estate, the presence of bookmakers also has a positive economic impact on local high streets. For example, a survey by ESA retail found that 89% of betting shop customers in the UK combine their trip with visits to other local businesses, and more than half of the respondents said they usually spend more than £10 in other local shops during these trips. Having said that, with millions of customers located around the world, our social responsibilities extend beyond the local communities where we have a physical presence.

Engaging with and investing in our local communities

By making both financial and pro bono contributions through employee involvement, our principal aim is to provide investment for the immediate and future needs of people around the world through an active and progressive approach to community investment. During 2017, more than £2.7 million was donated by the GVC Group to more than 60 international charitable causes, including responsible gambling charities. As a part of this, over £90,000 was spent to help prevent crime & anti-social behaviour and support victims of crime in our communities.

Our GVC Pro Bono programme was originally set up in 2008 by bwin.party. All office-based employees are entitled to spend up to two full working days annually helping with projects in their local community. The programme has now become an integral part of staff development and employee engagement, with increasing

employee participation rates year on year. Take-up has been particularly strong in Austria and Bulgaria where over 20% of our employees got involved during 2017.

The Ladbrokes Coral Trust continues to grow and develop, having raised almost £10m for charities across the UK since its first inception in 2003. See our case study below for more detail.

During the early part of 2018 we reviewed the impact of our operations in some of the key markets we serve, for example the UK and Germany, and have developed a new community investment strategy. During 2018/19, we will be focussing GVC's community investment around some key themes: men's health, grass roots sport, women's sports. In conjunction with the publication of this report, we will launch a new GVC Community Fund and pledge £2m in its first year to be invested and to support charitable causes wherever we operate. In addition, we will launch a strategic partnership with Sports Aid and using our retail scratchcards to raise funds, guarantee a minimum of £250,000 per year to support talented individuals within national sporting excellence programmes in the UK. We will also be supporting the German Athlete's Association with an annual donation of 200,000 Euros.

Ladbrokes Coral has also been a partner of The Coalfields Regeneration Trust (CRT) since 2013, helping to facilitate the Dearne Valley Family Employment Initiative in the UK. This programme helps those who are furthest from the job market get into education, training or work through the help of a specialist and dedicated support worker. So far the programme has assisted more than 300 people locally in the former coalfield area, of whom more than 40% have secured a job and 20% have taken up training or education opportunities.



GVC HAS LAUNCHED THE GVC COMMUNITY FUND AND THE SPORTS AID PARTNERSHIP, FOCUSING ON IMPROVING MEN'S HEALTH AND SUPPORTING SPORTING ACHIEVEMENT BOTH AT GRASS-ROOTS LEVEL AND THROUGH INTERNATIONAL SPORTING EXCELLENCE.

LADBROKES CORAL TRUST (LCT) – £10MILLION DONATED FROM OVER 15 YEARS OF FUNDRAISING FOR OUR LOCAL COMMUNITIES

The Ladbrokes Coral Trust was first established in 2003 and has now become a successful charitable body. LCT provides support for UK-registered charities across three main areas.

- **Healthcare** – research/ treatment, hospice services, disability support/treatment, home support
- **Education** – research/support services for those with learning difficulties, specialist support in deprived areas, sports facilities for the disabled
- **Community** – projects for the homeless and aged, crime reduction programmes, social activity projects for those at risk.

LCT was relaunched across the UK in 2017, following the merger between Ladbrokes and Coral, and throughout the year £273,000 was raised for LCT by our employees. In the same year over £93,000 in donations were made from LCT to local community groups and charities across the UK,

including Marie Curie Cancer Care and Glasgow Children's Hospital charity.

The focus of LCT is mostly to help colleagues raise money for causes close to their hearts and to create flourishing local communities. But we also like to run national campaigns with carefully selected charity partners. This year, we have been working with Starlight Children's Foundation – a charity that does great things for sick children and their families. We set a target to raise £100,000 for Starlight and achieved it. Colleagues really played their part by running competitions, cake sales, pub quizzes etc., all to raise money for the charity.

Since its first inception, LCT has raised **almost £10 million** for good causes across the UK.

KEY PERFORMANCE INDICATORS

MEASURING OUR PERFORMANCE IN COMMUNITIES & MARKETS

KPI	2017 Group total ¹	2017 GVC ²	2017 Ladbrokes Coral ³	2016 Group total ¹	2016 GVC ²	2016 Ladbrokes Coral ³
Net gaming revenue (NGR)	£3,292m			£2,999m		
EBITDA	£666.5m			£523.4m		
Taxes paid ⁴	£800m					£688m
Wages and salaries ⁵	£638m					£353m
Raised by employees for LCT ⁶ in the UK	£273,000	n/a	£273,000	£280,228	n/a	£280,228
Donations by LCT in the UK ⁷	£93,000	n/a	£93,000	£264,881	n/a	£264,881
Cash and in-kind to charitable causes, excluding LCT and donations towards responsible gambling charities	£439,122	£46,125	£392,997	£646,140	£19,140	£627,000
Cash and in-kind contributions towards responsible gambling charities	£2,334,777	£227,500	£2,107,277	£1,558,450	£175,450	£1,383,000

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

² Historical data for GVC Holdings plc for the relevant calendar year

³ Historical data for Ladbrokes Coral plc for the relevant calendar year

⁴ Includes corporation tax, business rates, foreign tax, Machine Games Duty (MGD), Amusement Machine Licence Duty (AML), employers, National Insurance Contributions (NIC), VAT, and other duties and levies

⁵ Including pension contributions and share-based payment costs

⁶ Ladbrokes Coral Trust (LCT)

⁷ Grant giving was put on hold for the first half of 2017 until the re-launch of LCT.

RESPONSIBLE BUSINESS OPERATIONS

AT GVC, WE PROMOTE HIGH SOCIAL, ETHICAL AND ENVIRONMENTAL STANDARDS ACROSS THE GROUP AND PROVIDE DETAILED CODES OF PRACTICE FOR ALL OUR EMPLOYEES AND BUSINESS PARTNERS.

IT IS IMPORTANT TO US AND OUR STAKEHOLDERS THAT WE OPERATE RESPONSIBLY AND WITH INTEGRITY ACROSS ALL OUR BUSINESS DEALINGS AND IN ALL JURISDICTIONS. WE NOW HAVE COMPREHENSIVE SYSTEMS IN PLACE TO MONITOR AND MANAGE BOTH OUR SOCIAL AND ENVIRONMENTAL PERFORMANCE.

THE THREE CORE PILLARS OF OUR CSR STRATEGY ARE BUILT UPON A RANGE OF RESPONSIBLE BUSINESS OPERATIONS, FROM REGULATORY COMPLIANCE, HEALTH AND SAFETY TO ENVIRONMENTAL MANAGEMENT.

61,340

TONNES CO₂e GHG EMISSIONS

25

**WHISTLEBLOWING INCIDENTS
INVESTIGATED**

100%

**DJSI RATING OF ANTI-CRIME
MEASURES**

RESPONSIBLE BUSINESS OPERATIONS

BEHAVING RESPONSIBLY IS A PRIORITY FOR GVC AND A RANGE OF RESPONSIBLE BUSINESS OPERATIONS UNDERPIN OUR CSR STRATEGY. THESE ACTIVITIES RANGE FROM REDUCING OUR ENVIRONMENTAL IMPACT TO SAFEGUARDING DATA PRIVACY. EACH OF THESE ACTIVITIES IS A FUNDAMENTAL BUILDING BLOCK OF A WELL-RUN BUSINESS AND SUPPORTS OUR LICENCE TO OPERATE.

Integrating our businesses

Since the acquisition, we have been working to integrate GVC's responsible business approach with Ladbrokes Corals'. Capitalising on the opportunity to take learnings from both operations and create policies, processes and commitments to responsible business that work well across the new group.

The first step was to develop a new Code of Conduct, released in June 2018. The Code lays out GVC's commitments across key responsible business topics, like financial conduct and bribery and corruption, and articulating what actions employees need to take to support this. We will continue to build a transparent approach to responsible business as we develop an integrated whistleblowing code and supplier code during 2018/19.

Protecting our customers and keeping our data safe

Having effective data and information security systems in place is only a first step to protecting our customer and corporate information. Human behaviour can be the biggest threat to maintaining cyber security.

The new EU-wide General Data Protection Regulation (GDPR) came into force in May 2018. In the run-up to this date, we established a GDPR steering committee, led by the Group Head of Compliance, Legal & Company Secretariat to focus our work and ensure compliance. Adhering to the new rules will be an ongoing effort on our part with our Technology Governance team continuously assessing the risks and controls around security and IT operations alongside the Internal Audit function.

Financial Conduct

GVC aims to create the highest standards of financial conduct across the business, both through robust policies and systems and working to create a culture of responsibility. During 2017 we ran a suite of targeted training courses to help employees spot money laundering and fraud in their day to day work, particularly for the UK retail business.

In 2017 Ladbrokes Coral also took a proactive approach to financial conduct. Working with the UK Government as part of a large multiagency intelligence network, designed as a network of partners sharing intelligence on organised crime (GAIN). They were also a founding member of Gamlag – a UK industry collaboration in response to the 4th EU money laundering directive.

Health, Safety, Security and Environmental management

Health, Safety, Security and Environmental management (HSSE) are important priorities for us. We are taking steps to encourage a

THE CODE LAYS OUT GVC'S COMMITMENTS ACROSS KEY RESPONSIBLE BUSINESS TOPICS, LIKE FINANCIAL CONDUCT AND BRIBERY AND CORRUPTION.

positive health and safety culture throughout the business and to maintain a safe environment for our customers and colleagues.

During 2017, we established a new HSSE policy and management framework across the Ladbrokes Coral business, which has been agreed and fully endorsed by the Ladbrokes Coral Board. The comprehensive management system is currently being rolled out across the Ladbrokes Coral business. During 2018/19, the new system will be expanded to cover all of GVC's operations. This will be supported by group HSSE standards and performance targets, which senior directors will be required to comply with on an annual basis.

The management system is based on a proactive and predictive risk approach where we can identify risks early, allowing us to make changes to our management system controls as needed.

The system will enable us to:

- Protect the health, safety, well-being and security of our colleagues, suppliers and other persons who can be affected by our operations;
- Reduce our impact on our environment and support our efforts to prevent pollution, reduce waste and manage our utility usage, enhancing the environment where possible;
- Ensure that the GVC group is compliant with legal and other requirements;
- Set and monitor performance targets related to HSSE performance;
- Establish long-term partnerships with suppliers who share our commitment to HSSE.

We were also pleased to see that during 2017 there were no reportable incidents across the UK.

Environment

GVC and Ladbrokes Coral have been monitoring and reducing our environmental impact over the long term. Historically the primary focus for both companies has been reducing their carbon footprint, which continues to be the most significant environmental impact across the Group. We also look at the wider environmental picture, monitoring and reducing water use and waste across our major offices and shop estate.

OUR CARBON FOOTPRINT

Going forward GVC, will continue to adopt low carbon technology, capture energy savings and reduce our emissions. We particularly focus on electricity and gas used on our premises and in our data centres, which together make up the bulk of our carbon footprint. Having set the baseline, one of our objectives for 2019 is to publish a greenhouse gas emissions target for the Group.

We are using the integration of Ladbrokes Coral businesses into GVC to identify opportunities for reducing our carbon footprint. Carbon reduction has been a long-term strategy for Ladbrokes Coral, who have had emissions targets in place since 2008. At GVC we maintain the focus and have adopted a strategic approach to our scope 3 carbon emissions from external data centres. As part of the acquisition, we have started work on merging data centres, to unlock cost and carbon savings.

Sourcing responsibly and engaging with our suppliers

Modern slavery and human trafficking are on the increase, and slavery has become an important issue in several countries in which GVC operates. At GVC, we take this issue very seriously and prohibit all forms of slavery¹, both in our own organisation and in our supply chains. This is reinforced by our Codes of Conduct, our Environmental, Social, and Ethical Purchasing Policy, and will soon be explicitly referenced in all our terms of engagement for suppliers and business partners. We have published our 2017 Modern Slavery Statement on our Group website.

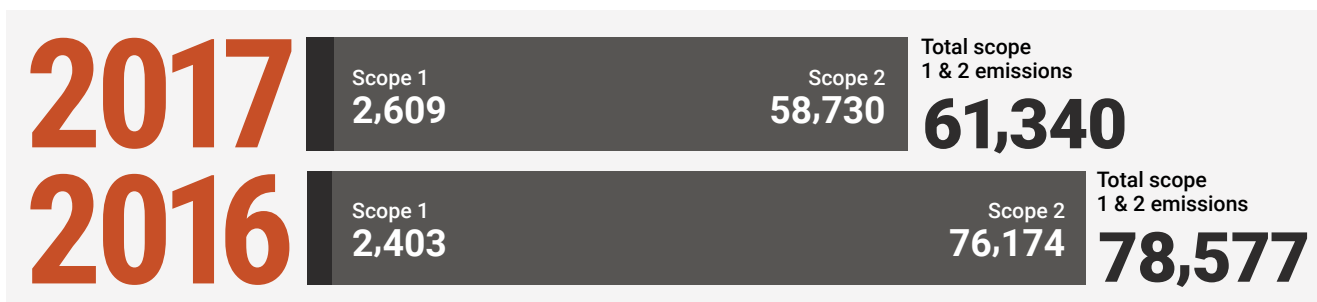
Although we have put in place steps to prevent modern slavery within our own business and supply chain, we believe that we are at a low risk due to the nature of our business and the skill levels required from our employees and business partners. GVC is an entertainment business, selling experiences rather than physical products. Our workforce is highly skilled, due to the technical and highly regulated nature of our offering, and we have a relatively small supply chain compared to other high street retail businesses. We do not use temporary labour in our shops or offices, and any temporary contractors at our head offices are highly skilled and vetted before being appointed.

ALTHOUGH WE HAVE PUT IN PLACE STEPS TO PREVENT MODERN SLAVERY WITHIN OUR OWN BUSINESS AND SUPPLY CHAIN, WE BELIEVE THAT WE ARE AT A LOW RISK DUE TO THE NATURE OF OUR BUSINESS AND THE SKILL LEVELS REQUIRED FROM OUR EMPLOYEES AND BUSINESS PARTNERS.

¹ Slavery, servitude, forced labour, compulsory labour, and human trafficking.

SCOPE 1 AND SCOPE 2 EMISSIONS CHART

All in Tonnes CO2e



KEY PERFORMANCE INDICATORS MEASURING OUR PERFORMANCE IN BUSINESS OPERATIONS

KPI	2017 Group total ¹	2017 GVC ²	2017 Ladbrokes Coral ³	2016 Group total ¹	2016 GVC ²	2016 Ladbrokes Coral ³
Whistle-blowing incidents reported and investigated	25	12	13	13	10	3
Employee accidents	140	7	133			674
Employee reportable incidents ⁴	0	0	0			29
Public accidents	235	n/a	235		n/a	559
Public reportable incidents	0	n/a	0		n/a	7
Energy (kWh) ⁵	171,030,974	6,699,691	164,331,283	187,603,478	8,408,176	179,195,302
GHG emissions (tonnes CO2e) ^{5/6}	61,340	4,408	56,931	78,577	5,531	73,046
Water use (cubic metres) ⁷	569,980	14,408	555,572	294,791	19,784	275,007
Waste (tonnes) ⁷	8,587	145	8,442	161,152	161,152	

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

² Historical data for GVC Holdings plc for the relevant calendar year

³ Historical data for Ladbrokes Coral plc for the relevant calendar year

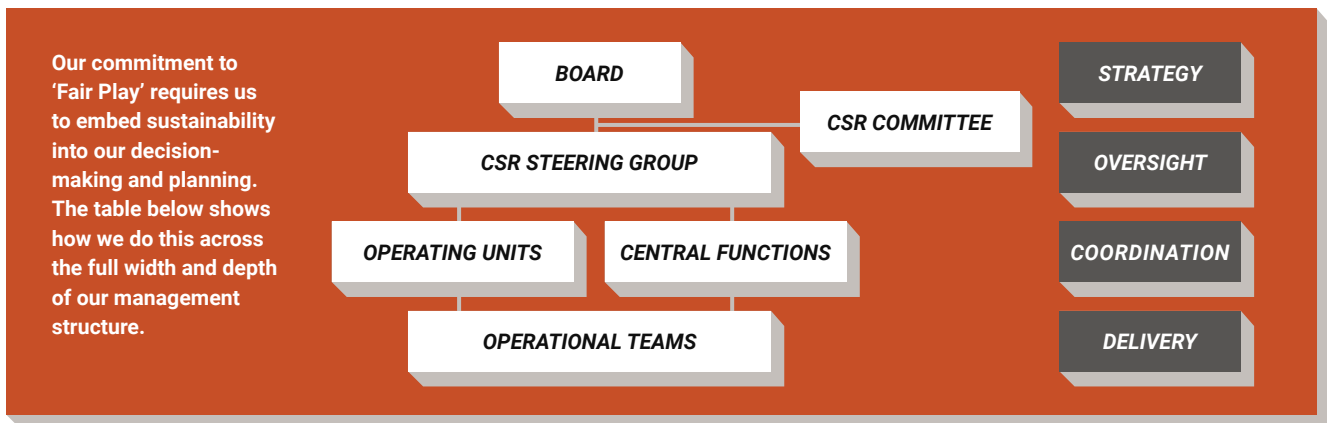
⁴ Employee health and safety data is for offices based in UK, Gibraltar and Vienna

⁵ Emissions from our global operations include those arising from our businesses in Austria, Belgium, Bulgaria, Gibraltar, India, Ireland, Italy, Spain, UK, Ukraine. This makes up 95% of our overall headcount.

⁶ Based on UK Defra/BEIS greenhouse gas reporting; conversion factors 2017; except for overseas electricity conversion factors which are based on IEA/OECD CO2 emissions from fuel Combustion 2017. Includes Scope 1: Direct emissions from the combustion of fuel, and Scope 2: Indirect emissions from the purchase of electricity. Excluding fugitive emissions from refrigerants, which represent less than 2% of GHG emissions from our business operations.

⁷ Waste and water data is sourced from our operations in Austria, Bulgaria, Gibraltar, India, UK, Ukraine. This makes up 85% of our overall headcount.

CSR GOVERNANCE



<p>Board-level strategy-setting and oversight</p>	<ul style="list-style-type: none"> ■ Ultimately, our Chief Executive is responsible for our CSR performance and is accountable to the GVC Board; ■ The CSR Committee is a formal Board Committee consisting of non-executive directors which: <ul style="list-style-type: none"> ■ Oversees CSR and liaises with other relevant committees, e.g. Audit and Remuneration ■ Approves strategy ■ Defines targets and reviews performance ■ Meets bi-annually
<p>Coordination and resourcing</p>	<ul style="list-style-type: none"> ■ The CSR Steering Group consists of functional leaders from across the business, including Investor Relations, HR, Legal, Health, Safety and Security, Operations and Communications. Convened by our Head of CSR, the Steering Group: <ul style="list-style-type: none"> ■ Agrees strategy, prioritising initiatives and developing implementation plans ■ Advises and supports the Board and internal teams and engages externally ■ Coordinates delivery of initiatives and policy with operating units and central functions ■ Meets quarterly
<p>Delivery and implementation</p>	<ul style="list-style-type: none"> ■ The Operating Units, Central Functions and Corporate Communications hold the operational responsibility for delivering against the CSR strategy: <ul style="list-style-type: none"> ■ Delivers CSR programmes and initiatives, bringing our ambitions to life ■ Engages with operational teams across functions, brands and countries ■ Feeds back on progress and challenges, communicating internally and externally

Our **Head of CSR**, supported by a small team of CSR advisers, sit at the corporate centre, where they ensure alignment between all the different elements of our programmes and governance structure. We have also developed a comprehensive set of key performance indicators (KPIs) which enable us to track our CSR progress.

Our **CSR Advisers** act as custodians of our performance data, while also advising various committees, assisting the operational units and leading on reporting. They work closely with senior executives across the business and liaise externally with investors, third sector organisations and industry bodies across our countries of operation.

APPENDIX 2

STAKEHOLDER ENGAGEMENT

AS A GLOBAL OPERATION, WE LISTEN, ENGAGE AND CONSULT WITH A VAST ARRAY OF ORGANISATIONS AND INDIVIDUALS ACROSS OUR MARKETS.

We see stakeholder engagement as an essential element of growing our business responsibly. Our stakeholders include community groups, investors, customers, employees, governments & regulators, and industry peers & associations.

In the box below, we have outlined some of our key stakeholders and how we engage with them.

Who we engage with?	What are their expectations?	How we engage?
Community groups <ul style="list-style-type: none"> ■ Crimestoppers; ■ National Association of Business Crime Partnerships; and ■ Coalfields Regeneration Trust, FareShare and other charitable partners. 	<ul style="list-style-type: none"> ■ Provide a safe place to spend leisure time; ■ Reduce crime and unlawful behaviour; ■ Paying our taxes and contributions to the economy; ■ Helping to protect the horse racing and greyhound industries; and ■ Caring for the society we live in and the environment. 	<ul style="list-style-type: none"> ■ Active participant in multi-stakeholder initiatives, e.g. sharing best practice and experiences; and ■ Supporting worthwhile causes in kind and via donations.
Investors <ul style="list-style-type: none"> ■ Existing and potential investors; and ■ Research and index providers such as Dow Jones Sustainability Indices and FTSE4Good. 	<ul style="list-style-type: none"> ■ Provide open, honest and fair business relationships; ■ Manage material issues and risks; ■ Grow our business sustainably and for the long term; and ■ Continue making profits for shareholders. 	<ul style="list-style-type: none"> ■ Annual report and accounts and CSR reports; ■ Investor roadshows, AGM; ■ Face-to-face dialogue; and ■ Voluntary ESG disclosures.
Customers	<ul style="list-style-type: none"> ■ Best prices and product portfolio; ■ Excellent customer service; ■ An enjoyable and safe leisure experience; ■ Fairness and integrity in betting and gaming; and ■ Financially safe transactions. 	<ul style="list-style-type: none"> ■ Voice of the Customer ■ WOW! Nominations; ■ Mystery Shopper programme; and ■ Social media



Who we engage with?	What are their expectations?	How we engage?
<p>Employees</p>	<ul style="list-style-type: none"> ■ Good, secure jobs with competitive pay and benefits; ■ A family friendly and flexible business; ■ Opportunities for learning and progression; ■ A safe place to work; ■ Minimising financial liabilities for the Group; and ■ Reducing crime and unlawful behaviour. 	<ul style="list-style-type: none"> ■ Regular town hall meetings in our major locations; ■ Monthly Managers' Brief' sent to top managers and then cascaded to their teams; ■ Emails from the CEO around major announcements; ■ Daily intranet news story updates; ■ Intranet discussion forum; and ■ Regular employee engagement surveys.
<p>Governments and regulators</p> <ul style="list-style-type: none"> ■ UK Department of Culture, Media and Sport ■ The UK Gambling Commission ■ Governments and regulators in territories where we hold gaming licences. 	<ul style="list-style-type: none"> ■ Providing an enjoyable and safe leisure experience; ■ Making sure we operate legally and in a fair manner; ■ Minimising harm and maximising player protection; ■ Ensuring that we protect the young and the vulnerable; and ■ Reducing crime and unlawful behaviour. 	<ul style="list-style-type: none"> ■ Ongoing dialogue with regulators and local authorities; ■ Liaison programme with MPs and Ministers; ■ Partnerships with GB Health & Safety Executive; ■ Respond to formal regulatory consultations; and ■ Suspicious activity disclosed to relevant national bodies.

WE SEE STAKEHOLDER ENGAGEMENT AS AN ESSENTIAL ELEMENT OF GROWING OUR BUSINESS RESPONSIBLY.

<p>Industry peers and associations</p> <ul style="list-style-type: none"> ■ ABB ■ EGBA (European Gaming and Betting Association) ■ RGA (UK and global) ■ Safe bet Alliance ■ Senet Group ■ IGRG ■ GambleAware ■ Speel Verantwoord ■ DSVW (German sports betting association) ■ DOCV (German casino association) ■ F.E.J.A.R. (Federación Española de Jugadores de Azar Rehabilitados) ■ JuegoResponsable. 	<ul style="list-style-type: none"> ■ Upholding responsible gambling behaviours, harm minimisation and player protection; ■ Maintaining responsible advertising standards above and beyond regulatory requirements; ■ Fostering integrity in sport; ■ Sustaining an economically viable industry; ■ Attracting and developing quality people to the sector; ■ Protection/enhancement of the industry brand(s); and ■ Regulatory compliance. 	<ul style="list-style-type: none"> ■ Active participant in multi-stakeholder initiatives, e.g. sharing best practice, experiences and data; ■ Supporting responsible gambling charities and research in kind and via donations; and ■ Developing and sharing responsible gambling messages and campaigns.
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APPENDIX 3

CSR MATERIALITY

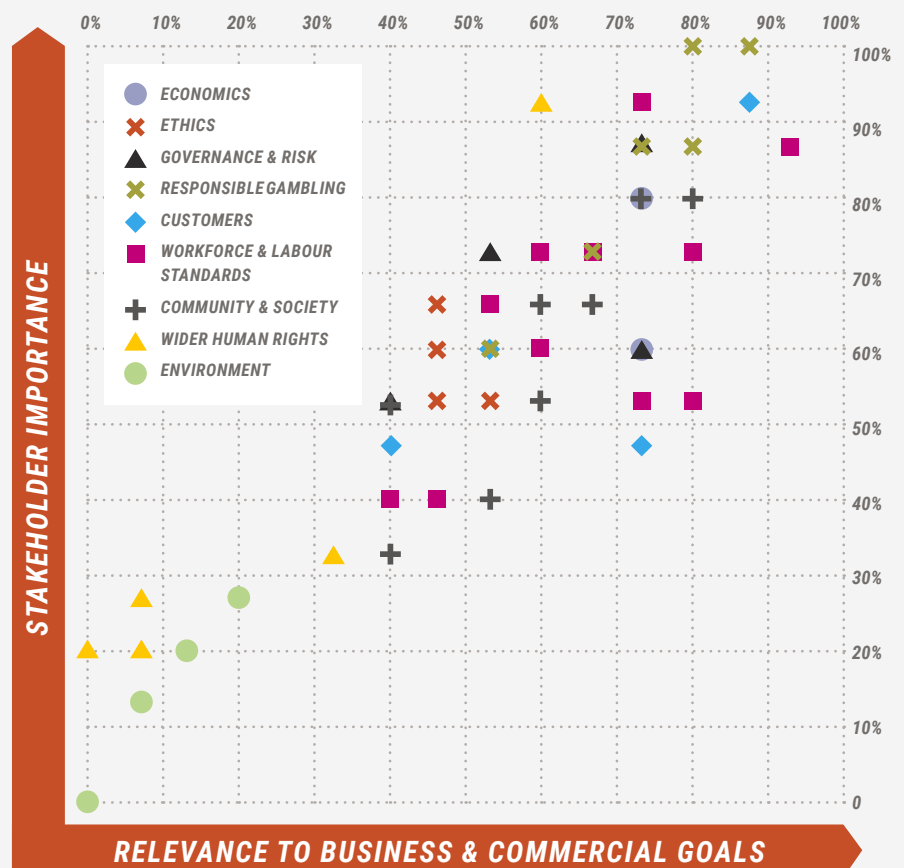
UNDERSTANDING OUR BIGGEST ISSUES AND RISKS

We take a systematic approach to prioritising the CSR issues facing GVC both in the short and long-term. We keep a register of 62 environmental, social and governance issues that we track and update on a regular basis. In evaluating how exposed we are as a business, we determine the relevance of each issue to our commercial goals and to our stakeholders. When setting the levels of stakeholder importance, we include the views of shareholders, customers, employees, regulators and the general public. The diagram below illustrates the outcome of our latest materiality exercise.

Our material issues

- Promotion of responsible gambling behaviours to all our customers;
- Encouraging high standards of self-regulation across the industry;
- Providing safe and responsible products and developing analytical tools to aid harm minimisation;
- Protecting the young and the vulnerable and providing support for customers at risk of problem gambling;
- Attracting, developing and retaining diverse, talented and engaged employees;
- Keeping our employees safe, especially when lone working;
- Preventing gambling being used to support crime or associated with crime, e.g. money laundering;
- Preventing anti-social behaviour and violent crime in and around our premises;
- Ensuring customer privacy and data security; and
- Developments in international betting and gaming regulation.

CSR Materiality Assessment



PLANS & OBJECTIVES FOR 2018

WE ARE AN AMBITIOUS COMPANY, AND THAT AMBITION APPLIES EQUALLY TO OUR COMMERCIAL PLANS AND IMPACTS ON SOCIETY.

Our acquisition of Ladbrokes Coral means we have plenty to do, aligning existing programmes and processes, embedding policies and developing a shared, positive vision that all GVC employees can own and work towards.

This CSR Report, and the work that has gone into producing it, marks a first step in that direction. Our objectives for the year ahead are all about building a firm foundation for maximising our positive impacts and making quantitative commitments in future years.

Responsible Gambling

- Bedding in our CSR governance and delivery structure, from the Board CSR Committee to operational teams;
- Establishing a unified, company-wide approach to responsible gaming and betting, including policies and standards, monitoring systems and training programmes;
- Building relationships with partner organisations across our markets of operation to jointly tackle key responsible gaming and betting issues, and understanding where further research is needed; and
- Pioneering new approaches to transparent reporting on responsible gaming and betting, developing robust metrics in partnership with our peers.
- Developing a research partnership with one of the world's leading academic institutions to assess the extent of internet gambling, identify the markers of harm across products and propose improvements to our own algorithms. Further details will be provided in due course.

Responsible Employer

- Creating a 'one GVC' culture across the company, harmonising policies and developing our employer proposition around a shared set of values and opportunities;
- Launching a range of initiatives to make GVC a diversity and inclusion leader within our industry; and
- Rolling out best practice benefits schemes to support employee wellbeing and achieve high levels of retention.

Responsible Communities and Markets

- Aligning our existing community work strands and develop a sector-leading community investment approach, with a clear, outcome-driven focus;
- Selecting strategic community partners in major markets and harnessing the commitment of our employees, customers and business partners to create big impacts; and
- Developing tools and systems to understand the local and global socio-economic impacts of our business operations and community investment programmes.

Responsible Business Operations

- Identifying environmental hotspots across our office and retail estate and setting reduction targets;
- Launching company-wide policies and systems around core compliance issues, including codes of conduct, whistleblowing, AML, data protection and security; and
- Streamlining our approach to supplier management, ensuring our value chain partners share our high social and environmental standards.

YOUR FEEDBACK

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

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



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