




REFLECT RECONCILIATION ACTION PLAN
MAY 2023 - MAY 2024









Sportsbet acknowledges the Traditional Owners and Custodians of the land on which we live, work, and thrive. We pay our respects to the Aboriginal and Torres Strait Islander Nations that are an integral part of our Australian identity and extend that respect to all First Nations people and their Elders, past and present. We take pride in being able to live in a country that is home to the world's oldest continuous culture, whose rich history spans back at least 65,000 years. We respect and celebrate First Nations Peoples' history, culture, resilience, and continued connection to land, waters and community.

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ABOUT THE ARTIST

Elaine Chambers-Hegarty is an Aboriginal graphic designer and artist with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna people.

Her parents were both born in Cherbourg Queensland, after their families were relocated there from their homelands, under 'The Act' in the 1900's. Both her parents and grandparents are her inspiration — they have always encouraged her to shoot for the stars and to always show respect and be proud of her heritage.

Her artistic ability and love of computers led to a career as a Graphic Designer straight after school. Recent works include Brisbane Broncos, the Brisbane Lions and Cronulla Sharks Indigenous round jerseys, continued work with Institute of Urban Indigenous Health, and Deadly Choices in Brisbane and South East Queensland. Elaine also works with local health organisations which include the Aboriginal and Torres Strait Islander Community Health Services and Metro North Hospital and Health Services.

KEEPING CULTURED

Keeping Cultured is the design created for the Sportsbet Reflect RAP by Aboriginal graphic designer and artist Elaine Chambers-Hegarty.

The main icons across the centre relate to reconciliation, acknowledgement and culture. Extra circles or meeting places represent the company stakeholders and organisations that share in our partnership.

The lines linking these together are for connections and pathways. Markings of our people and culture are highlighted throughout the artwork and help focus on Sportsbet's journey of reconciliation.

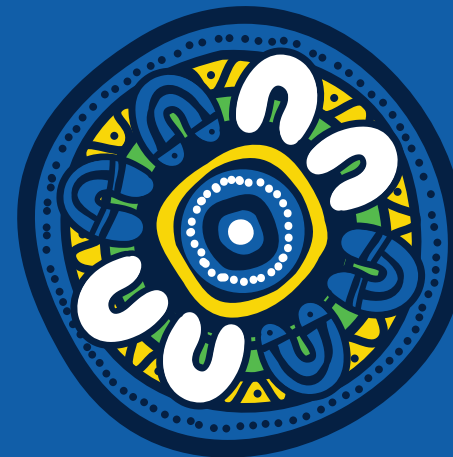


MOTIFS & ELEMENTS

The traditional meanings of the main motifs and elements featured throughout the Keeping Cultured artwork.

RECONCILIATION

Shows a yarning circle with Indigenous and Non-Indigenous



ACKNOWLEDGEMENT

Circle with markings of our people — dots and crosshatching, wavy lines and circles to represent us all



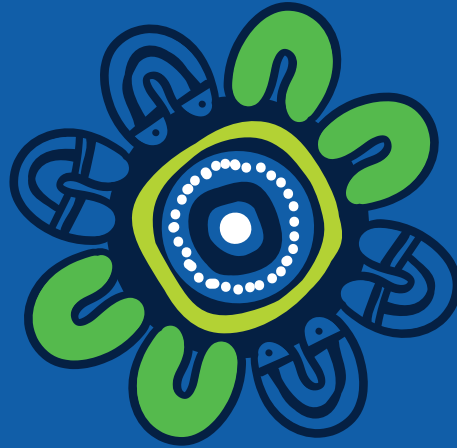
CULTURE

Circle with our markings plus a couple of stylised drawings of our ancestors weapons or traditions



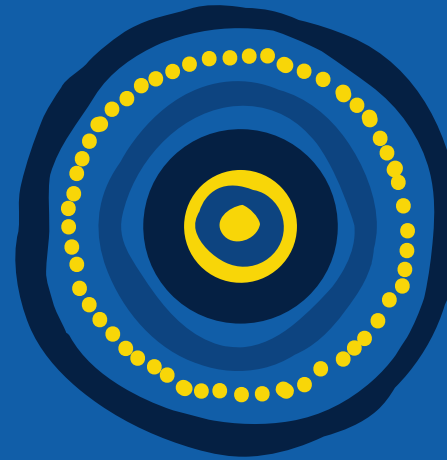
GATHERING CIRCLE

Gathering or Yarning Circle to represent coming together or working together



COMMUNITY CIRCLE

Community circles represent larger groups or cities



CIRCLES & PATHWAYS

Represent communities and their connections or collaboration with each other





A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Sportsbet to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Sportsbet joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of

Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Sportsbet to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Sportsbet, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A MESSAGE FROM SPORTSBET

Sportsbet is excited to develop our first Reconciliation Action Plan to formalise our journey and commitment towards aiding reconciliation in Australia. Sportsbet is an iconic Australian brand with our roots coming from Darwin on Larrakia Country. Through our national reach, we recognise that as a large employer and market leader, we have a role to play in promoting reconciliation and to create a positive impact for our employees, our communities and for all Australians.

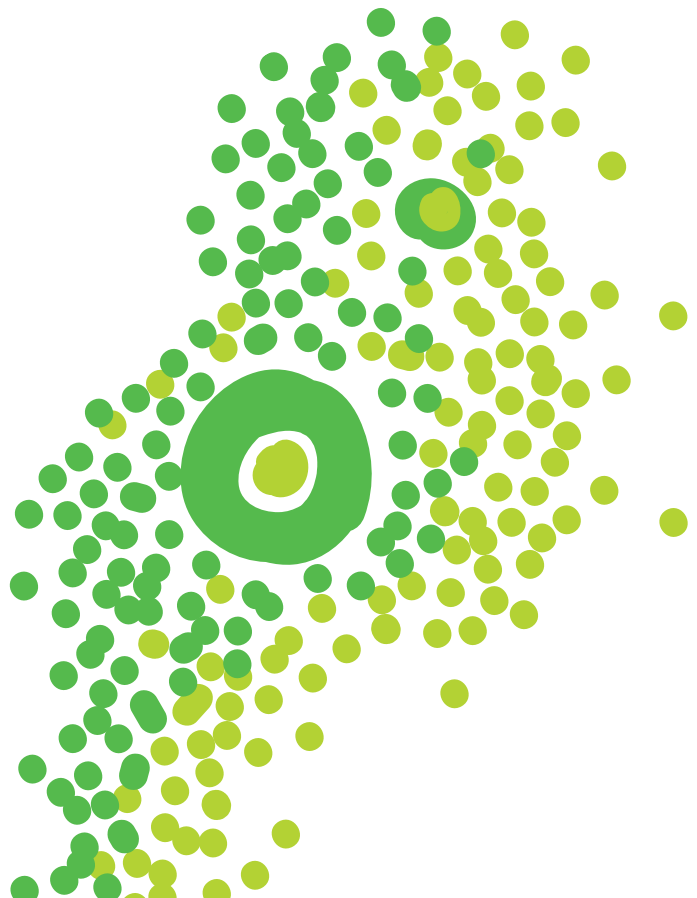
A Reconciliation Action Plan will allow us to stay connected, respectful and accountable. We look to the past with honesty and seek to play a part in moving forward through acknowledgement and learning. The Reconciliation Action Plan will form an integral and uniquely Australian part of our Positive Impact Plan — a multi-year commitment by our parent company Flutter to create an environment where everyone can work better, play well and do more for our communities.

Our journey towards Reconciliation started in 2016 when we partnered with IE Agency to increase our employment of First

Nations peoples. Through this program, we hired 10 team members, and six years later 2 of the original cohort are still with the company today. We have since worked with Elders in Larrakia to help name our office spaces, introduced Acknowledgement of Country in all our large gatherings and offered a First Nations software engineering scholarship via Holberton.

Our Reflect RAP is an opportunity for Sportsbet to define our vision and pathway for reconciliation as we formalise our commitments under the RAP framework. Our approach to implementing our Reflect RAP will be to build foundations of listening and learning. By staying curious, we'll better understand the long and rich histories of Australia so we can improve and practice respect.

Barni Evans
Sportsbet
Chief Executive Officer





OUR BUSINESS

Sportsbet is a leading Australian e-commerce business in the online wagering sector, bringing excitement to life for over 2.1 million Australian customers. Our leading position is underpinned by our innovative entertainment brand, trailblazing products, consistent promotional generosity and best-in-class betting platform designed to deliver the best experience to our customers.

Sportsbet employs over 1,300 team members locally and globally. In Australia, we're proud to have office locations in Melbourne on Wurundjeri Woi-wurrung land, Sydney on Gadigal land, Darwin on Larrakia land and Gold Coast in the Yugambah Language Region. Thirteen of our employees identify as Aboriginal and/or Torres Strait Islander. We are part of the Flutter Entertainment Group, the world's largest online gaming company operating in over 40 regulated markets with a market footprint across Europe and North America.

OUR VALUES





OUR RECONCILIATION ACTION PLAN

We are committed to making a difference in the communities and markets in which we operate, and so Sportsbet's leadership team are proud to launch and implement our first Reconciliation Action Plan.

The RAP, championed by Douglas Brown, our Chief Product Officer, is in line with Sportsbet's Diversity, Equity and Inclusion strategy and Flutter's Positive Impact Plan.

The RAP development process saw the formation of a RAP working group in 2022, comprised of First Nations team members and those who expressed interest in helping to shape our approach.

Through several workshops, we engaged in meaningful collaboration and consultation to understand priorities, needs and aspirations.

The development of our artwork involved deep discussion of our values and was an important way to engage our working group to create understanding and pride in the lead up to our RAP launch.

Over the course of our Reflect RAP period, we will continue to have meaningful conversations and find ways to embed internal and external Aboriginal and Torres Strait Islander voices in our Reconciliation journey. Our Reflect RAP commitments will see us build on our understanding of where we can make a difference in relationships, respect, opportunities and governance. It will keep us accountable and will form a multi-year journey where we are committed to playing our part.



OUR PARTNERSHIPS & CURRENT ACTIVITIES

Our journey towards Reconciliation started in 2016 when we partnered with IE Agency to increase our employment of First Nations peoples. Through this program, we hired 10 team members, and six years later 2 of the original cohort are still with the company today. In our Darwin office, we have since delivered cultural awareness training to all team members and worked with Elders in Larrakia to re-name our meeting rooms to:

Corroboree

Our largest meeting room in the office, acknowledging the meaning of coming together for a sacred ritual or informal gathering.

Kunbarllanjja

The traditional and alternate name to Gunbalunya, a mostly Aboriginal community in western Arnhem Land, east of Darwin.

Maningrida

A room with the meaning 'the place where the Dreaming changed shape'.

Nitmuluk

A space that acknowledges the Jawoyn name for the Katherine Gorge where much Aboriginal rock art work is contained.

Larrakia

Acknowledging the traditional name and owners of the land and waters of greater Darwin. Helping to remind team members of the land on which we operate.



We introduced an Acknowledgement of Country in 2020 at all large company gatherings, which included delivering training to our people leaders on the purpose and importance of an Acknowledgement. Acknowledgement of Country plaques have also been introduced at our Head Offices in Melbourne on Wurundjeri Woi-wurrung land.

We continue to evolve our perks and benefits so our employees feel like they can be their true selves at work. We have implemented Cultural Leave Swap, allowing Aboriginal and Torres Strait Islander staff to swap leave days for any established holiday leave days, recognising that not all Australians celebrate some events and holidays.

In 2018, we were proud to partner with Orange Sky to help them launch in Darwin. 'Betsy' as the mobile laundry and shower van is known as, plays an important role in servicing the homeless population of Darwin, many who identify as Aboriginal and Torres Strait Islander people. The van that helps bring positivity and connect people doing it tough through free laundry, warm showers and genuine and non-judgemental conversation. We are proud to be in our fifth year of supporting Orange Sky and Betsy as she continues to support communities in Darwin. Employees from the Darwin Sportsbet office also have the opportunity to volunteer their time to work with Orange Sky and assist with the van weekly.

As a digital business, we recognise a key area of influence is developing the next generation of software engineering and opening pathways to Aboriginal and Torres Strait Islander people in the field. In 2022, we partnered with Holberton School Australia, a Silicon Valley start-up focussing on teaching software engineering and offered our first Indigenous Scholarship for Aboriginal and Torres Strait Islander peoples who have no prior experience in coding but want to learn and upskill.

2016-2017 2018-2019 2020-2021 2022-2023



**Darwin Staff
receive Cultural
Awareness Training**



**Acknowledgement
of Country
introduced**

**Meeting rooms
in Darwin offices
are renamed**

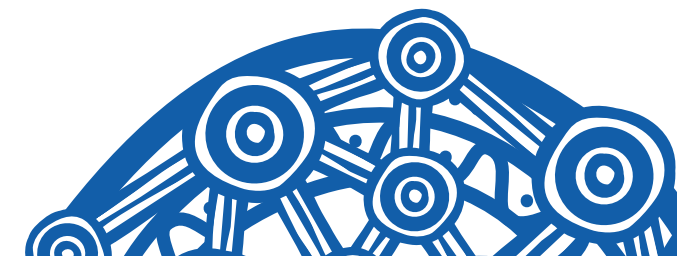
**Holberton
First Nations
Scholarship offered**

**Cultural Leave
Swap implemented**

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December 2023	Head of NT Operations and Partnerships Manager
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2023	Head of DEI
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff. 	May 2023	Chair of Working Group
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June, 2023	Chair of Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June, 2023	Chief Growth Officer
3 Promote Reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to Reconciliation to all staff. 	May 2023	CEO
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our Reconciliation journey. 	July 2023	DEI Manager
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our Reconciliation journey. 	July 2023	DEI Manager
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	October 2023	Head of DEI
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	October 2023	Head of DEI



RESPECT



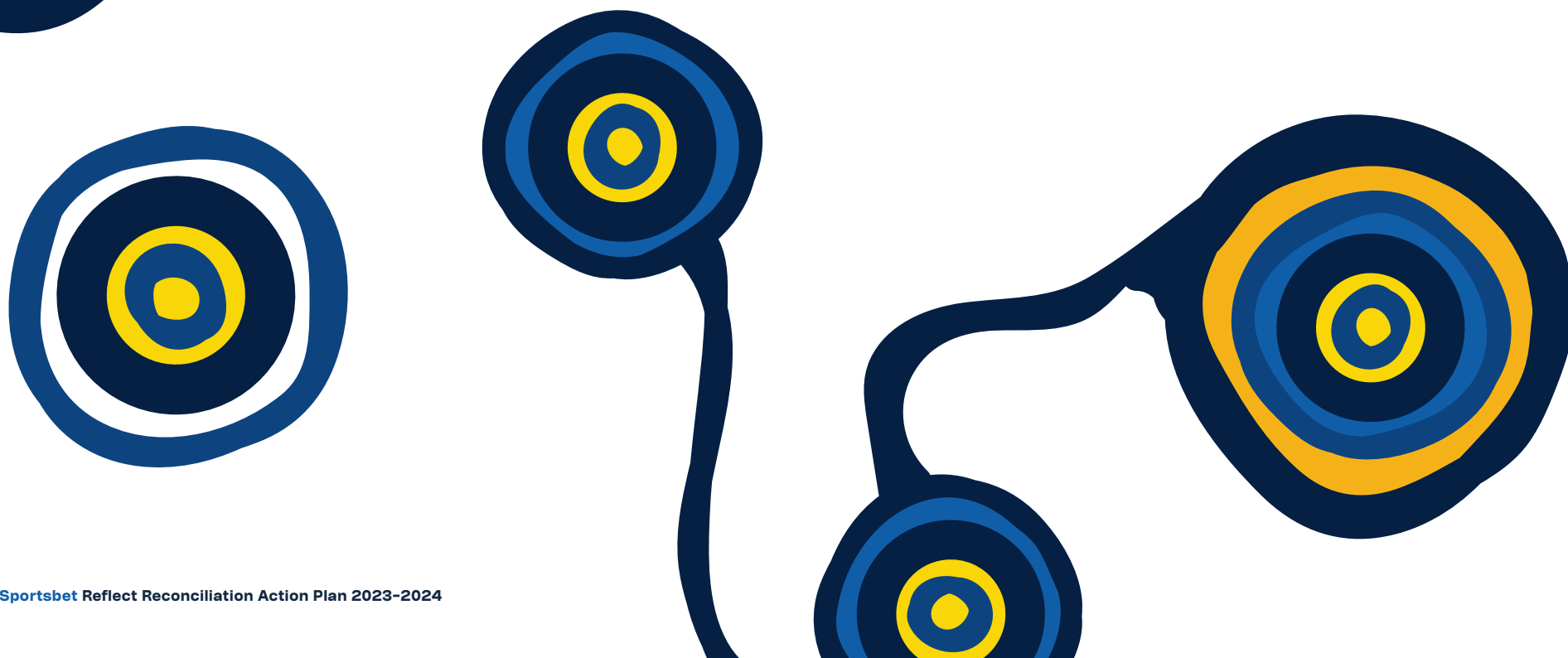
Action	Deliverable	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2023	Head of DEI
	• Conduct a review of cultural learning needs within our organisation.	July 2023	Head of DEI
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Head of NT Operations and Partnerships Manager
	• Maintain staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing - reviewed annually, next check December 2023	DEI Manager
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	Chair of Working Group
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	DEI Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	Chair of Working Group



OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2023	Head of Talent
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Head of DEI
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2023	Head of Procurement
	• Investigate Supply Nation membership.	December 2023	Head of Procurement



GOVERNANCE



Action	Deliverable	Timeline	Responsibility
1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	Review December 2023	Chair of Working Group
	• Draft a Terms of Reference for the RWG.	May 2023	DEI Manager
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review December 2023	Chair of Working Group
2 Provide appropriate support for effective implementation of RAP commitments.	• Ensure to define resource needs for RAP implementation are obtained.	May 2023	Head of DEI
	• Maintain senior leader engagement in the delivery of RAP commitments.	June 2023	Head of DEI
	• Maintain senior leader involvement to champion our RAP internally.	Review December 2023	Chief Growth Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2023	Chief Growth Officer
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of DEI
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Head of DEI
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Head of DEI
4 Continue our Reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	January 2024	Head of DEI

FOR MORE INFORMATION,
PLEASE CONTACT:

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