

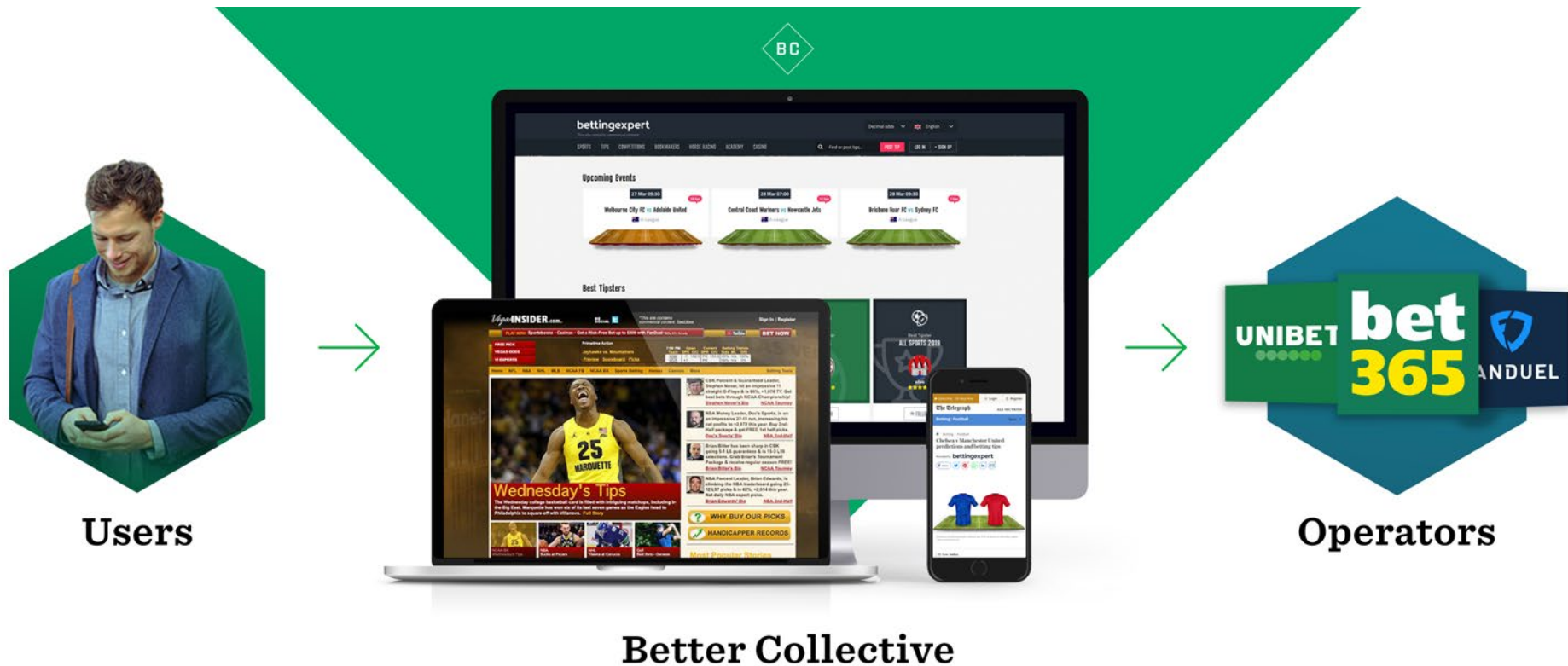
# SUSTAINABILITY REPORT 2019

Making sports betting and gambling  
entertaining, transparent, and fair.

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# WHAT WE DO



Sport and sports betting are all about entertainment and passion. Better Collective is a leading sports betting media group that connects sports enthusiastic bettors with betting operators through innovative technologies and trusted digital media products, which are centred on engaging and responsible sports betting content. On a daily basis, millions of players around the world actively search online for sports betting and gaming content.

Our vision is to empower online bettors by creating a transparent and safer online betting experience in a growing and more complex entertainment industry. Our media products cover more than 30 languages and attract millions of sports fans and tipsters worldwide. Users can get access to educational content around sports betting, compare odds and bookmakers and share analysis, tips and the excitement when their favourite team or athlete competes.

In this way, Better Collective helps players navigate safely among the bookmakers that match their individual needs. We provide leading online bookmakers with targeted user acquisition and increased user engagement because sports bettors actively seek our products. This makes Better Collective, and affiliates in general, an important part of the sports betting ecosystem.

# CONTENTS

## Introduction

- 4 CEO letter
- 6 At-a-glance
- 8 Sustainability strategy
- 10 Sustainability programme
- 11 Methodology and report scope

## Sustainability

- 15 Responsible Gambling
- 20 People
- 22 Governance
- 23 Local communities and environment

## ESG key figures

- 26 ESG key figures
- 28 Company information



This report forms part of the management report in the company's annual report in compliance with the Danish Financial Statements Act, Section 99a and Section 99b. The report covers the financial year 2019.

# TAKING A STAND ON RESPONSIBLE GAMBLING

Since our foundation 15 years ago, we have aimed to make sports betting and gambling entertaining, transparent, and fair for the global network of online bettors.

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We want to make sure that our users are better suited to navigate the iGaming world by visiting a Better Collective website before registering an account or placing a bet with a sports betting or gambling operator. For the iGaming industry to be sustainable, responsible gambling needs to be at the top of the agenda and embedded in our business models. While we believe our approach has been responsible throughout our growth journey from a small start-up to leading sports betting media group, we recognise that there is still more to be done. In 2019, we took significant steps to increase the collaboration around responsible gambling.

## A structured approach to sustainability

While a responsible approach has been central to our business since our foundation, throughout 2019 we have formalised our efforts and added structure to our reporting. We recently committed to making the UN Global Compact and its 10 principles part of the strategy, culture and day-to-day operations of our company. We are committed to

engaging in collaborative projects that advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Last but not least, we started tracking our carbon emissions as part of our ESG reporting. This report serves as a baseline for these new initiatives and we are already updating and developing our policies, systems, and processes to manage and mitigate social, environmental, and ethical risks.

Internally, we have dedicated resources to our sustainability work and reporting by setting up a CSR committee and appointing a Head of CSR. Furthermore, the CSR strategy was discussed by board and management at the annual strategy seminar, revealing a full endorsement and deep understanding of the importance. We still have work to do but with this report we believe a solid foundation has been created where we can build a clear vision of our sustainability work over the years to come.

## Our areas of focus

In our sustainability work, we focus on the areas of responsible gambling, our people, our governance model and our impact on the environment and local communities. We want to be “Better for Bettors” and contribute to a “Better Community” why we let these ambitions make up our sustainability program and guide our efforts.

Being a prominent sports betting media group in the iGaming industry, we recognise our responsibility and we

are aware of the impact we have on the global iGaming industry, the rest of society and Better Collective’s other stakeholders. We have the ambition to use our leading position to influence and support responsible gambling and a sustainable development of society in general – for the benefit of our employees, shareholders, users, partners, society, and our business.

## Promoting responsible gambling

Together with two of our colleagues in the iGaming business, Oddschecker and Racing Post, we launched the trade association, Responsible Affiliates in Gambling (RAIG), in 2019. We recognise the role affiliate marketing providers must play as part of broader industry initiatives in the UK to promote social responsibility and a safer gambling environment for consumers. Our ambition is for RAIG to be a game-changer in the industry. With compliance standards for affiliates, we ensure improvements to the entire industry for the benefit of the users.

We invested in Mindway AI by acquiring 19.99% of the shares, which specialises in innovative and advanced software solutions to identify at-risk gambling and problem gambling behaviours. The investment aligns with our ambition to practice social responsibility by establishing a safe betting environment, while at the same time engaging in a business where we foresee a sound future growth and profitability.



“We want to be “Better for Bettors” and contribute to “A Better Community” through our sustainability program”

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**Jesper Søgaard,**  
CEO

### **People as key driver**

People remain the key driver in everything that we do as our business is based on expertise and innovation. With the COVID-19 outbreak currently spreading, we take extra care and precautions to keep our employees safe. At the minimum, we closely follow the new guidelines and restrictions where we operate.

I want to thank all Better Collective employees who continuously live the values and shape our culture. Together we make BC a better place to be and a responsible company delivering trusted brands and products to our users.

**Jesper Søgaard**  
CEO



Overview

# AT-A-GLANCE

Better Collective is a leading sports betting media group within the iGaming industry. Through our products, we aim to make sports betting and gambling entertaining, transparent, and fair for the global network of online bettors.



**2002**

Founded

**400+**

Employees

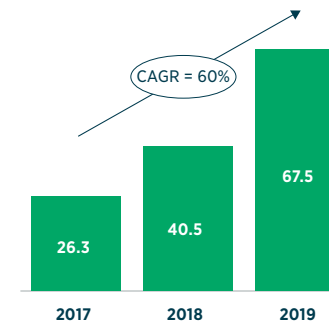
**2018**

Listed on Nasdaq  
Stockholm (STO:BETCO)

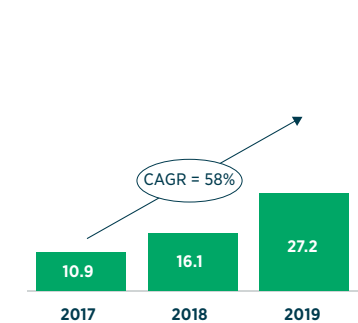
**>50%**

Shares owned by founders  
and management

Revenue  
mEUR



EBITA before special items  
mEUR



### **Vision**

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*To empower iGamers through transparency and technology*

### **Mission**

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*To make sports betting and gambling entertaining, transparent and fair*

### **Values**

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*Talented employees are the key to our success.*

*We respect each other, our users, and our partners.*

*We innovate remarkable products and processes that make a difference to our users.*

*We are dedicated to enrich betting and gambling for our users.*

### **Strategic goal**

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*Be the #1 sports betting aggregator in the world*

## Our approach

# SUSTAINABILITY STRATEGY

Responsibility and sustainability have been key value-drivers for Better Collective's business ever since the company was founded in 2004.

Our headquarters have remained in Denmark, where we have our roots. We proudly engage in the local communities and societies, where we are active, paying our taxes and initiating local projects partnering with local citizens and other local stakeholders. We have always strived to be a socially responsible company that also aspires to strengthen the standards of the industry to empower our users.

These values have formed our culture and drive our business forward. At Better Collective, we believe that we as a business have an increasingly important role to play in society in securing a world that is sustainable for the next generations. We also strongly believe that operating in a responsible way, across all business verticals and adding value to society and the communities in which we operate, positively affects our business and competitiveness. We call this shared value creation. Our sustainability strategy is therefore also a natural part of our overall business strategy and strategic goals.

With a vision to empower iGamers through transparency and technology, our sustainability strategy and goals are integral parts of our operations to support this vision and to realise our strategic goal to be the #1 sports betting

## Key drivers

Sustainability strategy focus areas





aggregator in the world. Our strategy and approach are deeply rooted in our core values, which – more than 15 years after Better Collective was founded – remain the same.

Our sustainability strategy and reporting are built around four strategic priorities core to our business; Responsible Gambling, People, Governance, Local Communities and Environment.

The UN Global Compact and UN Sustainable Development Goals (SDGs) constitute the overall framework for our sustainability strategy and reporting. For Better Collective, sustainability and responsibility have always been key value-drivers for our business. However, working strategically with the UN Global Compact and SDGs is a new framework for our company. This sustainability report constitutes the first report, where we include and report on the UN Global Compact principles and SDGs. Hence it is the first year, where we structure the sustainability operations. The report should also be seen in this context, we are laying the foundation for the strategic sustainability work for years to come.

We are implementing the SDGs in a stepwise approach: our starting point has been to define the SDGs where we can make an impact - either through current activities or through new initiatives. We have sorted the SDGs into two groups based on the expected level of impact. In 2020, we will continue the work to single out the SDGs to focus on moving forward. Part of this work will be to define KPIs and set targets to implement in future reporting.

As part of the SDG selection process, we will make sure that they are embedded in our corporate strategy and aspiration to be the #1 sports betting aggregator in the world. We believe working strategically with these goals will support us in creating a long-term competitive edge.

Operationally, the strategy is rolled out through our overall sustainability programme “Better for Bettors” as well as the sub-programme “Better Community”.



## Our approach

# SUSTAINABILITY PROGRAMME

Our overall sustainability programme, “Better for Bettors” focuses on our core business being a leading sports betting media group and is closely aligned with our business objectives.

This programme is built to support our vision to empower iGamers and our long-term strategic goal to remain the #1 sports betting aggregator in the world. The plan is to develop this programme even further in the years to come.

For the iGaming industry to be sustainable, responsible gambling needs to be at the top of the agenda. We want to be “Better for Bettors”, meaning that we want to make sure that our users are better suited to navigate the iGaming world by visiting a Better Collective platform before registering an account or placing a bet with a sports betting operator. In other words, we want to make sure that our users’ iGaming experiences remain a form of fun and entertainment. These are the guiding principles for all our products.

Our local initiatives are tied to our key markets and communities. They go beyond our core business as we recognise our responsibility to contribute to the local commu-

nities where we are active. Contributing to the community also adds value to our business in different ways. We call this subprogram “Better Community”.

Most of our community work is currently focused on our operations in Nis, Serbia under the program name “Better Nis”. As one of the largest tech employers in Nis, we recognise our role and potential impact on the local community, why this became the point of departure of our Better Community program. Initiatives range from supporting the IT community, in particular the IT youth, over cultural sponsorships to environmental activities with a local impact. We have an ambition to roll out further local community programs in other key markets in the years to come.

While “Better for Bettors” and “Better Community” focus on our users and the communities around us, our internal sustainability efforts are centred around our employees and our governance structures. The UN Sustainability Development Goals are implemented across all our efforts wherever we find that we can make a reasonable impact.



BETTER  
FOR BETTORS



BETTER  
COMMUNITY

## Our approach

# METHODOLOGY AND REPORT SCOPE

We are a data-driven business in many respects. Collecting, analysing and presenting sustainability data adds credibility to our reporting and guides our efforts.

This report is our second annual sustainability report, covering the financial year January 1, 2019 to December 31, 2019. It is based on our efforts thus far and describes our focus areas, ambitions, achievements and goals. This report forms part of the management report in the company's annual report in compliance with the Danish Financial Statements Act, Section 99a and Section 99b.

The report is structured around the Ten Principles of the UN Global Compact and UN SDGs supported by ESG (Environmental, Social, Governance) key metrics according to the recommendations set forward by Nasdaq and reported to the Nasdaq ESG Data Portal.

Overall, the sustainability data collection in this report relates to operations from 2019. This limits us in several aspects, i.e. when it comes to setting concrete targets for the years to come and evaluating our achievements. Therefore, we consider this report a kick-off for our sustainability program and a more comprehensive reporting in the years to come along with comparable data from our operations over time.










We consider our most important stakeholders for sustainability to be our shareholders, our partners and users, our employees, regulatory authorities and society as a whole. The topics included in this report were selected and prioritised in a basic materiality assessment by Better Collective's management and the Sustainability Committee based on dialogue over time with partners, shareholders, employees and the board.

We have used a third party to calculate our carbon emission across all operations. We have reached an average accuracy level based on the data delivered to the third party and we expect to improve the accuracy of our carbon reporting going forward. Site energy consumption is a combination of actual data and estimates based on total floor area and or employee count. For travel data, improved reporting systems will help with the data collection. For the 2019 assessment, the growth through acquisitions in recent years means that the newer offices are not accounted for with the same accuracy as our long-standing operations.











In 2020 we will work on setting measurable goals that support our overall ambitions of doing better.




# SDG TARGET IMPACT

Goals	Targets	How we contribute	Page
 <p>5 GENDER EQUALITY</p>	 5.1  5.5  5.C	<p>Diversity and equal opportunities for all are key values at BC. We offer equal opportunities to men and women across our organisation. We have a strategic goal to have more women in management positions</p>	<p>Go to 20 &gt;</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 8.5  8.6	<p>Being a Danish incorporated company, we apply our Scandinavian values and standards across our 13 offices globally. Our local office in Nis, Serbia, employs more than 100 persons – many of whom are young IT talents. We work strategically with local authorities to promote the city as an attractive tech-city for young talent to settle down. While contributing to the economic growth and development in this region, we also add value to our business.</p>	<p>Go to 20 &gt;</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>		<p>Responsible gambling and responsible consumption is a core part of our organisation's DNA. Our vision to empower iGamers, among others, includes our users' ability to safely navigate the online betting world, and that remains fully dependent on our ability to help educate users – e.g. when it comes to responsible gambling. As a leading sports betting media group, we push for more responsible operations.</p>	<p>Go to 15 &gt;</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>		<p>We are very well aware of the fact that we rely on partnerships with stakeholders to roll out our Sustainability activities to realize our ambitions – both for the industry and society as a whole. To a large extent, ensuring that the industry develops in a sustainable way requires a collective effort. Therefore, we establish strategic partnerships with local authorities, industry peers and other stakeholders.</p>	<p>Go to 15 &gt;</p>

# SDG TARGET IMPACT

Goals	Targets	How we contribute	Page
 <p>4 QUALITY EDUCATION</p>	 <p>4.4</p>	<p>Operating within the tech industry, together with our industry peers we are facing challenges to attract more women to our organisation. Therefore, we are supporting work that aims to attract more women to the tech industry.</p>	<p>Go to 20 &gt;</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <p>7.2</p>	<p>We aspire to make use of renewable energy solutions in our offices and be as energy efficient as possible. In the long run, this is expected to lower our energy expenses.</p>	<p>Go to 23 &gt;</p>
 <p>10 REDUCED INEQUALITIES</p>	 <p>10.2</p>	<p>Better Collective aims to offer equal opportunities to all employees across our organisation, as well as promoting equal opportunities regardless of gender, ethnicity, race, religion, and sexual orientation.</p>	<p>Go to 20 &gt;</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>11.6</p>	<p>Engaging in and supporting the local communities where we operate and building our local brand both creates value for the local community and supports our business. For example, when it comes to attracting tech talent and in terms of employee engagement.</p>	<p>Go to 23 &gt;</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>16.4 16.5</p>	<p>Better Collective condemns the acts of corruption and bribery and we believe business should be conducted without facilitation payments. We have a zero-tolerance policy to corruption which is described in our Code of Conduct.</p>	<p>Go to 22 &gt;</p>





**“** *“When creating content or new platforms, we always have responsible gambling in mind; we aim to educate our users, and to create transparency”*

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# RESPONSIBLE GAMBLING



Better Collective views sports betting and gambling purely as a form of entertainment, and we want to make sure that our users' and employees' iGaming experiences remain as a form of fun and entertainment.

This includes awareness of the fact that gambling should not be seen as a source of income, but only be practised as a fun activity. When gambling, the sole purpose should not be to increase one's initial stake, but to set aside a stake that one is willing to lose for the sake of entertainment. This view of betting is the reason why we strongly endorse responsible gaming. When creating content or new platforms, we always have responsible gambling in mind; we aim to educate our users, and to create transparency.

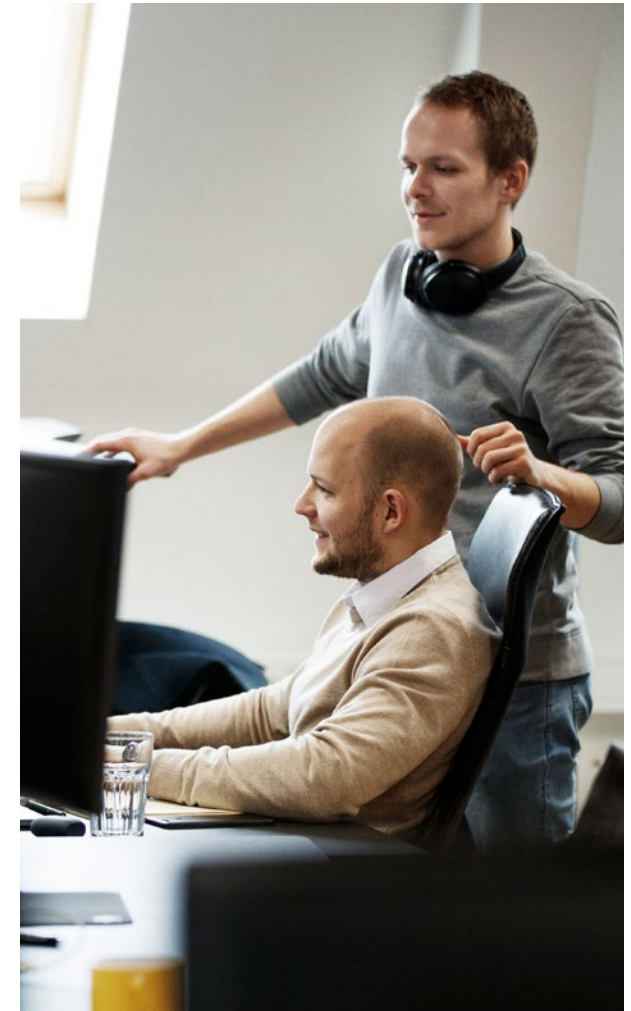
We want to make sure that our users are better suited to navigate the iGaming world by visiting a Better Collective platform before registering an account with a sports betting or gambling operator. All our platforms focus on the teaching of gambling strategies and the presentation

of insightful information and data to help our users feel more confident in their betting. However, we do not, and cannot, guarantee winning – and we will never claim to do so.

As Better Collective is not a sports betting or gambling operator, we rely on the operators, as in our partners, to scan for user behaviour and take action when a user shows signs of at-risk and problem gambling behaviour. Due to our position in the value chain, and that all actual bets are placed with an operator, we have limited data on our users and no data on their betting behaviour. We can help educate users, making sure that they are aware of the legal gambling age, of possible adverse effects of gambling, and prevention. We are continuously assessing new measures to implement on our sites.

## Gambling addiction prevention

At Better Collective we are fully aware that there are users for whom gambling surpasses entertainment and becomes a form of addiction. Our standpoint is that the entire iGaming industry needs to do all they can to minimise the risk for people turning into problem gamblers and take this responsibility seriously. Being one of the leading companies within the iGaming affiliate industry, we also feel a strong responsibility to do everything that is within our capabilities to support a safe online gambling environment. In 2019, we have taken significant steps to increase our role within responsible gambling and among others invested in the company, Mindway AI and co-founded the trade organisation Responsible Affiliates in Gambling (RAiG).





# INVESTMENT IN MINDWAY AI

In September 2019, we acquired 19,99% of the shares in Mindway AI, who specialises in innovative and advanced software solutions for the identification of at-risk gambling and problem gambling behaviour.

Mindway AI's technology platform is based on neuroscience and artificial intelligence, and the company works with betting operators, platform providers, regulators, and governments to supply state-of-the-art early detection and intervention solutions for safer gambling.

Mindway's vision is to create safe customer journeys by bringing research to life and creating solutions that protect gamblers from developing a gambling disorder.

Through Better Collective's strong global industry network, we will support opening doors for Mindway AI to operators and thus scaling the technologies for the benefit of the players. In addition, we are looking into ways to utilise their technologies and products within the Better Collective Group and expect to roll out initiatives in 2020.

## Mindway AI solutions:



- **GameChanger** – a training tool that helps at-risk and problem gamblers take back control over their gambling by training to control their impulsivity



- **Gamescanner** – an artificial intelligence solution harvesting the newest knowledge in neuroscience which identifies problem gambling behavior with the same performance as expert psychologists.



- **Gamalyze** – a self-test game, during which decision making is analysed, using validated neuroscientific principles. The analysis provides deep insight into gambling behaviour, thus identifying key characteristics associated with problem gambling.

**“** *We take our social responsibility very seriously. We see Mindway AI's innovative technology as a perfect addition to our Group and our aspirations to help protect online sports bettors, while at the same time engaging in a business where we foresee a sound future for growth and profitability.* **”**

**Jesper Søgaard,**  
CEO



“*In Better Collective, we have found a strong partner that shares our core values and vision to create a transparent and safe online betting experience. Partnering with a leading sports betting media group, we get access to a global market and therefore see this partnership as a win-win opportunity where both parties can enhance the protection for online bettors, while also strengthening our positions in the market.*”

**Rasmus Kjærgaard,**  
CEO of Mindway

#### **Facts**

Founded in 2018. Utilises AI and neuroscience to detect at-risk gambling behaviour, university Spin-off by scientists from the Institute for clinical medicine at Aarhus University. Awards; Winner of AlphaHub 2018 - Industry Innovation of the Year 2018 - Innovation in Compliance and Responsible Gambling 2018, works with betting operators, platform providers, regulators, and governments, read more about [Mindway AI](https://mindway-ai.com/) <https://mindway-ai.com/>



# CO-FOUNDING RESPONSIBLE AFFILIATES IN GAMBLING

In May 2019, we partnered with Racing Post and Oddschecker to co-found a new trade association, Responsible Affiliates in Gambling (RAiG) that is established to promote the socially responsible marketing of gambling products and a safer gambling environment for consumers.

We strongly believe the long-term sustainability and growth of the iGaming industry is dependent on responsible operations by the businesses within the industry. This is not achieved by a single business, but rather by a collective effort. Therefore, we entered a partnership with our two affiliate peers. We recognise the role affiliate marketing providers must play as part of wider industry initiatives in the UK to promote social responsibility and a safer gambling environment for consumers.

As a condition of membership of RAiG, each member is subject to an annual social responsibility audit that is conducted by Gambling Integrity. This audit is designed to ensure compliance with a range of existing statutory and non-statutory regulation as well as any additional measures which might be adopted over time.

Clive Hawkswood, former Chief Executive of the Remote Gambling Association (RGA), has been appointed chairman of RAiG. The first additional members joined already in 2019 and the ambition is for more members to join the trade association during 2020.

In November, Better Collective passed the annual social responsibility audit made by Gambling Integrity.

*“For Better Collective, compliance and responsible gambling have always been core focus areas due to our commitment and vision to empower iGamers. Therefore, I am incredibly proud that we became co-founders of RAiG which I believe can be a game-changer for compliance standards for affiliates and which will ensure a lift of the entire industry in terms of responsible behaviour for the benefit of the users”.*

**Jesper Søgaard,**  
CEO



## RAiG is now looking into including the following into the work programme:

- Marketing suppression – for self-excluded customers (in the first instance, RAiG is exploring options with organisations such as GAMSTOP, the national online self-exclusion scheme);
- Staff training – it is important that those working in the affiliate sector are aware of the broader issues associated with gambling and the harm that gambling can cause. In pursuit of this, RAiG has begun engaging with providers of specialist training to develop courses that would be available to both members and non-members of RAiG.
- Safer gambling information – for example, what should affiliates provide to their customers and how might that best be achieved?
- Improving coordination with gambling operators – it is in the interest of both sectors to seek a more consistent approach to regulation and compliance
- Transparency – assessing how consumers might best be made aware if a commercial relationship exists between an affiliate and an operator.

Read more about RAiG [www.raig.org](http://www.raig.org)

**RAiG**<sup>™</sup>

“The new audit process will be a key driver in achieving compliance, and progress in these crucial areas by raising the standards of the affiliate marketing sector as a whole”

**Clive Hawkswood,**  
Chairman of RAiG



## People

# PEOPLE AS A KEY DRIVER



People remain the key driver in everything that we do, as our business is based on specialised expertise and innovation. Failure to attract, develop, and retain the most skilled employees and management talent constitutes a risk. We maintain an employment environment that promotes and respects the rights of the individual wherever we operate.

At Better Collective, we celebrate that our core values are built upon the principles of creating transparency and education within the iGaming community. To ensure that these values are adhered to, we rely on our Code of Conduct to train our employees about how we expect and enforce our business practise standards. The Code of Conduct, implemented in 2018, is an integral part of Better Collective's on-boarding program for new employees. Our Employee Handbook, Better Handbook, guides a range of

practicalities, expresses our values (as seen on page 7), and outlines our policies.

Being a Danish company, our Scandinavian heritage has a big influence on how we interact with each other and with the outside world. It has given us a unique perspective on transparency in the iGaming industry, which remains at the core of all our executions. The Scandinavian heritage also serves as inspiration for attracting and retaining employees. The notion of work-life balance is actively practised, and trust, freedom and respect play a key role in our leadership.

All new employees, including those we welcome from acquired companies, are introduced to Better Collective and our policies through an extensive introductory program. We conduct biannual development dialogues to discuss performance and further development. In the beginning of 2019, a new leadership development initiative was implemented to ensure continuous professional development of our managers to match the ever-changing nature of our business and continued growth. We believe that by supporting the professional and personal development of our managers, we enable them to identify and deal with challenges in their teams. This ensures the well-being of employees and making Better Collective an attractive workplace.







We give priority to health and safety at work according to the regulations and standards in the countries in which we operate. We have established a health and safety committee to assess health and safety risks and generate preventive solutions. The committee issues guidelines, performs workplace evaluations, and maintains the fire instructions and evacuation plan.

Better Collective aims to offer equal opportunities to men and women across our organisation, as well as promoting equal opportunities regardless of gender, ethnicity, race, religion, nationality, and sexual orientation. Building on our philosophy to establish a diverse environment and maintain a mutually respectful and transparent atmosphere, we adhere to the Policy on Equal Employment Opportunities. All employees and applicants for employment at Better Collective, as well as all decisions regarding employment and development, will be made per this policy.

For gender diversity at the board of directors' level, the company has set a target for a board, consisting of five to seven members, to have a minimum of two members of the underrepresented gender elected by the general

**35%**

**Target of women in management**  
in 2023 at the latest

#### Gender split in management levels in 2019



meeting. In 2019, no changes were made to the composition of the board. Currently, the board consists of four men and one woman, therefore, the target figure was not reached in 2019. In the recruitment of new board members, the company and its nomination committee will seek to realise the target over the coming years and by 2023 at the latest.

The executive management is made up of three men. For the other management levels in the company, the gender split in 2019 was 80% men and 20% women, which is an improvement since 2018 (86% men and 14% women). Recruitment and promotion of managers in 2019 was performed with the aim to increase diversity, resulting in new managers of both genders. We will continually work to increase the share of the underrepresented gender at all management levels, on average, aiming for a target of 35% women over the coming years and by 2023 at the latest.

# OPERATING A COMPLIANT BUSINESS



Our commitment to being a sustainable business in the iGaming space is reflected in our business ethics. We want to conduct business in compliance with applicable laws, regulations, and standards. We promote our Code of Conduct as a guide for all our employees on the values and standards of a compliant business.

Better Collective is subject to a variety of national compliance regulations in the countries where we operate. BC's policy is that we must always comply with applicable legislation in the countries where we are represented. We only operate in regulated markets and markets where gambling is accepted by the authorities (e.g. taxed).

Some countries have yet to adopt appropriate regulation of the relatively new online segment of gambling. This is

why the regulatory landscape is still evolving. We have processes for being continuously updated on regulation and applying for licenses where relevant. An inhouse legal team is dedicated to this area and more resources were added in 2019. Furthermore, this year we automated several compliance processes for our sites and we are continuing to apply automation and the use of AI.

We do not engage with businesses operating in crypto currencies. When partnering with operators and reviewing acquisition targets, it is an integrated part of any due diligence process to pay careful attention to any signs of money laundering or fraud, in case of which we choose not to engage.

Better Collective condemns the acts of corruption and bribery and we believe business should be conducted without facilitation payments. Not only are they illegal; they pose a threat to our trustworthiness and risk to our relations to partners, users and authorities. We have a zero-tolerance policy on corruption which is described in our Code of Conduct. The Code of Conduct also outlines that all employees are to report on gifts, meals, and entertainment (received and offered) in order to track and prevent conflicts of interest, of which no occurrences were confirmed in 2019.

Our whistleblower scheme facilitates anonymous reporting and we instruct all employees to speak up – if you see something, say something. During 2019, we have not

discovered or received any reports about bribery, facilitation payment or other forms of corruption nor have we received any whistleblower reports.

In connection with the General Data Protection Regulation (GDPR) came into force across the European Union in 2018, we have had a central team in place to ensure compliance with the regulation. We have updated privacy notices and data processing agreements as well as implementing policies and guidelines. Our focus in 2020 is to update our internal training.

In 2019, RAiG completed a social responsibility audit, including an assessment of the compliance of the UK facing products with CAP and IGRG codes in the UK. The audit conclusion was satisfying in terms of compliance, and additionally, found Better Collective to be at best practise levels in several areas.

*“BC’s policy is that we must always comply with applicable legislation in the countries where we are represented”*

# LOCAL COMMUNITIES & ENVIRONMENT



We recognise our responsibility to go beyond our core business and contribute to the local communities where we are active. Also, we want to minimise our environmental impact.

Most of our community work is currently focused on our operations in Nis, Serbia under the program name “Better Nis”. As one of the largest tech employers in Nis, we recognise our role and potential impact on the local community, which is why this became the point of departure of our Better Community program. We have an ambition to roll out further local community programs in other key markets in the years to come.

We have always been committed to making responsible decisions across all

operations – this is also the case when it comes to our impact on the environment. As we are an online service company, our impact is relatively small. Still, we aim to minimise our carbon footprint and contribute to a greener environment.

Calculating our carbon footprint for the first time in 2019, it is evident that air travel accounts for almost 75% of our emissions. With 13 offices in 9 countries and frequent participation in meetings and conferences abroad, we value the personal contact in business relations as well as an integrating factor between our offices. However, a travel policy is in the making with the aim of substituting a reasonable part of travel with video conferencing. Remote meeting facilities are in place in most offices and are kept up to standard to facilitate online meetings as an alternative. During 2020, we will assess our impact and possible reductions to define a target to be implemented going forward.



## Case

# MAKE BC GREENER

During summer 2019, we hosted a workshop session “Make BC Greener” where Better Collective employees discussed initiatives for making our organisation and business more environmentally friendly.

As a pilot project in the Copenhagen headquarters, management and employees were given the open task to make BC greener. During the workshop, we saw high employee engagement which resulted in plenty of ideas – some of which are implemented already. Some are easy to implement; others require research and a change of business procedures. Still, letting the whole organisation pitch in in cross-functional teams proved to be very fruitful. It is evident that doing good for the environment is a topic which creates high engagement and motivation among our employees. We will continue to raise awareness and to spark new ideas for improvement, rolling out the workshop across our offices from 2020.



Better Nis

# #BETTERNIŠ

At the beginning of 2019, Better Collective Niš initiated its social responsible campaign #BetterNis, as a part of the Better Collective Sustainability Programme

A Better Community. Our first sustainability initiative was collecting bottle caps and donating them to help procure orthopaedic support devices. To this day, we have collected almost 50 kg of plastic. Alongside our first donation of bottle caps, we also raised money for sick children. We have participated in a charity basketball tournament, and the money collected at this event has been used to renovate one of the schools in Niš. One of the key sustainability events held in Niš was the ITrash Challenge at the beginning of summer in Niš fortress. This event gathered more than 60 volunteers (7 organisations, including schools, NGOs and citizens of Niš), which collected one full truckload of garbage. Our goal was to point out the importance of a healthy environment and to contribute to the citizens of Niš. Taking part in the Let Niš breathe action, more than 30 of our employees volunteered to plant trees in the city. Better Collective Niš is not only involved in ecology and wellbeing of the citizens of Niš but also supports important events for the city. We are supporters of the Nišville jazz festival, sponsoring the festival, which attracts thousands of jazz fans, and some of the most famous jazz musicians. This way, we want to help the local community to grow, develop and be better.

152 kg

Trash xxxx xxxxxx  
in xxx xxxx





# SUPPORTING TALENTS IN NIŠ

When we opened our office in Niš three years ago, we could not imagine that we would achieve everything we have achieved today. We came to Niš to get help with our technical development, but what we found was so much more.

As there are many highly educated people in Nis, it is no wonder that Niš has become a centre of technological development. We have sponsored the Codestantine Conference, comprising two days of education and workshops, and exchanging experiences and gaining new knowledge; the ITkonekt conference, where many experts in information technology have gathered; and the Word-Camp Conference which was hosted in Niš for the first time. Moreover, we are also supporting the youth in the IT sector. We have taken part in the Job fair held at the Faculty of Electronics in Nis, and the Job fair organised by the Advanced Technology Forum in cooperation with the Regional Chamber of Commerce. We hosted students from Norway, who were visiting Niš on a study trip. The intention was to ake them more familiar with the school system in Serbia, the IT sector, and the work of Scandinavian companies that successfully operate in Serbia, as is the case with Better Collective. We have taken part in the "Pick and Choose" programme, where we talked to high school students from Niš. Our developers gave lectures

to IT Bootcamp students to help them on their journey towards a career in the IT sector. The Director of Better Collective Nis, spoke at the Startup centre Niš about developing a startup into an international company, as well as to the students participating in the Board the Entrepreneurship project. Both as a way to present BC to a larger pool of talents, and to bring the company culture closer to the community, we organised an Open Day, visited by 150 people interested in the company.

**150**

Visitors to our open day  
in the Nis office



# ESG KEY FIGURES

	Unit	Target	2019	2018
<b>Environmental data</b>				
CO2e, scope 1	Metric tonnes	-	13.95	-
CO2e, scope 2	Metric tonnes	-	215.14	-
CO2e, scope 3	Metric tonnes	-	730.14	-
Tonnes of CO <sub>2</sub> e per employee	Times	-	2.63	-
Tonnes of CO <sub>2</sub> e per mEUR turnover	Times	-	10.81	-
<b>Social data</b>				
Full-time workforce	FTE	-	364	198
Gender diversity	%	35	31	-
Gender diversity, management	%	35	17	14
Gender pay ratio	Times	-	1.45	-
Employee turnover ratio	%	-	13.79	-
Sickness absence	Days per FTE	-	2	-
<b>Governance data</b>				
Gender diversity, board	%	28.5	20	20
Board meeting attendance rate	%	-	100	95

## Environment

Environmental data covers the Group's operations in Denmark, Serbia, USA, Poland, UK, France, Sweden, Greece and Austria. The data is derived from actual consumption in Copenhagen (HQ) and Nis, Serbia. For the remaining sites, the emissions have been estimated based on either floor area or employee count.

Carbon Footprint's analysts have calculated Better Collective's footprint using the 2019 conversion factors developed by the UK Department for Environment, Food and Rural Affairs (Defra) and the Department for Business, Energy & Industrial Strategy (BEIS). Where international offices have been included within the scope of the assessment, the 2019 emissions factors released by the Association of Issuing Bodies (AIB) have been used for the European sites. For the US sites the 2018 EPA eGRID factors have been used. These factors are multiplied with the company's GHG activity data. Carbon Footprint has selected this preferred method of calculation as a government recognised approach and uses data which is realistically available from the client, particularly when direct monitoring is either unavailable or prohibitively expensive.

The reporting period for the year 2019 runs from January 1, 2019 to December 31, 2019.

### CO<sub>2</sub> emissions scope 1

Scope 1 comprises CO<sub>2</sub> emissions from heating using oil and gas and from the usage of company cars.

### CO<sub>2</sub> emissions scope 2

Scope 2 comprises CO<sub>2</sub> emissions from heating and electricity supplied by external suppliers.

### CO<sub>2</sub> emissions scope 3

Scope 3 comprises CO<sub>2</sub> emissions from business travel by employee cars and flights

### CO<sub>2</sub> emissions per FTE

CO<sub>2</sub> emissions per employee (tonnes/FTE) is calculated on the basis of the total amount of CO<sub>2</sub> emissions (tonnes) and the number of full-time employees as stated in the annual accounts 2019.

### CO<sub>2</sub> emissions per mEUR revenue

CO<sub>2</sub> emissions per mEUR revenue (tonnes/mEUR revenue) are calculated on the basis of the total amount of CO<sub>2</sub> emissions (tonnes) and the revenue in mEUR as stated in the annual accounts 2019.

## Social

### Full-time employees

The number of full-time employees (FTEs) as stated in the annual accounts 2019.

### Gender diversity

The percentage of women in the workforce is based on information registered in the HR system at the end of 2019.

### Gender diversity, senior leadership positions and in management

The percentages of women in senior leadership and management positions are based on the information registered in the HR System at the end of 2019.

### Gender pay ratio

Gender pay ratio is calculated as the median male salary divided by the median female salary.

### Employee turnover

Employee turnover is defined as voluntary and involuntary leavers (head count) divided by the number of employees (head count) and converted to a percentage rate. The information was retrieved from the HR system and covered the entire Group. The employee turnover rate is based on the information registered for 2019.

### Sickness absence

The number of sick days for all FTEs for the period divided by total FTEs.

## Governance

### Gender diversity, board

Percentage of women on the Board of Directors elected at the Annual General Meeting. The company has set a target for a board consisting of five to seven members to have a minimum of two members of the underrepresented gender elected by the general meeting.

### Board meeting attendance rate

Percentage of board meetings attended per board member including board committee meetings (Audit committee and Remuneration committee respectively).



# BETTER COLLECTIVE



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