

# Kindred Group Our Contribution to Society



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# Letter from the CEO

Kindred Group's purpose is to transform gambling by being a trusted source of entertainment that contributes positively to society.

This paper sets out how Kindred contributes to society across three areas: our people, our commercial footprint, and our role as a responsible operator.

Personally, I am proud of the progress Kindred has made. We take our role as a responsible and engaged corporate citizen seriously, and whilst we have come a long way, we also recognise the need to work hard every day to gain and maintain society's trust. Therefore, we will continue to invest in our societies and deliver on our Purpose.

I hope you find this paper informative. If you have any questions, please do reach out to my colleagues in our Corporate Affairs team (contact details on page 18).

**Henrik Tjärnström, CEO Kindred Group**



# Kindred Group's world-wide societal contribution

## Key findings – Kindred Group

### Our people

Kindred employs over

**2000**

staff globally



Our staff are spread across

**67**

different nationalities

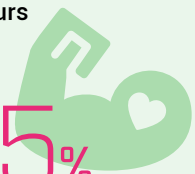
and are based in **17 offices** across the globe



Our staff undertook over **47,000 hours of training** in 2021, a

**125%**

increase on 2020.



### Our footprint



In 2021 we invested

**£234m**

supporting local media outlets right across the world

In 2021 we invested an additional

**£41m**

globally in sponsorships directly supporting a range of sports and activities across our markets



In 2021 Kindred's activities globally generate over

**£300m**

in tax revenues across our markets



Kindred has invested over

**£80m**

in the last **5 years** in its facilities globally



**”** Kindred must be commended for continuing to be a torchbearer for safer gambling amid its wide-reaching sustainability agenda.”

EGR Power 50, December 2022

## Our role as a responsible operator

In 2021, we **partnered with**

**13** organisations focused on generating positive outcomes for our community – from RecoverMe app, Gamban to sponsoring several PhDs looking at **safer gambling**.



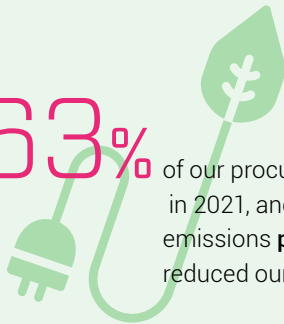
Our investment in **Corporate Social Responsibility** through our new model of sponsorship, investments into our innovative Player Safety-Early Detection System and our wider responsible gambling marketing approach stands at **£12.1m** – an increase of

**36%**  
on 2020.



**63%**

of our procured electricity was from renewable sources in 2021, and we achieved a **30% reduction** in CO2 emissions **per employee**, and since 2017, we have reduced our Group-wide emissions by **57%**.



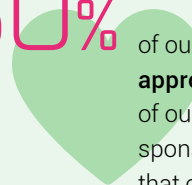
We invested over **£600k** in our responsible gambling **research and tech innovations** in 2021, an increase of

**27%** on 2020



**80%**

of our **customers display healthier approach to gambling** as a result of our interventions through our Responsible Gambling team – a number that continues to rise.



“Our dedicated focus on sustainability led us to an important decision in February 2021, when we became the first gambling operator to publicly report on our share of revenue from high-risk customers.”

Henrik Tjärnström, CEO, Kindred Group

## Supporting professional and grassroots sports

Our passion for sport – from grassroots to professional – drives our desire to contribute positively to society and generates local economic impacts through sports sponsorships.

Many of our sponsorships are multi-year, working with various charities and sports clubs to reduce social disadvantage. Through our sponsorships, we invest in community programmes such as Team Talk, Hemmaklubben, and Go Racing Green, and we make charitable donations to relevant organisations such as HANDS and GambleAware.

Our ambition to create a 'new model' of sport sponsorship that places sustainability, community and longer-term benefits was launched in 2019 and continues to grow at pace.

In 2021, Kindred invested £41.3m in sports sponsorship globally – up from £38.3m in 2020. And our unique model of sponsorship in several markets is paving the way for a new era of responsible sponsorship that puts clubs and their communities at the heart of our support.

### Increase of sponsorship

8%

spend from  
2020 to 2021



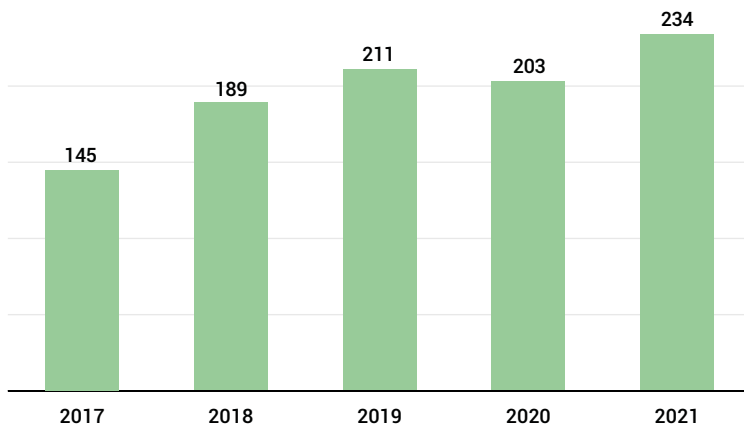
## Playing an active role in the media ecosystem

In the digital age, media and advertising is now a vital part of any business – let alone a digital-only business like Kindred.

It is therefore vital for Kindred to constantly evolve and innovate in our media and marketing activity. As well as our traditional advertising, we continue to invest in marketing to drive future business growth and to stay at the forefront of the latest marketing technology.

In 2021, Kindred invested £234m in its marketing activities – up from £203m in 2020.

Total Marketing (GBP)



Our investment is a key element of support for the media industry in 2021 – playing a vital role in ensuring a thriving media sector at a difficult time during the COVID pandemic, and in wider more uncertain times for the sector.



## Driving the latest in tech innovation in the betting & gaming sector

As a digital-first organization, Kindred continues to be at the forefront of innovation in tech developments across the sector. From our innovative PS-EDS system to our new sportsbook model Kindred Sportsbook Platform we constantly push ourselves to go further in our work.

For example, Kindred Futures is Kindred Group's innovation arm, which launched in 2016 with the aspiration to connect with startups and early-stage businesses. Acting as a value-adding partner, Kindred Futures aims to form long-term mutually beneficial partnerships to explore strategically interesting opportunities arising from technological developments or customer trends.

And we are also going further – with our innovative Kindred Sportsbook Platform in development to give our customers a greater experience.





## Paying our duties and contributing to Government tax revenues

Kindred continues to generate government revenues through the taxes we pay, and we stimulate economic growth through higher production and a focus on innovation as well as through direct and indirect employment across our markets. Our ambition to be locally relevant and anchored in our markets drives our approach on this.

Kindred is determined to fulfil its global tax obligations by operating in full compliance with all local and international tax laws as well as OECD transfer pricing guidelines. We pay taxes in accordance with local regulations in all the countries we operate in. We manage tax costs and risks carefully, and by reporting and paying taxes as due, we have established a reputation for being responsible and compliant.

In 2021, we made a total tax contribution of almost GBP 316 million (2020: GBP 272 million). These contributions are an important part of local Governmental budgets – and Kindred is proud to support the markets we operate in.

GBP 316 million tax contribution in 2021 – an increase of

16%  
from 2020



## Leading from the front in a new era of responsible gambling

Responsible gambling sits at the heart of everything we do as a business. In October 2021, the independent testing agency, eCOGRA, conducted an audit of our adherence to the EU Commission principles for the protection of consumers and players of online gambling services and for the prevention of minors from gambling online (2014/478/EU).

The audit found us fully compliant with the recommendations. But we do not want to stop there and be complacent – rather, we continue to push ourselves to go further.

Key to this is the Journey Towards Zero – our ambition that acts as the anchor for our business ethos. Our decision to reveal the proportion of revenue we derive from harmful gambling was the first operator to do so – and acts as the starting gun for a roadmap of activity that will take us towards zero percent of revenue from high-risk players.

We invest over £100k per year in our Sustainable Gambling Conference – the centrepiece in the sector's responsible gambling calendar, annually bringing many hundreds of stakeholders together.

Our responsible gambling team has also increased in size over the last five years, and it's set to by double in the next five years.

## **Becoming a sustainable digital service company and an employer our people love to work for**

Like any business, our people are paramount to our success. We offer all our employees the opportunity to work within a strong value driven culture, a friendly hybrid working environment with attractive training and development opportunities and competitive benefits.

Kindred has been recognised by the prestigious organisation Karriärföretagen as one of Sweden's Career Companies 2023. Swedish companies undergo a rigorous selection process by an expert panel and a qualified jury, after which the award is allocated to the winners. For the second year in a row, Kindred was recognised as an employer that offers unique career and development opportunities for graduate students and young professionals at the beginning of their careers.

Employee surveys, performance review meetings, exit interviews and annual sustainability report development are some of the ways we track what people think of life at Kindred.

This helps us attract and retain top talent, vital to achieve our responsible gambling commitments and our business goals. The Peakon survey achieved an 84 per cent response rate in 2021, while additional engagement on hybrid working and our AESP also took place in 2021.

We invested in over 47,000 hours of employee training in 2021 – ensuring our people are able to develop and grow at Kindred. And our award-winning employee share plan is a fantastic way to ensure our people are rewarded too.



# Kindred Group's social contribution in Sweden

## Key findings – Kindred Group in Sweden

### A Swedish company – active all over the world

Since 1997, Kindred Group has, through our Unibet brand, been one of the leading gambling operators in Sweden. Today we are one of the world's largest gambling companies, with operations in 14 national markets in Europe, North America, and Australia. <sup>1</sup>

In 2022 Kindred celebrated

25 years

as a gambling operator in Sweden

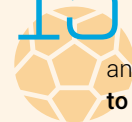


### The biggest financier of Swedish football

Sports is a big part of our DNA and the Unibet's slogan "by players, for players" captures our genuine passion for sports. Therefore, we are extra proud to – through Unibet's main sponsorship of Allsvenskan and Superettan worth 150 MSEK (£12M) per year and a total of 1.8 billion (£143M) during the entire contract period – today be the largest individual sponsor of Swedish football.

150 msek

annual contribution to Swedish football



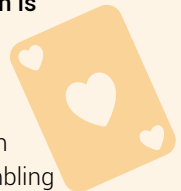
### Journey Towards Zero – no revenues from harmful gambling

Unique gambling experiences in a safe and responsible environment is the foundation on which Kindred Group's business – in Sweden and in other markets – rests. That is why we have established perhaps the gambling industry's boldest ambition – Our Journey Towards Zero – where our goal is zero percent revenue from harmful gambling.

Our ambition is

0%

revenue from harmful gambling



<sup>1</sup> **Locally licensed markets we operate in:** Western Europe – Belgium, Netherlands, France, Ireland, Malta, and the United Kingdom; Nordics – Denmark, Sweden; Central, Eastern and Southern Europe – Estonia, Italy, and Romania; North America and Oceania – Arizona, Indiana, New Jersey, Pennsylvania, Virginia, Ontario (Canada) and Australia.

## Kindred is growing in Sweden – from horse racing to tech development

The latest step on our Swedish journey is a historic agreement with the Swedish Trotting Association where Kindred Group is the first company – in addition to Swedish Trotting Association's own operator ATG – to offer bets on equestrian sports in Sweden from 2022.

In parallel, we have just started our biggest technology investment so far – *Kindred Sportsbook Platform (KSP)* – the development of our own in-house sportsbook platform. Most of the technology development will take place at our Stockholm office and involves recruitment many new coworkers, of which a large part will be added to or 350 members strong Swedish tech development team.

### Our Stockholm tech team

is as of 2021

350  
people strong



## Sponsorship and local collaborations

Within Kindred Group we have a great social interest, not least sports have a big place in our hearts. Since the start in 1997, we have had a strong desire to support the local Swedish sports movement. Thanks to the re-regulation of the Swedish gambling market in 2019, it became possible for us to start giving back. As a licensed gambling operator, we were able to sign sponsorship agreements with both Swedish Professional Football Leagues (SEF) and Hockeyallsvenskan (Swedish tier-2 Ice hockey league) for the first time. Which in total gave the leagues about 165 MSEK a year.

### Unibet - a financial pillar of Swedish football

Our sponsorship agreement with SEF means that our premium brand Unibet is the main sponsor of the two biggest Swedish football leagues, Allsvenskan and Superettan, as well as all the 32 participating clubs. The agreement is worth 150 MSEK per year and a total of 1.8 billion SEK over the agreement period 2020-2031. Of the funds, 25 MSEK is earmarked for joint projects. That makes Unibet the single largest financier of Swedish football.

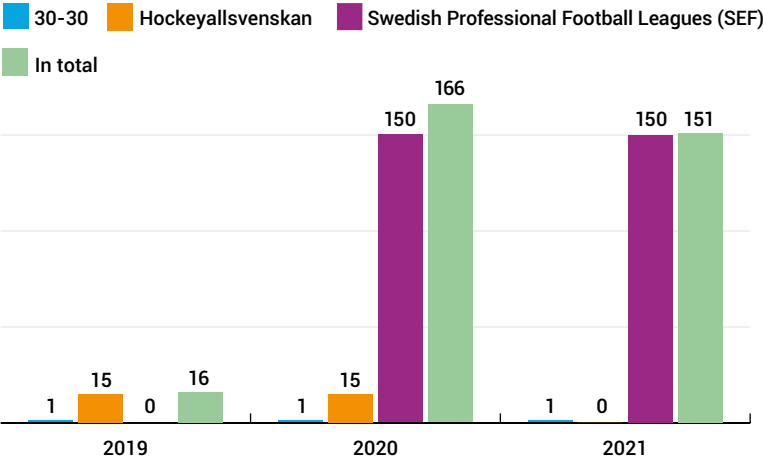
**Kindred Group – a global company that contributes locally**

As a global company with employees from 67 different countries and offices in 14 countries, inclusion, and utilization of everyone's skills, regardless of origin and background, is a priority issue for us. In Sweden, this has been expressed through a strong commitment for several years. Projects such as Women in Tech and Nolla Utanförskapet (End Exclusion) are some examples of our local engagement. At our Stockholm office, there is also Kindred Accelerate where, with a special focus on diversity, we help technology students enter the labor market.

[www.womenintech.se](http://www.womenintech.se) [www.nollautanforskpet.nu](http://www.nollautanforskpet.nu)

**Key figure**

Kindred group's investments in Swedish sports 2017-2021 (MSEK)



## Examples of joint projects in Sweden

- **Unicoach**

SEF and Unibet's long-term investment to develop Swedish football together with the 32 clubs' academy operations. Every year 15 MSEK is set aside for, among other things, leadership, and coaching training to create as good an environment as possible for young talents to develop in. An investment that in the long term strengthens Swedish football at both club and national team level. [www.unicoach.se](http://www.unicoach.se)

- **Academic research**

Together with SEF, we fund research at the Karolinska Institutet – the largest and most renowned medical university in Sweden – regarding mental health and harmful gambling amongst football players. The research results are then used as the basis for measures and evaluation of measures in both the association and the clubs.

- **Mandatory training on match-fixing and responsible gambling**

Unibet's partnership with SEF does not only consist of financing. It is also a way for us to strengthen Swedish football in the long term with our own competence and expertise. One of several joint projects is SEF's education in match-fixing and responsible gambling that are compulsory for all players and employed staff in all 32 elite clubs.



” Through our six plus six-year agreement with Unibet, we have gained a main sponsor who, in addition to their long-term financial contribution, contributes with great commitment and knowledge to help make Swedish football better and make our preventive capacity against match-fixing and problem gambling stronger”

**Mats Enquist, General Secretary, Swedish Professional Football Leagues (SEF)**

## Kindred's Stockholm office – a world-leading tech hub

Kindred's main tech development center is located in Stockholm. Since the beginning, we have had our technical home in Stockholm, and we continue to grow here. The availability of well-educated engineers is high, there is a vibrant tech scene and today over 350 tech employees work at our Stockholm office.

In Stockholm, the systems that handle our customers' transactions, authority reporting, and gambling security are developed. These are systems with rigorous requirements and combined with demands for extreme transaction performance, they are some of the most advanced systems we build. Thousands of transactions every second, 24/7, all year round, completely flawless.

To further contribute to society, we also have an annual graduate program - Kindred Accelerator - to help new graduates find their first job.

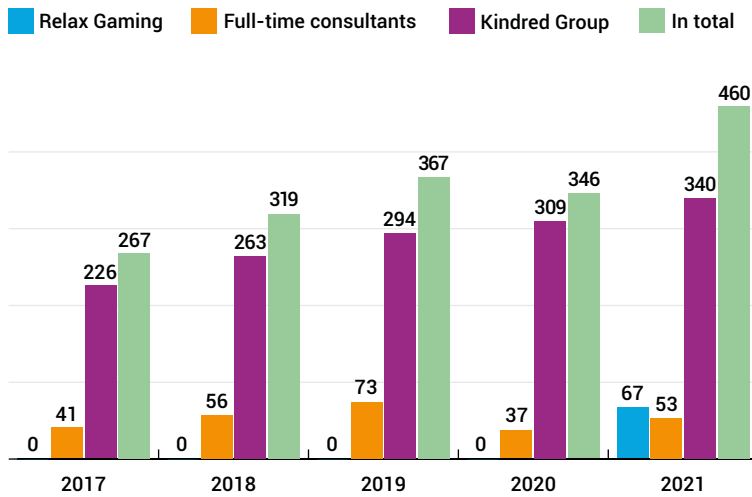
**”** I especially appreciated the boot camp at the beginning of the Accelerator program. We got off to a great start by learning Kindred's values and how the employees get things done. A truly valuable experience.”

**Shiyao Wang, Kindred graduate program Accelerator participant**



## Key Figure

Number of coworkers at Kindred Group in Sweden 2017-2021



## Example of our technology development in Stockholm

### KSP – our biggest tech project ever

An exciting development project right now is the Kindred Sportsbook Platform (KSP) where we are developing a brand-new platform for our sportsbook, which will give our customers the gambling experience of the future. The platform, which is our biggest project ever, is being built by developers on three continents, where Stockholm is an essential part. In order to develop KSP, many new coworkers will be recruited, of which many will be located at the Stockholm office. <https://www.kindredgroup.com/news-insights/2022/everything-you-need-to-know-about-the-kindred-sportsbook-platform/>

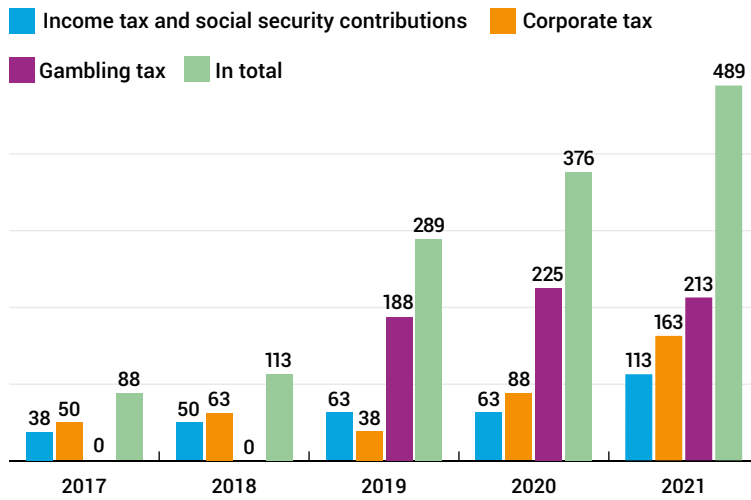
## Our local financial contribution

Kindred is one of the larger gambling operators on the Swedish market, and we have a substantial part of our tech development in Stockholm. From facilities, media purchases and sponsorship agreements to salary and consulting costs, technology investments and tax payments, our Swedish socio-economic contribution is extensive. A contribution that also increased greatly from 2019 when the Swedish license market opened, and we were given the opportunity to pay local gambling tax.



## Key Figure

Total tax contribution of Kindred Group in Sweden 2017-2021(MSEK)



## Example

In our Stockholm equipment workshop we build and improve all the servers and hardware we need for our global data centers. We also operate and run all our state-of-the-art test environments here, connecting to our cloud-based machine learning test beds.

## Collaboration on responsible gambling

Kindred's goal is to offer the best gaming experience without putting anyone at risk. One of our most important ambitions is for zero percent of our revenue to come from harmful gambling. To achieve that goal, we have developed a market-leading monitoring system (PS-EDS) and built a well-trained customer care team. A third component is our involvement in local collaborations to better understand, identify, address, and prevent harmful gambling.



## Collaboration with the local treatment center Spelfriheten

Responsible gambling is a key element in Kindred's largest sponsorship agreement ever – our partnership with Swedish Professional Football Leagues (SEF) running from 2020 to 2031. In order to address and prevent harmful gambling in Swedish club football, Kindred and Unibet recently helped SEF initiate a long-term partnership with the treatment center Spelfriheten. The agreement includes, among other things, physical training sessions on responsible gambling and a service license to assess and establish an action plan when players or employees in the clubs show signs of gambling addiction. Spelfriheten also help to increase Kindred's internal knowledge of harmful gambling through tailormade training sessions for our Swedish customer care staff. [www.spelfriheten.se](http://www.spelfriheten.se)



**”** Though gambling companies have a large responsibility for harmful gambling, and always have a responsibility when problematic gambling occurs on their services, we at Spelfriheten believes that in order to truly address and prevent harmful gambling collaboration is also needed. Therefore, we are happy to work together with Kindred, to share our knowledge and insights, as well as help them develop as a responsible gambling operator.”

**Adam Reuterswård, Spelfriheten**

## Contact

For questions and further contact, please reach out to Kindred's Corporate Affairs team.

### At Group level:

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