



THE CROWN
IS YOURS

2024 SUSTAINABILITY REPORT





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A LETTER FROM OUR CEO

2024 has been a strong year for DraftKings. We have continued to drive revenue growth, improve our Adjusted EBITDA, and enhance our product and customer experience. Earlier this year we launched mobile sports betting in Vermont, North Carolina and Washington, D.C. We have also continued to prioritize our ongoing commitment to environmental, social, and governance (“ESG”) issues, with support across our organization, from our Executive Leadership Team (“ELT”) and Board of Directors (“Board”) to our more than 4,400 global employees.

Responsible gaming is a core priority at DraftKings. In April, we announced the appointment of Lori Kalani as our first Chief Responsible Gaming Officer. This position reports to me and is focused on continued elevation and integration of the Company’s player safety and protection activities and initiatives across our platform and player community. Lori brings an extensive background in consumer protection across many industries, including gaming. She will work collaboratively across DraftKings, as well as with the regulatory community and industry organizations, including the newly formed Responsible Online Gaming Association.

We are committed to providing the highest quality customer experience while promoting responsible gaming across all of our products. It is our mission to be an industry leader in the responsible gaming space. We are exploring new ways to apply technology that enhances our responsible gaming initiatives and we made several enhancements to our tools this year. Our responsible gaming program also continues to leverage external engagements and evidence-based research.

We also continued to prioritize our internal Inclusion, Equity and Belonging (“IEB”) program, as well as invest resources to make continued progress in diversity across the Company, including our ELT and our vendors. Our efforts in promoting diversity and equipping employees with the tools and resources needed to cultivate a community of belonging have garnered industry recognition for fostering great workplaces including from USA Today (“Top Places to Work”), The Boston Globe (“Top Places to Work”) and The Las Vegas Review Journal (“Top Work Places”).



A LETTER FROM OUR CEO (Continued)

DraftKings is also committed to Corporate Social Responsibility (“CSR”) efforts that facilitate meaningful relationships between our employees and customers and the communities and causes they feel passionate about to create a better world. In 2023 and 2024, we have supported more than 50 organizations as part of these efforts, including VetsinTech, The Larry Fitzgerald Foundation, The Pat Tillman Foundation, and the Arbor Day Foundation.

We are excited to share with you highlights of our efforts across responsible gaming, IEB, and CSR since the publication of our last sustainability report. We look forward to remaining attentive to our customers, employees, shareholders and communities as we progress on our ESG journey.

Sincerely,



Jason D. Robins

Co-founder and Chief Executive Officer



A LETTER FROM OUR BOARD OF DIRECTORS

As members of the Board of Directors, we are entrusted with overseeing, among other things, DraftKings' long-term sustainability. This oversight responsibility includes considering the interests of all stakeholders and ensuring that our business success is achieved in a responsible manner. We will continue to foster a comprehensive approach dedicated to building and sustaining relationships with DraftKings' employees, customers and partners, all while creating a safe, respectful, and inclusive environment.

Given the importance of our ESG initiatives, we have continued to focus on aligning DraftKings' business strategy with its ESG opportunities. We have continued to evaluate our efforts in the context of ESG frameworks, such as the Value Reporting Initiative's SASB Standards, the Task Force on Climate-related Financial Disclosures, and ESG rating agency assessments.

We thank you for reading our fourth Sustainability Report and look forward to continuing to update you on our ESG progress.

Sincerely,

DraftKings' Board of Directors



OUR ESG FRAMEWORK

Our ESG Framework Includes Input From a Number of Constituencies

Driven by our vision, we are focused on enhancing the **long-term interests of our stakeholders**. We sought insights from our shareholders, employees, and special advisors to our Board and CEO, and considered assessments from ESG rating agencies and guidance from ESG frameworks, such as the Sustainable Accounting Standards Board (“SASB”) Standards and Task Force on Climate related Financial Disclosures (“TCFD”).

We Have Continued to Advance the Key Issues Which Impact Our Operations & Stakeholders

- Responsible Gaming
- Corporate Social Responsibility
- Diversity, Equity and Inclusion
- Enterprise Risk Management

Our Primary ESG Focus Aligns With the United Nations Sustainable Development Goals



KEY EXECUTIVES PARTICIPATE IN OUR ESG GOVERNANCE STRUCTURE

In 2020, we formed a *sustainability working group* comprised of *key members of our management team* to identify and execute on our ESG priorities. *Our Board* is regularly updated by key executives on our ESG initiatives and progress.

DRIVERS OF SUSTAINABILITY GOVERNANCE

BOARD OF DIRECTORS

SPECIAL ADVISORS

- **MICHAEL JORDAN** - Strategy, Product Development, Marketing, & IEB
- **CAL RIPKEN** - Strategy, Product Development, & Marketing
- **RICHARD ROSENBLATT** - Strategy, Product Development, & Marketing

KEY EXECUTIVES

- **CHIEF EXECUTIVE OFFICER**
- **PRESIDENT, DRAFTKINGS NORTH AMERICA**
- **PRESIDENT, GLOBAL TECHNOLOGY AND PRODUCT**
- **CHIEF COMPLIANCE OFFICER**
- **CHIEF FINANCIAL OFFICER**
- **CHIEF LEGAL OFFICER**
- **CHIEF PEOPLE OFFICER**
- **CHIEF RESPONSIBLE GAMING OFFICER**

WE ARE A FOUNDER-LED COMPANY AND A LEADER IN SPORTS, ENTERTAINMENT & GAMING

10⁺

YEARS

4,400⁺DRAFTKINGS
EMPLOYEES***3.6M**AVERAGE MONTHLY
UNIQUE PAYERS****39M⁺**LIFETIME
REGISTRATIONS***

DraftKings is a **digital sports entertainment and gaming company** that provides users with online sports betting (“Sportsbook”), online casino (“iGaming”) and daily fantasy sports (“DFS”) product offerings, as well as retail sportsbook, media and other consumer product offerings. We are also involved in the design and development of sports betting and casino gaming software for online and retail sportsbooks and iGaming operators.

Our mission is to make life more exciting by **responsibly creating** the world’s favorite real-money games and betting experiences. We accomplish this by creating an environment where our users can find **enjoyment and fulfillment** through Sportsbook, iGaming and DFS, as well as media and other online consumer product offerings. **Our ethics guide our decision making**, with respect to both the tradition and integrity of sports and our investments in **regulatory compliance** and **consumer protection**.

* For the fiscal year ended December 31, 2023.

** For the fiscal quarter ended September 30, 2024.

*** As of June 30, 2024.



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Responsible Gaming Initiatives

RESPONSIBLE GAMING CONTINUES TO BE CORE TO OUR MISSION AND A TOP PRIORITY FOR 2024

DraftKings takes a **multi-pronged** approach to deliver on our mission of providing a fun environment that our customers can enjoy responsibly. As a company, we foster an environment of continuous improvement and are dedicated to driving innovation. Nowhere is this more apparent than in our responsible gaming efforts and the work we are leading to **educate our players**. In 2024 we have introduced **new tools and partnerships** and scaled our resources in support of responsible gaming. We collaborate with industry leaders to promote best responsible gaming practices, and this year, we, along with eight other U.S. online sports betting and gaming operators, launched The Responsible Online Gaming Association, an independent trade association that is developing and advancing responsible gaming practices.

Our approach to responsible gaming has **4 core components**:

- 1. Educating:** We provide our customers with access to education about what it means to play responsibly. We provide them with tools to help them play within their means and to not spend more time or money than they can afford.
- 2. Supporting:** We use advanced technology to attempt to detect potentially problematic behavior and engage with those players.
- 3. Partnering:** We partner with policy-makers, the regulatory community, third party experts, researchers, and public health professionals.
- 4. Training:** We train our employees so that everyone can support our company-wide efforts.

EDUCATING AND EMPOWERING OUR PLAYERS IS A KEY PRIORITY

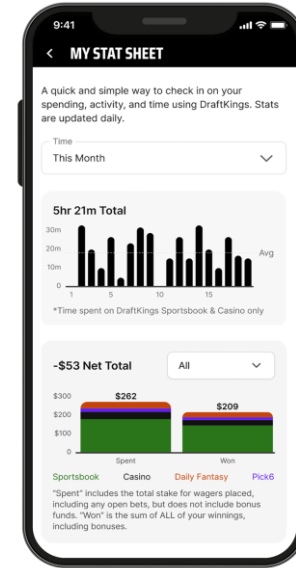
At DraftKings, we view **player education** as an important component of our responsible gaming strategy. To that end, we offer and encourage all of our players to use our tools to set budgets, manage their time, and if necessary, to set cool-off periods and provide a means to self exclude. In 2024, we **expanded and updated our player resources that our available in our new Responsible Gaming Center** ("RG Center"). The RG Center is a centralized location that hosts all our safer play tools and resources.

In 2024, we launched My Stat Sheet. This **first of its kind tracking tool gives players the ability to assess, track and review their personal activity, in real time**, such as the amount of time and money they have spent and their net wins and losses. This tool, promoted to all our players, helps them make data-driven decisions based on their own play.

In addition to educating our players with tools, DraftKings is **committed to advertising in a safe and responsible way**. We adhere to the principles in the [American Gaming Association's Responsible Marketing Code for Sports Wagering](#).

Core components of the Code include:

- Respecting the legal age for sports wagering
- Limiting college and university advertising
- Promoting responsible gaming messages, including a toll-free helpline number in all advertisements, and
- Regularly training our employees



WELCOME TO OUR RG CENTER

From information and resources to tips and tools, this is your playbook for Responsible Gaming. We created the Responsible Gaming Center to easily connect you to all the RG resources below. Because when it comes to betting, it's more fun when it's for fun.™

WE PARTNER WITH INDUSTRY, REGULATORY AND PUBLIC HEALTH EXPERTS



AMERICAN GAMING ASSOCIATION (AGA)

Active member
 Work Collaboratively to promote RG initiatives
 Representation on AGA's Board of Directors



BETBLOCKER

First US operator to partner with BetBlocker to advance awareness of, and access to, BetBlocker's software, which is a free tool that blocks access to over 18,000 gaming websites



RESPONSIBLE ONLINE GAMING ASSOCIATION

Founding Member
 Committed to funding and playing a leading role on behalf of operators to support industry-wide emphasis on responsible gaming and player protection



CAMBRIDGE HEALTH ALLIANCE, DIVISION ON ADDICTION

Consultation contract for training and data science
 Systems and evidence-based approach



INTERNATIONAL CENTER FOR RESPONSIBLE GAMING ("ICRG")

Contributor to the ICRG Fund to support evidence-based research to better understand sports betting behaviors



KINDBRIDGE RESEARCH INSTITUTE

Research funding commitment to study the nexus of veterans and responsible gaming with the goal of advancing evidence-based research in this area



NATIONAL COUNCIL ON PROBLEM GAMBLING

Active member
 Conference sponsor
 Active committee engagement



NATIONAL COUNCIL ON PROBLEM GAMBLING

Engagement with EPIC to provide lived experience trainings to employees

WE ARE COMMITTED TO TRAINING OUR EMPLOYEES TO SUPPORT RESPONSIBLE GAMING

DraftKings' **commitment to responsible gaming** can be best seen through the caliber and passion of our employees. We ensure that responsible gaming is part of every employee's training.

All employees complete **responsible gaming training** when they join the company and annually thereafter. Employees in customer-facing roles receive live, targeted training on responsible gaming, and refresher courses every six months. Marketing and communication teams are trained on the American Gaming Association Responsible Marketing Code, as well as on regulatory compliance by state.

We also host a DraftKings employee intranet site dedicated to responsible gaming that provides information, trainings, and quizzes.





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IEB Initiatives

WE BELIEVE THAT THE BEST INNOVATION COMES FROM DIVERSE PERSPECTIVES, THOUGHTS AND EXPERIENCES

As a technology company *prioritizing collaboration*, we believe diverse perspectives are key to our competitive advantage and a differentiating characteristic that helps us attract the best talent. Our actions today have the power to effect change across our global community.

In order to better address the needs of a Global Workforce, our IEB Strategy was redesigned to *integrate IEB into both our talent and business strategies* to ensure our commitment to IEB across our organization. We expanded our team to drive results across each of our departments, while strengthening internal and external relationships to reinforce that our connections with customers and our community are driven by *diverse perspectives and inclusive and equitable practices*.



WE HAVE INTEGRATED IEB INTO OUR TALENT STRATEGY AND WORKFORCE

Building a *globally diverse workforce and driving inclusion and equity* in our workplace are key staples for our IEB efforts. We believe that success in business is a direct result of the strength of our talent. Having a community where each individual is seen and heard, we are able to increase innovation and drive stronger employee engagement, improved retention rates, and a better foundation for the future.

DraftKings strengthened relationships with industry organizations and conferences that prioritize driving diversity in the tech space in order to drive greater diversity in our recruitment efforts. *Our key relationships include AfroTech, Women Impact Tech, VetsinTech, Out4Undergrad, and Global Gaming Women.*

Our relationships expanded beyond just recruitment and provided our employees with opportunities to take part in professional development and networking programs to expand their skills and expertise.

DIVERSE REPRESENTATION

	2018	2021	2024
Black, Indigenous, and People of Color	15.3%	26.3%	32.2%
Female	19.8%	24.0%	27.2%

WE HAVE INTEGRATED IEB INTO OUR WORKPLACE

We believe in **promoting diversity** and providing opportunities for everyone to explore identities, cultures, and communities through stories, discussions, traditions, and languages outside of their own.

At DraftKings we believe everyone is responsible for **creating an inclusive culture**. We redesigned our IEB Team to support a wider IEB ecosystem to drive our strategy forward while equipping employees with the tools and resources needed to **cultivate a community of belonging**.

Our efforts have garnered **industry recognition** for fostering great workplaces, including from USA Today (“Top Places to Work”), The Boston Globe (“Top Places to Work”) and The Las Vegas Review Journal (“Top Work Places”).

IEB Program Managers

IEB Program Managers that support enterprise-wide efforts.

IEB Business Partners

IEB Business Partners that partner with HR and department leaders to design programs that address potential experience gaps of female + BIPOC employees.

Business Resource Groups

Business Resource Groups (“BRGs”) with a governance and leadership structure to sustain continued growth and impact across our IEB strategic pillars.

IEB supported councils & committees

IEB supported councils & committees across departments expand accountability of IEB efforts by addressing specific needs.

WE HAVE INTEGRATED IEB INTO OUR WORKPLACE

A key component of our Business Resource Groups' mission is to **increase the visibility and representation of the diverse workforce** at DraftKings and to increase cultural dexterity, awareness, and inclusion for all company-wide.

WBRG

To create a community for Women at DraftKings to learn, share, and network surrounding the challenges unique to women in business.



DK Shades

To create opportunities to learn, creating channels for recognition, and giving back through community outreach.



DK Pride

To nurture a community of knowledge, experience, and network sharing, through programs and events that are inclusive.



WE SUPPORT THE COMMUNITIES OF OUR TALENT AND CUSTOMERS

Supporting our talent and customers means **supporting their communities** outside of the workplace. Our community pillar encourages all employees to support the communities they belong to.

We **promote and advance greater IEB community engagement** through relationships with local, regional, and global industry organizations that aim to advance a culture of inclusion and belonging.



DraftKings employees across engineering and our DK Shades BRG attended the National Society of Black Engineers Boston Chapter Annual Gala. The gala amplified **NSBE Boston's year-round Youth STEM** (science, technology, engineering & math) initiatives and also **honored the accomplishments of Black leaders who are inspiring a generation of future black innovators.**

Our annual Gather on the Green event aims to bring our different communities together and engage team members across the business through fundraising. **This year's charitable event benefited Fenway Health, Women's Foundation of Boston and Artists for Humanity, three Boston-based charities committed to supporting underrepresented or underserved communities.**

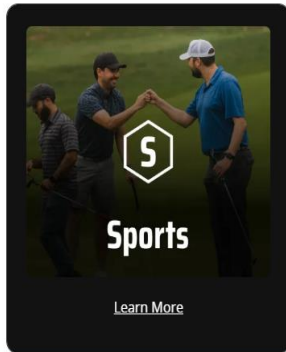
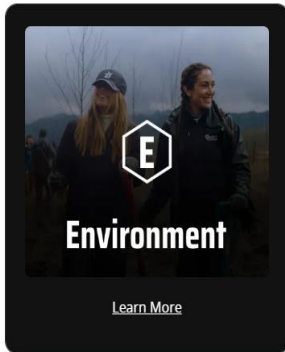
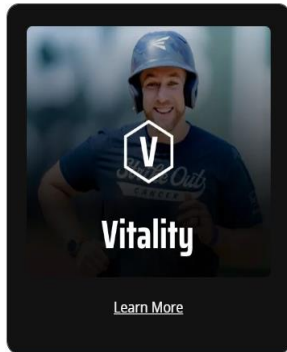
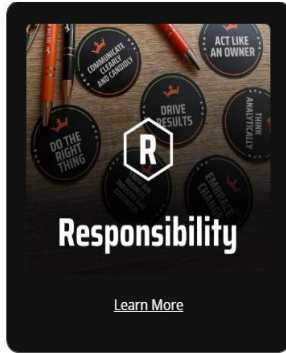
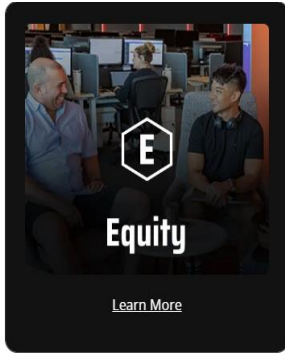
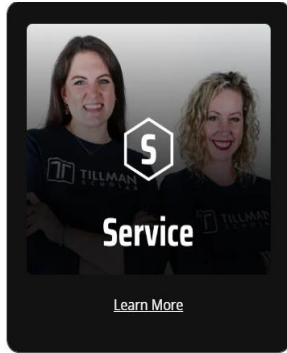


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CSR Initiatives

DRAFTKINGS S.E.R.V.E.S. IS A SINGLE CONCEPT THAT ENCAPSULATES OUR COMPLETE CSR INITIATIVE



S.E.R.V.E.S.

Our Mission

“At DraftKings, we’re committed to creating inclusive and responsible pathways for people to build, create, imagine and innovate. DraftKings S.E.R.V.E.S. is a catalyst that facilitates meaningful relationships between our employees and customers and the communities and causes they feel passionate about to create a better world for everyone.”

[Learn More at DK SERVES](#)

WE SUPPORTED MORE THAN 50 ORGANIZATIONS IN 2023 AND 2024

Arbor Day Foundation

Artists for Humanity

Boston While Black

NAACP

Feeding America

Fenway Health

Larry Fitzgerald Foundation

Pat Tillman Foundation

United Way

VetsInTech

Women's Foundation Boston

Women Who Code

Women's Sports Foundation



WE REACHED OUR GOAL OF PLANTING MORE THAN 1 MILLION TREES WORLDWIDE

Relationship at a Glance: Reforestation Employee Engagement

Over the course of our 4-year relationship with the Arbor Day Foundation, we have been able to ***reach our goal of planting over 1 million trees*** across the world.

We continued these efforts in 2023 and 2024 with a two-pronged approach of ***reforestation efforts and employee engagement opportunities***. Since 2023, we have hosted 16 employee volunteer tree planting events across our global offices. This is in addition to funding 5 large-scale projects across the world.



THE LARRY FITZGERALD FOUNDATION SUPPORTS BREAST CANCER AWARENESS

Annual Pink 'Em Campaign to Support Breast Cancer

This year marked the 6th installment of our collaboration with The Larry Fitzgerald Foundation. Through this program, we offer a free-to-play pool for each week of Breast Cancer Awareness Month where DraftKings matches \$1 for entries up to 20,000 each week. This year's campaign was a successful one, resulting in nearly 300,000 entries and \$100,000 raised for the foundation. This initiative has raised over \$600,000 since 2019.



DRAFTKINGS WORKS WITH VETSINTECH TO PROVIDE TRAINING IN TECH SKILLS

Relationship at a Glance

Since 2018, DraftKings has worked with VetsinTech to provide **training in high demand tech skills for current and returning veterans and their spouses** to help them expand their abilities in their current role and to find meaningful employment, whether at DraftKings or other tech companies.

Through a donation of \$500,000, VetsinTech was able to continue to provide this support for veterans and their families. DraftKings has donated over \$2.5 million since the initiative was launched in 2018. By the end of 2024, DraftKings will exceed training 1,000 veterans since the inception of this program.

IMPORTANT 2023 and 2024 MILESTONES

- Reached 1,000 veterans trained through our Tech For Heroes program.
- During the 2023 NFL season, leveraged Amazon TNF audience to bring increased awareness to the ViT organization through an in-game segment featuring the Tech for Heroes initiative and in 2024 leveraged pregame and in-game segments during Fox Sunday NFL broadcast to feature new testimonials from veterans trained through the Tech for Heroes initiative.
- Sponsored 2023 and 2024 VetsinTech Veterans Day gala, 'VetsinTech 2.0 - Beyond the Transition'.



DRAFTKINGS CONTINUED TO SUPPORT THE PAT TILLMAN FOUNDATION IN 2023

Relationship at a Glance

DraftKings donated \$100,000 to The Pat Tillman Foundation throughout 2023. Part of this donation went towards Team 226, a monthly membership program for the foundation's donors, rewarding them for their contributions, which DraftKings matched up to \$50,000.

The Pat Tillman Foundation identifies remarkable military service members, veterans and spouses, ***empowering them with academic scholarships, lifelong leadership development opportunities and a diverse, global community of high-performing mentors and peers.*** These scholars are making an impact as they lead through action in the fields of healthcare, business, public service, STEM, education and the humanities.





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Governance Initiatives

ROBUST ENTERPRISE RISK MANAGEMENT IS CRITICAL TO OUR SUCCESS

At DraftKings, **risk management, governance, and business ethics underpin our ability** to build a more successful future. Our Board of Directors evaluates DraftKings' enterprise-wide risks.

Our Global Compliance & Risk Team has focused on aligning our resources to support our rapidly growing business, while building processes that scale with growth.

We continue to **leverage technology solutions** that allow the team to scale our capabilities related to licensing, privacy compliance and global data protection, compliance training, and regulatory change management. Our Global Compliance & Risk team also attends to the safeguards designed to protect the integrity of our games and their money flows. Our Fair Play standards detail the guidelines of play and appropriate behaviors. Our dedicated teams proactively monitor our games and player accounts to ensure compliance.

RISK ANALYTICS

In partnership with our Risk Analytics team, we build and enhance our risk management practices through **data driven insights**. Data studies, detailed analyses and model development are fundamental components to drive continuous improvement in Risk Management at DraftKings. Making well informed decisions is at the core of what we do to drive a competitive advantage via risk management.

WE ARE COMMITTED TO SOUND CORPORATE GOVERNANCE

As a company conducting business in a highly regulated industry, we are ***committed to complying with laws and regulations***. With oversight from our Board, our goal is to be the ***best, most trusted, and most customer centric*** destination for skin-in-the game fans.

Our Board sets ***high standards for our employees, officers, and directors***. Implicit in this philosophy is the importance of ***sound corporate governance***. It is the duty of the Board to oversee the management of the Company's business. To fulfill its responsibilities, the Board, among other things, follows the procedures and standards set out in our [Code of Business Ethics](#).

Through regular communication with our ELT, the Board and its committees ***stay apprised of our business activities and progress on our ESG strategy***. In addition to management updates, the Board has three Special Board Advisors — Michael Jordan, Cal Ripken, and Richard Rosenblatt — who advise on a variety of matters, including strategy, product development, marketing, and IEB.

OUR BOARD IS SERVED BY FIVE STANDING COMMITTEES

Our **five** Board committees have the following **oversight responsibilities**:

Audit - Oversight of (i) the integrity of the financial statements of the Company, (ii) the independent auditor's qualifications and independence, (iii) the performance of the Company's internal audit function and independent auditors, and (iv) the compliance by the Company with legal and regulatory requirements not specifically delegated to the Compliance and Risk Committee or the Nominating and Corporate Governance Committee

Compensation - Discharge certain of the Board's responsibilities relating to compensation of the Company's executive officers

Compliance and Risk - Assist the Board with respect to (i) compliance with the laws and regulations applicable to the Company's business, including gaming laws and regulations, and (ii) the Company's implementation of compliance programs, policies and procedures that are designed to respond to various compliance, legal and regulatory risks facing the Company

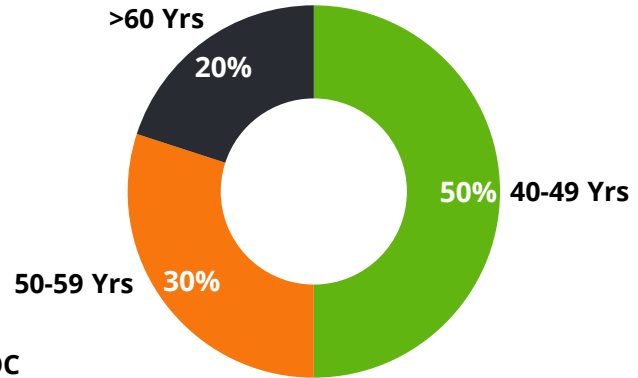
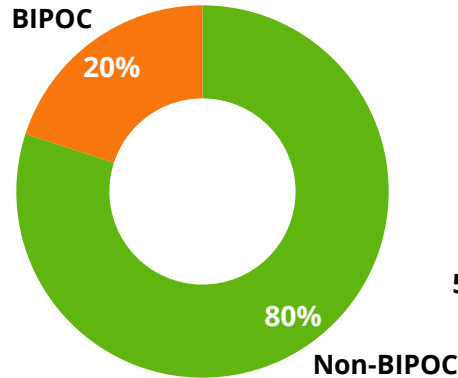
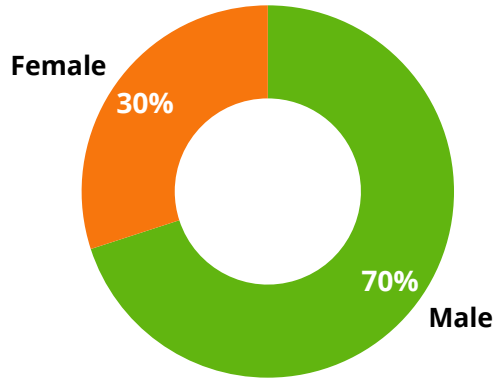
Nominating & Corporate Governance - Responsible for (i) making recommendations to the Board regarding candidates for independent directorships and the size and composition of the Board and (ii) overseeing the Company's corporate governance policies and reporting and making recommendations to the Board concerning governance matters. In carrying out its purpose, the Nominating and Corporate Governance Committee also oversees the Company's ESG programs, public disclosures and reporting with respect to ESG matters, including environmental and sustainability, social responsibility to its communities, governance, the Company's culture, talent strategy, and diversity, equity and inclusion

Transaction Committee - Responsible for considering, evaluating and making recommendations to the Board regarding potential mergers and acquisitions and commercial transactions, as well as authorizing non-binding proposals with respect thereto and performing other functions reasonably related thereto

WE SEEK QUALIFIED, DIVERSE CANDIDATES FOR OUR BOARD

We believe that companies perform better with boards that are ***diverse in composition and leadership.***

Our Board is comprised of 10 members with ***diverse backgrounds, skills, and experience.*** Seven of our directors are deemed “independent” under the Nasdaq Stock Market’s listing standards. 20 percent of our Board is BIPOC and 30 percent of our Board is female.





CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS AND OTHER IMPORTANT INFORMATION

Unless indicated otherwise, the information contained in this Sustainability Report speaks only as of the date hereof. In addition, certain statements contained in this Sustainability Report are “forward looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. When used in this Sustainability Report, the words “estimates,” “projected,” “expects,” “anticipates,” “forecasts,” “plans,” “intends,” “believes,” “seeks,” “may,” “will,” “would,” “should,” “future,” “propose” and variations of these words or similar expressions (or the negative versions of such words or expressions) are intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance, conditions or results, and involve a number of known and unknown risks, uncertainties, assumptions and other important factors, many of which are outside DraftKings’ control, that could cause actual results or outcomes to differ materially from those discussed in the forward-looking statements. For a discussion of additional risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see DraftKings’ filings with the Securities and Exchange Commission. DraftKings does not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.