

Strategic Planning 2026-2028 & Action Plan 2026



NATIONAL
BETTING
AUTHORITY





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Responsibilities, Role and Objectives

Responsibilities, Role and Objectives

The National Betting Authority (hereinafter the “Authority”) is a supervisory authority with financial independence and autonomy, which is responsible for the regulation and supervision of the betting activity within the Republic of Cyprus. The Authority was established in 2012 as a legal public entity governed by the Betting Law of 2019 37(I)/2019, as amended or replaced from time to time.

The Authority’s main responsibilities are the regulation, supervision and monitoring of the betting activity in the Republic of Cyprus. Among its main responsibilities are the issuing of Class A (land-based betting) and Class B (online betting) licenses to bookmakers, authorized agents and premises, the carrying out on-site inspections, supervising licensees, as well as drafting and issuing Directives that facilitate law implementation.

The inspections carried out by the Authority relate to the legality of the betting activity, compliance with the regulations for the transparent, honest and fair conduct of the betting activity, the payment of winnings to players, the collection of tax payable to the Republic and the contribution payable to the Authority, compliance with the legislative and regulatory framework, as well as the adoption of measures for combating money laundering and terrorist financing and the issuance of relevant Directives for the implementation of such measures.

In addition, the Authority has the competence to cooperate and engage in discussions with various bodies, governmental departments and international organizations on matters related to gambling, such as, for example, its participation in European and International forums of regulatory authorities of EU Member States (GREF & IAGR).

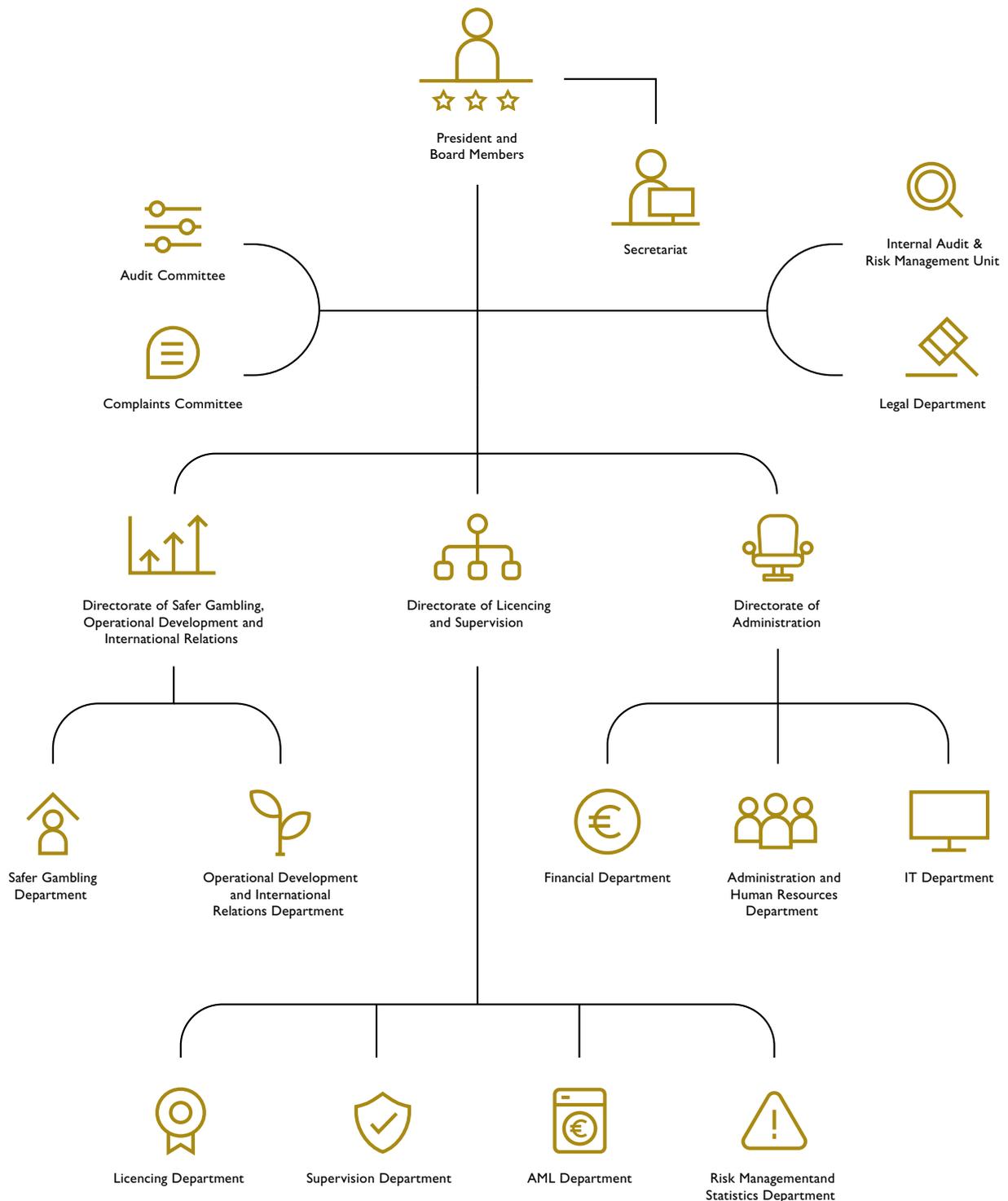
Finally, the Authority is responsible for the implementation of specific measures for the prevention and protection of young persons and vulnerable groups from gambling addiction.

The Strategic Plan 2026-2028 defines the framework and strategic direction, through which the priorities and activities deemed necessary for the achievement of the Authority's strategic objectives and goals for the next three-year period are identified. Furthermore, the Authority's strategy aims to contribute constructively and substantively to the achievement of the Government's strategic objectives in relation to the gambling sector, as well as to ensure the sustainable development of the sector.

This Strategic Plan has been designed to be dynamic and to provide flexibility to the Authority in order to enable it to respond promptly to the constantly evolving and expanding gambling sector.

Organisational Structure

Organisational Structure



Current situation

Current situation

Governed by the strategic objectives of the Strategic Plan 2025-2027 and the Action Plan for 2025, the National Betting Authority has implemented various initiatives and actions that have contributed to the achievement of its vision based on its four strategic goals.

The betting sector continues to record an upward trend in all financial indicators. According to the financial results and quantitative data of the betting activity issued by the Authority, during the first quarter of 2025 the amount of total betting revenue (Pay In) amounted to €320.893.499, remaining at the same level compared to the corresponding quarter of 2024. In addition, the percentage of betting revenue activity compared to GDP shows a continuous increase. In 2024, the percentage of Pay In reached 3.65% of GDP. At the same time, appropriate measures are taken to address challenges from geopolitical and economic developments worldwide, so that the market is not adversely affected.

The Authority continues to implement actions for the digitalization of the organization. In addition, the national self-exclusion platform has been implemented, with the participation of all licenced Class B bookmakers, thus giving players further tools for increased protection against gambling related harm. The aim within the next year is to integrate the platform with specific groups such as athletes, always in cooperation with the respective federations and state bodies.

The Authority, as of the end of the second quarter of 2024, is now the supervisory authority for the activities of OPAP Cyprus, in accordance with the provisions of The Certain Games of Chance Law of 2018 (L.52(I)/2018), expanding the scope of its supervisory controls. The Authority proceeded to approve the operating codes for OPAP games.

In addition, the Authority has proceeded with the drafting of a bill which includes provisions for the regulation of the gambling market, excluding monopoly services. The draft bill will soon be subject to public consultation.

Within the framework of the continuous upgrading of its operations, the Authority, being certified under ISO/IEC 27001 and ISO 37001 standards, continued to enhance its methods for the identification, recording and assessment of risks that may adversely affect the effective functioning of the Authority and the achievement of its established objectives, the strengthening of the framework of procedures and tools related to information security, as well as the reduction of the risk of bribery. With the aim of strengthening and retaining human resources, the Authority was certified for yet another year as a Great Place to Work® and is in the process of completing the recruitment of additional permanent employees for the efficient implementation of its responsibilities.

At the same time, the Authority actively participated in GREF's (Gaming Regulators European Forum) working groups on issues relating to the exchange of information and statistical data, AML and safer gambling.

Furthermore, the Authority participated in the annual GREF meeting held in Athens, where its representatives had the opportunity to exchange views and best practices on issues related to the regulatory framework and player protection.

With the objective of upgrading the gambling sector and further specialising human resources, the Authority proceeded with the establishment of the NBA Professional Skills Academy, which is already

operational, providing specialised training seminars on topics such as the regulatory framework, AML, safer gambling, customer support, etc.

Finally, guided by the Safer Gambling Strategy, which is based on the public health model, the Authority has recently implemented actions aimed at safeguarding social cohesion and reducing the negative impacts associated with betting. This approach emphasises that, beyond individual responsibility, there is a clear responsibility of all stakeholders (the State, gambling service providers, the family environment, etc.) to promote a safer environment, by both preventing potential negative consequences and addressing problematic and pathological behaviours.

Within this context, the Authority has implemented programmes and initiatives in cooperation with the Youth Board of Cyprus, the National Addictions Authority, SPAVO, Fairytale Museum, the Cyprus Theater Organization and other public and private sector bodies.

Strategic Plan

Strategic Plan



Mission

The Authority's Mission is the effective regulation and supervision of betting activity in the Republic of Cyprus, the protection of public interest, the development of the country's economy, the fight against illegal betting and gambling and the contribution in social health, safety and social cohesion.



Vision

The National Betting Authority's vision is to establish Cyprus as a fair and safe environment of development and innovation in the gambling sector, while focusing on the protection of players, and social welfare.



Values

The National Betting Authority is governed by Values that dictate its operation and actions, goals and objectives. The Authority's philosophy is reflected on the following values:

TRANSPARENCY

The Authority acts based on the principles of transparency and good administration, in order to ensure the sense of security of the supervised entities and citizens and to eliminate any phenomena of corruption and bribery.

COMMITMENT

Personal and collective commitment of the Chairwoman, Board Members, and the personnel of the Authority to accomplishing the objectives and goals set in the Authority's mission and role.

COMPLIANCE

A non-negotiable value is the compliance with every legal (National and European) and moral obligation associated with the operation and the capacity of the Authority.

RESPECT AND
INTEGRITY

Transparency, equality, sincerity, and honesty apply on all levels of decision-making, administrative and regulatory operation of the Authority, based on the Values of respect and integrity.

RELIABILITY

Reliable services based on accurate, prompt information, ensure efficient operation.

PROFESSIONALISM
AND
RESPONSIBILITY

Through continuous professional training and development, the Authority's team demonstrates high levels of professionalism and responsibility serving the State, citizens and stakeholders.

COOPERATION
AND INITIATIVE

The promotion of cooperation and team-spirit within the Authority, along with the initiative for development and improvement, contribute to the achievement of the goals set by the Authority.

SOCIAL
RESPONSIBILITY
AND "SAFER
GAMBLING

The Authority maintains continuous direct contact with the public, ensuring open communication channels with young people and vulnerable social groups aiming to have an active and substantial contribution towards the protection of society from the negative consequences of problematic gambling, thus promoting the necessity of "Safer Gambling", paying particular attention to the positive social impact of such a concept.

2026-2028 Strategic Goals

The Authority's Strategic Goals reflect its vision and mission and contribute to a sustainable development in the betting and gambling sector.

The Strategic Goals for the period 2026-2028 are the following::

- 1 Enhancement of the Authority's regulatory and supervisory roles
 - 2 Protection of the players and the public
 - 3 Development and modernisation of the sector
 - 4 Improvement of the Authority's internal operation
-

Strategic Framework

The Authority, since its establishment in 2012, has been constantly evolving to meet the ever-changing conditions of the gambling industry, as well as to fulfill its mission and vision. To achieve its vision, the Authority aims at the development of the organization as a modern, flexible and human-centered organization, with a risk-based approach for all its functions, which will ensure the protection of society and will effectively meet the expectations of all stakeholders.

In order to achieve the strategic goals, the Authority has set the following strategic framework as a guideline to its internal operations, procedures and human resources, as well as to its relationship with external factors and the general development of the gambling sector.

HUMAN RESOURCES AND CAPACITY

The core of every organisation is its human capital; this is why the Authority's strategy has been designed in a way that offers its employees opportunities for professional development and advancement, skills and knowledge enhancement and productivity improvement, through innovative employment schemes and lifelong learning. As a consequence, the employees can develop their knowledge on the Authority's regulatory and supervisory roles.

Great emphasis is placed on the open-mindedness, high level thinking and academic training of the employees, their team spirit and cooperation skills, which aid towards the accomplishment of the Authority's strategic goals.

The strategy aims at increasing the personnel's efficiency and their leadership skills that will assist towards the realisation of the Authority's vision, mission, and strategic priorities, based on its values.

DIGITAL
TRANSFORMATION
AND E-GOVERNANCE

Regardless of their hierarchy level, the Authority's employees are expected to deliver high quality professional services, assisting towards the Authority's efficient operation.

This strategy has been designed so as to adapt to innovation, rapid technological development and simplification of processes. In this context, a Digital Policy was drafted, which is based on the seven following pillars:

- Digitalisation of internal operations
- Digitalisation of activities and services offered to supervised entities and the public
- Employees' digital skills development
- Cybersecurity
- Upgrade of current technologies and infrastructure
- Development and modernisation of the sector
- Capitalisation on the synergies and exchange of best practices

The digital strategy aims at providing suitable, safe and adjustable applications and systems that will support the Authority's current and long-term operation.

REGULATION AND SUPERVISION

The strategy on regulation and supervision aims at promoting self-compliance of the authorized licensees through explicit guidelines, encouragement and positive reinforcement reward schemes, regular trainings, constructive dialogue and law enforcement where necessary. This approach aims to minimize the costs of regulation and supervision and the imposition of measures and fines in order to bring about long-term culture change.

SYNERGIES

The strategy of establishing and enhancing cooperation, exchanging ideas and adopting best practices is vital to the implementation of the Authority's strategic goals. The strengthening of synergies on a National, European and International levels facilitate the modernization and sustainability of the betting sector, safeguarding of the public interest and public health.

SUSTAINABLE DEVELOPMENT

The strategy on sustainable development is reflected on the operational model of the Authority, which is based on the trifold People-Society-National Economy. The strategic goals of the Authority are fully aligned with the sustainable development goals and targets through a series of investments, reforms and actions.

Strategic Goals 2026 - 2028

1

Enhancement of the Authority's Regulatory and Supervisory Role

The National Betting Authority has set the following objectives in order to enhance its regulatory and supervisory role:

1

Simplification and modernisation of licensing procedure

- Reduction of application's assessment period and operational costs
- Efficiency improvement in processing requests
- Increase of transparency in licensing procedures
- Proper and smooth functioning of the sector

2

Development of a framework on data submission, analysis and management and risk assessment

- Improvement of regulatory framework efficiency
- Efficient risk prediction and classification
- Market risk reduction
- Reduction of fraud and illegal activities

3

Implementation of preventive supervision, on-site and remote inspections

- Reduction of administrative and compliance costs
 - Enhancement of targeted supervision
 - Ensuring compliance with the regulatory framework
 - Efficient enforcement of sanctions
 - Elimination of major offences
-

4

Improvement of procedures for countering money laundering and terrorism financing

- Successful implementation of Directives
- Efficient attention on potential risks
- Reporting on suspicious transactions

5

Education and training of stakeholders and licensees

- Comprehension of the regulatory framework
- Comprehension of their social responsibility
- Encouragement of self-compliance
- Establishment of corporate governance
- Enhancement of professional code of conduct

2

Protection of the Players and the Public

The National Betting Authority has set the following objectives in order to protect the players and public; these objectives are outlined more thoroughly in the Safer Gambling Action Plan:

1

Create the conditions for stakeholders to protect society from potential harms related to gambling

- Implementation of suitable protective measures and policies
 - Efficient application of protective methods
 - Provision of training and incentives to stakeholders
 - Enhancement of synergies among stakeholders
-

2

Increase awareness on safer gambling strategies, resources and support

- Awareness raising among players and society
- Development of targeted messages and campaigns addressed to different risk groups
- Provision of tools and resources for the detection of problem gambling

3

Provide support to individuals who are affected by gambling related harm to safeguard public health

- Facilitation of access to treatment
- Enhancement of counselling and treatment
- Development of intervention practices for vulnerable and high-risk groups
- Reduction on public healthcare costs

4

Develop effective programs, policies and initiatives that ensure safer gambling

- Acknowledgement of the interaction of various factors on gambling related harm
- Comprehension of safer gambling framework
- Development of targeted strategies for specific target groups
- Development of evaluation capacity on safer gambling

3

Development & Modernisation of the Sector

The National Betting Authority has set the following objectives for the development and modernisation of the sector:

1

Improvement of legal and regulatory framework

- Market development based on international standards
- Promotion of healthy competition
- Improvement of business operation conditions
- Ensuring players' protection
- Elimination of illegal gambling

2

Enhancement of research and innovation

- Improvement of market knowledge
- Improvement of regulatory framework
- Market development
- Incentives for start-ups and innovative businesses

3

Development of national and international cooperation

- Expertise enhancement
- Improvement of information exchange
- Increase of active participation at national and international bodies
- Development of bilateral cooperation agreements with local institutions and relevant authorities in other EU countries

4

Promotion of the Republic's regulatory framework

- Promotion of Cyprus' competitive advantages as an investment destination
 - Increase of investment incentives
 - Promotion of Cyprus potential to become an international gambling hub
-

4

Improvement of the Authority's Internal Operation

The National Betting Authority has set the following objectives to improve its internal operation:

1

Implementation of efficient governance

- Transparency increase in all procedures
- Reliable and independent decision making
- Reduction of operational risk and ensuring the organisation's viability
- Enhancement of stakeholders' confidence towards the Authority

2

Human Resources Development and Retention

- Skill development and skill mismatch reduction
- Productivity and efficiency boosting
- Provision of high-quality services to stakeholders
- Development of personnel's expertise

3

Optimisation of operation and procedures

- Simplification and automation of procedures
- Quick response to the increasing requirements arising from the legislative framework
- Reduction of bureaucracy and operational costs
- Efficient time management and task prioritising
- Increase of operational development and transparency

Risk Management

Risk Management

The process of identifying and managing risks is considered of utmost importance for the successful implementation of the Authority's Strategic Planning. If any risks that arise are not recognized and dealt with in time, they may cause negative consequences for the completion of both the Authority's short-term and long-term strategic goals. Risks vary in their importance and intensity due to changes in the economic, technological, social, political and legal environment, as well as unpredictable factors.

Internal and external risks which are recognized as possible factors of non-implementation of the Authority's strategic planning, were evaluated during the implementation and certification of the organization with ISO27001 and ISO37001, and the implementation of ISO31000 as a model for risk assessment. Risks are categorized into reputational risk, operational risk, regulatory and legal risk and financial risk. Risk factors are analysed in more detail below.

STRATEGIC RISK

Includes the risk arising in the event of inefficient, ineffective, non-optimal or inadequately executed or adapted strategy, which may be due to changes in market data, technological changes, social changes, changes in preferences, etc.

REPUTATIONAL RISK

Includes the uncertainties and risks faced by the Authority regarding its reputation and image, and may arise from poor management of the Authority's resources, the increase in illegal betting activity, bribery, etc.

OPERATIONAL RISK

Includes the uncertainties and risks faced by the Authority in its daily operations, including the regulation and monitoring of the sector, the

implementation of its strategic planning, the management of human resources, etc.

**REGULATORY AND
LEGAL RISK**

Includes the uncertainties and risks faced by the Authority resulting from conflicts with stakeholders and its obligation to comply with National, European and International legislation, Directives and tenders. Such examples are legal appeals and claims.

**FINANCIAL
RISK**

Includes the uncertainties and risks faced by the Authority and may arise from threats that materialize and can cause financial losses.

Action Plan 2026

Action Plan 2026

In this section the detailed actions for each strategic goal are outlined:

1

Enhancement of the Authority's regulatory and supervisory role

Actions

- Development of standards and practical guidelines to ensure the provision of gambling services and provide guidance to stakeholders
- Consultation with stakeholders on the improvement and modernisation of the regulatory and legislative framework
- Intensification of measures for the prevention of money laundering and terrorist financing in the gambling sector
- Enhancement of the supervision of licensed entities through new methods and the adoption of measures for the blocking of illegal websites
- Strengthening of measures against the manipulation of sports competitions based on international best practices
- Cooperation with competent authorities for the suppression of illegal betting and gambling activities

2

Protection of the players and the public

Actions

- Safer Gambling awareness campaigns
- Implementation of the Safer Gambling Standard
- Operation of the National Self-exclusion Platform and expansion of its operation on land-based betting services
- Safer Gambling Awareness Week – October 2026
- Operation of an online support and prevention centre
- Targeted measures and policies for the protection of young adults
- Cooperation with stakeholders for the implementation of the Safer Gambling Strategy
- Strengthening of treatment and rehabilitation programmes in cooperation with the competent authorities

3

Development and modernisation of the Sector

Actions

- Continuation of the operation of the NBA Professional Skills Academy

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- Continued development of practical guidelines for the more effective implementation of the legislative framework
 - Drafting and promotion of legislative bills and regulations for the comprehensive regulation of the gambling sector
 - Development of appropriate mechanisms for the identification and utilisation of emerging technologies
 - Participation in CEN committees for the development of standards
 - Cooperation and exchange of information and expertise with other European regulatory betting authorities

4

Improvement of the Authority's internal operation

Actions

- Maintenance and enhancement of procedures for the implementation of ISO 31000 – Risk Management, ISO 37001 – Anti-Bribery Management Systems, and ISO 27001 – Information Security Management Systems
 - Development of a specialised complaints submission platform
 - Simplification and modernisation of the licensing process
 - Training and development of personnel based on individualised
-

learning plan

- Utilisation of university graduates for internship placements within the NBA
 - Continued development of information systems and digitalisation of internal processes
 - Continuous development of actions within the framework of implementing the 2030 Sustainable Development Goals
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