

A photograph of several people's hands stacked together in a circle, symbolizing teamwork and support. The background is slightly blurred, showing a person smiling. The image has a dark overlay.

6. Social

The CIRSA Team

We endeavour to retain and attract new talent to the Company

Goal and strategy



We are committed to delivering tailored solutions and providing markets with the best products and services. **Everyone at CIRSA shares this commitment.**

Considering the above, it is critical to manage the risk of increased staff turnover and the costs resulting from new recruitments and the loss of human and intellectual capital. Because our team is a critical part of our company, we must ensure **that it is fully trained and equipped while providing an optimal work environment.**

In this regard, at CIRSA we actively work to meet the needs of our employees, from the most basic to the most complex.

After conducting an analysis of the possible risks in terms of employment, those detailed below have been detected. Additionally, and with the aim of mitigating or eliminating the aforementioned risks,

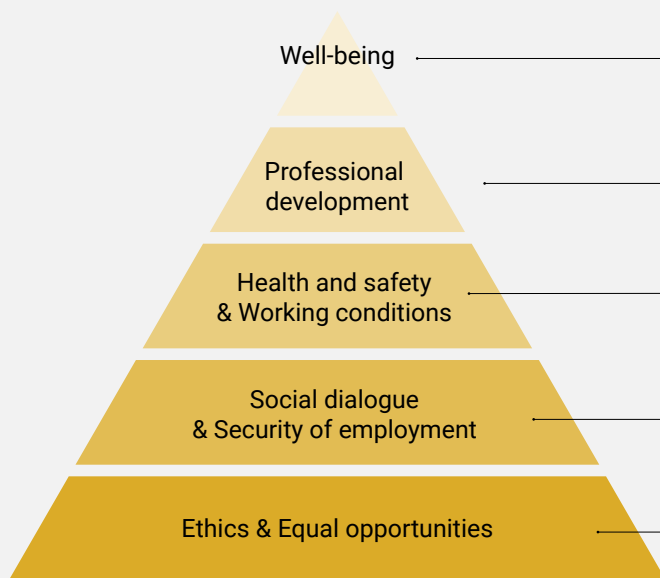
different plans and policies have been prepared in CIRSA, which are currently being applied.

- **Risk of potential talent loss.** In order to mitigate this risk, different employer brand policies have been developed, as well as a social benefits programme, flexible pay plans, and training programmes, among others.

- **Loss of senior leadership profiles.** In order to detect staff with the greatest potential for growth, as well as to train CIRSA employees and those who can reach positions of responsibility, various training plans have been developed for leaders and managers.

- **Risks to employee wellbeing and health.** 360° health and wellness plans have been created and developed globally to mitigate the aforementioned risk.

Attracting, developing and retaining talent



The wellbeing of our employees is one of our top priorities. Our strategy to attract the best talent includes providing the best work environment to achieve a healthy work-life balance.

We have **comprehensive training programmes** to ensure the team is optimally prepared and motivated. In addition, we also support their career development by encouraging **internal promotions**.

We provide a **safe working environment** and the best working conditions for all our employees, especially when it comes to pay and benefits.

We ensure **freedom of association and social dialogue**, as well as job security, by prioritising permanent rather than short-term temporary contracts.

We ensure that all of our processes – from employment and recruitment requirements to pay and promotions – are applied in an **ethical, inclusive and fair way, while always upholding values of Diversity, Equality and Inclusion.**

Our team in numbers

In 2022, our team consists of **13,338 people**, of whom 78.6% work for our gaming halls directly or indirectly. The number of employees represents an increase of 8% compared to the fiscal year 2021, of which more than 50% of this increase comprises members under 30 years of age. While this is a big number, as a result of our overall business strategy, we continue to act as a local company, which explains why most of our employees come from the communities where we are present. In particular, **99% of our management teams are local**, that is to say almost all of them.

Employees by professional category

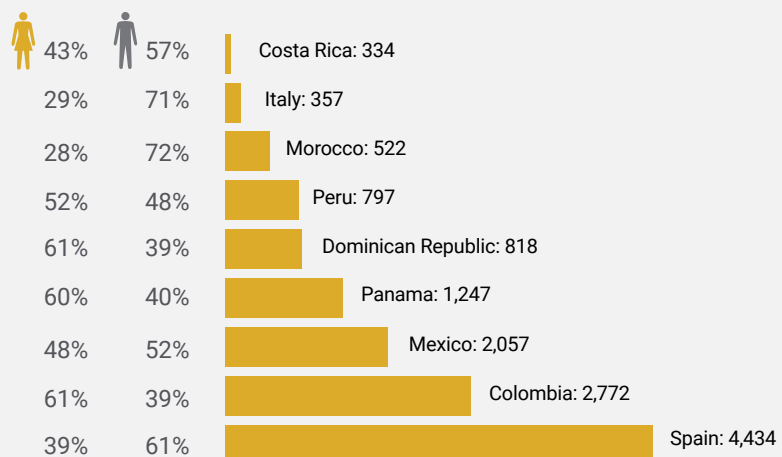
	2021	2022
Management	739	769
Support staff	1,512	1,703
Marketing staff	359	381
Indirect gaming halls staff	2,977	3,203
Direct gaming halls staff	6,724	7,282
Total	12,311	13,338



Employees by age

	2021	2022
Under 30	2,768	3,339
30-50	7,371	7,768
Over 50	2,172	2,231
Total	12,311	13,338

Employees by country and gender 2022



Actions and results

Our primary commitment is to create safe, healthy, diverse, balanced and inclusive workspaces. We offer our staff **an optimal place to work**. We do this by providing ethical opportunities and observing policies of **equality, diversity and inclusion**, with training programmes tailored to the position, ensuring the **wellbeing of our employees**, while offering the best health and safety conditions as well as competitive pay packages.

Ethical and equality opportunities

Ethical standards in our processes

We are fully committed to ensuring diversity and inclusion in all of our processes for managing people, from start to finish. We have a zero-tolerance policy for any discrimination. All employees involved in the management of personnel, and especially those in the different HR functions of our Group, have been duly trained in this matter.

Diversity, equality and inclusion

Regarding **gender integration**, in 2022, a total of **187 women have held a management position in gaming halls**, representing **43% of managers**.

In addition, our **global** team consists of **49% women and 51% men**, reaching **56% of women in Latin America**. We are proud to present these figures, as they position us above the industry average (46% women versus 54% men), without limiting our willingness to continue improving these percentages.



At the national level, we are working on a total of **24 Equality Plans**, which include specific actions in the areas of communication, training, development, safety and health promotion. In response to our responsibility to the **diversity and integration** of our multicultural teams, which are currently made up of **59 different nationalities**, CIRSA has developed a robust set of measures to ensure that all people are accommodated and included with equal opportunities.

This is done by achieving **gender parity** in our positions, ensuring gender integration in the company and defining a glossary of terms in matters of equality. We also drive positive actions to be a fair company that promotes equal opportunity through our various internal policies of Human Resources, Human Rights and Corporate Governance.

With regard to the measures of integration and accessibility for people with disabilities, CIRSA guarantees that all people have the same opportunities, ensuring an inclusive approach to our practices of recruiting, selecting, promoting and retaining diverse talent and we ensure maximum compliance with RD 1/2013 of the General Law on the Rights of People with Disabilities and their social inclusion, as well as other applicable international and/or local regulations. Consequently, in this fiscal year, the **number of employees with disabilities** in the Group has increased by 7% compared to 2021, with the total number being **123 employees**.

In addition, this year we have reinforced our commitment with the **Diversity, Equity and Inclusion (DEI)** by signing a collaboration agreement with the Seeliger y Conde Foundation.

Fundación
Seeliger y Conde

Employees by country and gender

Country/gender	2021			2022		
	Women	Men	Total	Women	Men	Total
Spain	1,687	2,736	4,423	1,747	2,687	4,434
Colombia	1,543	1,006	2,549	1,682	1,090	2,772
Mexico	892	880	1,772	997	1,060	2,057
Panama	753	493	1,246	745	502	1,247
Dominican Republic	510	293	803	503	315	818
Peru	398	394	792	417	380	797
Morocco	4	35	39	148	374	522
Italy	112	253	365	103	254	357
Costa Rica	139	183	322	142	192	334
Total	6,038	6,273	12,311	6,484	6,854	13,338

Social dialogue and employment security

Freedom of association and trade union representation

We guarantee freedom of association and trade union representation

to all our employees and recognise their right to collective bargaining and strike action. For this reason, CIRSA pays special attention to the adoption and promotion of applicable laws and agreements with union representatives. Similarly, under the local laws of the regions in which we operate, we do not engage in any action that restricts the rights of employees. All of these actions are governed by our Code of Conduct and our Code of Ethics, which are given to each and every employee on our team.

Specifically in Spain, there are more than 50 bodies that legally represent workers, whose functions and union duties are respected, enabling access to the necessary training, as well as providing them with the tools they need in their daily work tasks.

Likewise, in compliance with current legislation on occupational health and safety, the setting up of Health and Safety Committees in most workplaces has been encouraged.

We are currently negotiating with UNI Global Union to reach an international agreement that will strengthen our dialogue and commitment on Human, Union and Environmental Rights and provide coverage for social dialogue with employees in the rest of the countries where the Group operates.



Quality of employment

We prioritise employment contracts of indefinite duration, resulting in quality of employment for all local communities in which we operate. Job security is also critical to attracting the best talent and providing the best service to our customers.

95%

of our employees
are covered by collective
agreements

95%

permanent contracts

Number of employees covered by collective agreements by country

Country	2021			2022		
	Employees	%	Employees covered	Employees	%	Employees covered
Spain	4,423	100%	4,423	4,434	100%	4,434
Colombia	2,549	100%	2,549	2,772	100%	2,772
Mexico	1,772	64%	1,134	2,057	74%	1,515
Panama	1,246	100%	1,246	1,247	100%	1,247
Dominican Republic	803	N/A	-	818	N/A	-
Peru	792	N/A	-	797	N/A	-
Morocco	39	N/A	-	522	N/A	-
Italy	365	100%	365	357	100%	357
Costa Rica	322	100%	322	334	100%	334
Total	12,311	82%	10,039	13,338	80%	10,659
Total collective agreements	10,677	94%	10,039	11,201	95%	10,659

In those geographical areas where specific legislation exists, our employees are subject to applicable collective agreements, and in all other countries to applicable state regulations, therefore, the collective agreement is not applicable (N/A).

These agreements include matters related to health and safety and health at work.

Employees broken down by type of contract*

Country	2021				2022			
	Indefinite		Temporary		Indefinite		Temporary	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Spain	3,540	459	304	120	3,889	323	188	34
Colombia	2,549	0	0	0	2,752	0	20	0
Mexico	1,334	0	438	0	2,056	0	1	0
Panama	1,236	0	10	0	1,233	0	14	0
Dominican Republic	799	0	4	0	816	0	2	0
Peru	749	3	40	0	777	3	17	0
Morocco	23	0	16	0	225	0	297	0
Italy	347	0	18	0	337	0	20	0
Costa Rica	322	0	0	0	333	0	1	0
Total	10,899	462	830	120	12,418	326	560	34

We prioritise indefinite and full-time working relationships whenever possible. During 2022, the proportion of temporary employees hired decreased by more than 40% compared to 2021. Due to the nature of our activity, there are no substantial changes in the workforce during the year.

* A table is shown on page 66, detailing the type of contracts by gender, age and category for the year 2022.

Employment conditions – remuneration of employees

We are not only aware of the importance of developing our people, we are also committed to providing a competitive pay package for every employee at all levels. In this regard, we offer a wide range of social benefits to our employees, with the possibility of using **discounts** on the

purchase of products and/or services. Additionally, we offer **scholarships** to promote the professional development of employees of the Group, as well as a **Flexible Remuneration Plan** that includes health insurance, restaurant vouchers, day-care allowance and a transport pass card.

Number of staff terminations by gender, age and professional category

Gender	2021						2022					
	Women			Men			Women			Men		
Professional category	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Management	0	5	0	0	14	3	1	7	2	0	16	14
Support staff	11	34	1	14	25	5	13	25	7	11	24	13
Marketing staff	2	6	0	1	6	1	4	7	0	2	7	12
Indirect gaming halls staff	26	49	14	48	112	9	25	50	7	55	105	19
Direct gaming halls staff	157	159	15	140	112	16	203	211	25	150	140	45
Total	196	253	30	203	269	34	246	300	41	218	292	103

CIRSA has a firm policy of maintaining employment in all countries where it operates.

Safety, health and working conditions

Occupational health and safety

At CIRSA, we are highly committed to occupational health and safety – as set forth in our Prevention of Occupational Risks policy – being a key priority for our Human Resources team.

Some of the results of our efforts to preserve health and safety at work can be seen by the very small number of workplace accidents that have occurred at CIRSA. Specifically, in 2022, there have been only **283 occupational accidents** and **0 occupational diseases**.

Accident rate

	2022		
	Total	Women	Men
Accidents	283	183	100
Frequency rate ¹	11,29	14,94	7,69
Severity rate ²	0,19	0,23	0,15
Occupational diseases	0	0	0

¹ The frequency rate has been obtained by dividing the number of accidents with leave by the number of hours worked multiplied by 1,000,000.

² The severity rate has been calculated by dividing the number of workdays lost due to accidents with leave by the number of hours worked multiplied by 1,000.

Likewise, within the policies in force at CIRSA and the measures derived from them, a workplace free of any type of harassment is promoted, where offensive or inappropriate conduct is not tolerated.

Finally, by analysing the ratios currently observed at CIRSA, a **global absenteeism rate of 3.3%** has been detected, which would be equivalent to **1,218,328 hours***. This index includes absenteeism due to sickness and accidents.

* Estimate of 8 hours per lost working day

Absenteeism index

Country	2022
Spain**	5.8%
Colombia	2.5%
Mexico	2.0%
Panama	0.3%
Dominican Republic	1.1%
Peru	1.7%
Costa Rica	1.5%
Total	3.3%

** Impact Covid-19 as a disease

Professional development

Internal promotions

One of the most important positions in managing any retail gaming company is the gaming hall shift manager. Filling this position with employees familiar with the Group's culture, values and procedures is a key success factor. We are proud to achieve a **95% internal promotion rate** for this position in the Group. Both training programmes and procedures for screening the best internal talent have been key to achieving this number.

>90%

We are committed to maintaining a ratio of internal promotion to external recruitment in our operations of more than 90%

Staff rotation

Our global annual staff turnover rate of **35.2%** is closely related to the different labour market situations in the countries where we are present. The dynamism in the labour market after the Covid-19 period has increased these indices. While in Europe the turnover rate is below 18%, in other countries this rate is significantly higher, as in the general labour market. We are committed to reducing CIRSA's turnover rate while also being proud to increase the employability of our team through training courses, language learning and, most importantly, promoting ethical and professional values across the organisation that clearly exceed the standards of the markets in which we operate.

Rotation rate % broken down by country

Country	2021	2022
Spain	10.1	17.5
Colombia	27.0	42.9
Mexico	68.0	82.1
Panama	9.4	11.8
Dominican Republic	21.5	29.9
Peru	40.3	58.4
Italy	12.0	15.2
Morocco	34.2	33.6
Costa Rica	11.0	35.9
Total	25.9	35.2
Rotation rate (Europe)	11.1	17.3

Training and development

At CIRSA, we consider service excellence as a priority, and we train our employees in this area. With this, we are able to strengthen our own unique personality and way of working, to transmit it every day to our customers. To make this a reality, **we are committed to internal talent** through programmes for detecting and evaluating talent potential, which we accompany with career development plans and training plans that help us ensure success in internal promotions and succession in critical positions, both in operations and support areas.

Some examples of **training and development programmes** include: the Masía Plan, designed to detect and leverage international talent on defined career paths in casinos, the Excellence Plan to improve technical and service performance, and a Growth Plan for future leaders.

As part of our training catalogue, we also offer small, voluntary **training modules** focused on providing new tools that improve the quality of the personal and professional life of employees. Likewise, we

promote those guidelines that may be more strategic for the company and our culture of continuous improvement, such as **training courses in the area of Governance and Responsible Gaming**.

The Group has also conducted training on health and safety.

Beyond corporate programmes and training plans, we also offer **ad hoc training that** addresses individual needs. We also facilitate and disseminate internally those conferences, symposia or actions that we believe can help our employees keep themselves at the forefront.

Additionally, through the International Scholarship Programme of the CIRSA Corporate University (Universidad Corporativa CIRSA, UCC), employees may benefit from scholarships to conduct studies that complement their professional knowledge and experiences. Over the past 10 years, more than 800 people have benefited from the scholarship programme.

Training hours by professional category

Professional category	2021	2022
Management	2,447	4,214
Support staff	12,625	37,295
Marketing staff	1,028	4,648
Indirect gaming halls staff	11,122	16,183
Direct gaming halls staff	241,644	801,965
Total	268,866	864,305

2021 with strong Covid-19 restrictions.

We also **ensure gender inclusion** by offering our educational programmes. These programmes are international and identify and train employees with the greatest talent and potential, with the objective of filling vacancies internally, following the career paths defined for each function. In addition, 62% of participants in skills development programmes in the past year have been women. Skills development programmes are designed as the gateway to management development programmes. In this regard, 50% of participants in management development programmes were women. This percentage of women among the participants of both training programmes ensures that there is a group of women with clear options for promotion, which will contribute to our objective of achieving parity in the management positions in the gaming halls.

In 2022, the impact of our training courses was 4.30 – that is, each employee took at least 4 courses during the year, compared to 2021, which is more than 30% in line with the goal set for the year 2023 (40%).

We continue to enhance internal training and ongoing training, both at the individual and group levels through ad-hoc Programmes. All of these programmes have led at the CIRSA Group level to 58,853 training actions and 864,305 hours of training.

Training hours by country

Country	2021	2022
Spain	13,807	43,201
Colombia	181,926	647,878
Mexico	31,197	89,409
Panama	1,535	8,935
Dominican Republic	31,701	20,806
Peru	6,017	18,792
Italy	849	3,430
Morocco*	0	0
Costa Rica	1,834	31,854
Total	268,866	864,305

* Morocco without activity in 2021 until May 2022.

Cross-divisional projects

At CIRSA Spain we have implemented a series of **cross-divisional projects** to respond to the training needs of our employees:

- **Digital Skills:** To enhance digital and office skills.
- **Languages and Smart Modules:** Focused on improving the professional and personal development of employees.
- **Compliance:** Our efforts have focused on the design and implementation of 4 new training courses with the Compliance Department, also of a cross-divisional nature, which are being progressively extended throughout the Corporation. These are namely: Responsible gaming, data protection and information systems, money laundering and general compliance.

We have continued to work with our **Corporate Programmes** to achieve continuous improvement, either by refining the role or by identifying and enhancing career development, especially of key employees.

In turn, each Country has continued to develop *ad hoc* training projects in both corporate and Business staff, to improve the skills of our employees and at the same time increase the value proposition of our businesses.



Employee wellbeing. Talent retention measures

Because people are the driver of CIRSA, we not only focus our HR activities by **attracting, developing and retaining talent**, but also on ensuring their wellbeing. We focus on ensuring fair and equitable treatment of all team members and promote respect, upholding equal opportunity, regardless of gender or nationality.

One of our success elements for attracting the best workforce includes our working conditions, which contribute to a healthy **work-life balance** and provide greater flexibility so our employees can care for their children and other dependent relatives. To do this, we make sure that their needs are met throughout the year and that their holidays taken are compatible with family needs. We also offer the ability to reduce working hours to devote to childcare by up to 50%. In addition, we are **committed to increasing working from home** in positions where this mode is possible. We do this

while adapting to the needs of our employees and the new context of the labour market.

In parallel to the legal measures – such as maternity/paternity leave and the reduction of the workday to care for a minor or a family member (up to the 2nd degree of consanguinity or kinship) who cannot take care of themselves or the general leave of absence – CIRSA has implemented a series of measures to facilitate this work-life balance:

- Teleworking.
- Shortened workday and flexible working hours.
- Reduced meal time to end the day early.
- Days for attending to personal affairs.
- Social benefits: discounts on goods or services, flexible pay, etc. focused on facilitating the employee's day-to-day activity.

We offer a wide range of benefits to all of our employees, regardless of whether they have indefinite or temporary contracts.

At CIRSA, employees are our priority. That's why their opinion is very valuable to us. In order to hear from them all and involve them in the management of the company, in terms of information, consultation and participation, we have a **suggestions channel** located on the corporate Intranet site in Spain.

Under our motto “**Enjoy life with us**”, we develop actions to promote **mental, physical and social health** among our employees. Some of the most representative actions in terms of mental and physical wellbeing include:

Enjoy life with us



El Plan de Bienestar 360º pensado para ti

Hemos preparado un amplio programa de actividades basado en 3 pilares: **muévete, saborea y emocionate**, con los que te proponemos (y promovemos!) un **estilo de vida más saludable**

(Dedícate un tiempo para ti, **haz un paréntesis y cuidate**)

Physical activity

We offer yoga, cross-training, Pilates and CrossFit, among other activities. We have three sports clubs: paddle tennis, running and cycling

Healthy nutrition

We have created initiatives to improve our employees’ knowledge and awareness of healthy eating habits, such as “Relish your breakfast,” “Tupper meals,” and “Healthy shopping”

Emotional wellbeing

We promote activities to improve the emotional wellbeing of our employees, such as mindfulness and laughter therapy

Smart pills

We offer intensive training modules aimed at improving aspects such as the inner strength and self-control of our employees

A young woman with long dark hair, wearing round glasses and a dark polka-dot shirt, stands in a library with bookshelves in the background. She is smiling warmly at the camera with her arms crossed. The image has a dark overlay.

Our contribution to society

We want to continue to contribute to the development of the local communities where CIRSA has a presence

Goal and strategy



In addition to creating local jobs and ensuring tax revenues that contribute to funding socio-economic development programmes in the countries where we operate, we are **firmly committed to the local community** and work to build strong ties with small

businesses and stakeholders near us. In addition, we also engage in supporting social initiatives devoted to helping the most vulnerable in the different countries where we are present.



Actions and results

Economic contribution

With more than 13,000 employees in 9 countries, our economic footprint is significant, creating only **positive impacts** in the communities where we are present. An important contribution we make to the development of the countries in which we operate is the **taxes on gaming** and **economic activities**. In 2022 alone, this amounted to **€662 million**.

Our industry is one of the most important contributors to local economies. Not only through

taxes, but it also creates employment and provides entertainment to many people. As an example, Spain's gambling sector paid around €1,215 million in gambling fees to both the central government (180) and regional governments (1,035) in 2022. The economic contribution to the sector is estimated at 0.8% of GDP, while our industry creates about 85,000 direct jobs and 175,000 indirect jobs.

99%

More than 99% of CIRSA staff are from the local communities where the company's revenue is generated

CIRSA is committed to working only in regulated markets through local companies, in order to contribute to public resources through the payment of taxes on gaming and corporate activity according to the level of activity in each of the countries, in addition to offering all assurances to our customers.

Contribution to the community

At CIRSA we work to help build a positive society and we are proud that our taxes also contribute to doing so. In parallel, we collaborate with local foundations and non-profit organisations that are well-informed about the needs of these groups. **In 2022, we donated 443.060 euros to non-profits and public entities to help those who need it most.** Below are some of the main initiatives we have been involved in by country.

Mexico

We collaborated with the Association of People with Reduced Mobility, in the Help to Move initiative, consisting of donations for the purchase of wheelchairs. Other initiatives have been the purchase of appliances for a Christmas raffle, as well as a donation to the University of Colima for a concert by the Manzanillo philharmonic orchestra.

Costa Rica

Agreement with the Sanidad Divina Church for the purchase of gifts and sweets during the Christmas period.

Colombia

Collaboration with various foundations at the national level by offering them our spaces/theatres completely free of charge so that they can organise events and charitable bingos to raise funds to help people in need. In Cali, we have collaborated with the Artista Colombiano Foundation, the Asopacifico Foundation and the Tu Vida Foundation. In Medellín with the Trasplantados Foundation, Corporación Social Mi Gente, AHVO pink ladies and finally in Bogotá, collaboration with the San Vicente de Paul Foundation.

Panama

Several activities have been organised to help those most in need. Donations of baskets of items for newborns in maternity wards at the national level, as well as other donations to the National Cancer Institute. We have also collaborated with the Soy Nueva Luz Foundation, with the Un Plato con Amor initiative, by donating food to families with underserved children. Finally, we have actively participated in the Blood Donation campaign.

Dominican Republic

We contributed financially to several foundations: Findicp Foundation, dedicated to rescuing boys and girls from abuse and exploitation; Cesal Foundation, which takes actions to strengthen territorial governance, promote sustainable livelihoods, combat deforestation and eco-sustainable tourism; and we collaborated with the Acción Callejera Foundation, which provides support with food, medicines, education, sport, psychology and health in 8 marginalised communities in the province of Santiago de los Caballeros to children and adolescents.

Peru

We supported multiple entities, through donations to local administrations in the form of toys, food and clothing to native communities and other in-kind donations to the Emaús Peru organisation, in the form of uniforms and other items for abandoned children, among others.

Spain

Our commitment to the local community takes the form of collaboration with several organisations, such as the Avance Positivo Association, which works to cover HIV patients by paying for treatments for people without funds and psychological help for people living with the virus. Other actions included a donation to the Ancor Project, which is an initiative that, together with the NEN Association, raises funds for neuroblastoma treatment research. We collaborated with the Spanish Association Against Cancer (Asociación Española Contra el Cáncer, AECC), as well as participating in the "Cursa Fanny Sallés" race in support of the fight against cancer, providing the economic value of the registrations that were donated to the Fundació Oncolliga, dedicated to providing psychosocial support to people with cancer.

Through the Sportium Foundation, an agreement has been signed with AVAN for the construction of a gym at its new Terrassa headquarters. The AVAN Foundation is a non-profit organisation that offers therapeutic, associative and leisure support to people affected by neurological diseases.

A collaboration agreement has been signed with the Royal Spanish Athletics Federation (Real Federación Española de Atletismo, RFEA) to promote solidarity sports, making it more accessible to vulnerable people. The Sportium Foundation will contribute to the Solidarity Programmes that the RFEA has or that may be implemented, supporting the optimal implementation and execution of these, while promoting the integration of people and groups at risk of social exclusion through sport.

Morocco

Collaboration with an association of older people with diabetes, as well as collaboration with a local orphanage.

Italy

Collaboration with the Buzzi Hospital of Milan for the acquisition of Christmas gifts for hospitalised children.