

Social

We endeavour to retain, develop and attract new talent to the Company



Goal and strategy



We are committed to providing the markets with the best services. To achieve this, we strive to ensure that all people who are part of the Group share this commitment.

Our team is essential and we must ensure that it is the best prepared by offering them an optimal work environment.

We actively work to meet the needs of our employees, from onboarding support to ongoing advice, which is adapted case by case, focusing on personalised development plans.

Likewise, we focus as a priority on the well-being of our employees, this being the pillar that supports CIRSA. In addition, we have carried out an exhaustive study at a global level and have identified the main risks at the

individual level in the group, such as potential loss of talent, loss of senior leadership profiles and risks to the wellbeing of our employees. With the objective of mitigating or eliminating the aforementioned risks, a policy has been developed under which different plans and programmes are derived:

- **Creation of 360° wellness and health plans** in all countries where CIRSA has a presence.
- **Development of training and education plans for leaders and managers**, to continue promoting internal promotions in the Group.
- **Expansion of the social benefits programme**, as well as improvement of existing flexible compensation plans.
- **Collaboration with new training centres**, to continue expanding the training catalogue.

The 5 pillars on which CIRSA's people policy is based:

1. ETHICS AND EQUAL OPPORTUNITIES

We ensure that all our processes, from hiring to compensation and promotions, are executed in an ethical, inclusive, fair manner and from the point of view of Diversity, Equality and Inclusion.

2. SOCIAL DIALOGUE AND JOB SECURITY

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

3. HEALTH, SAFETY AND WORKING CONDITIONS

We offer a safe work environment, carrying out safety studies in all positions and centres.

4. PROFESSIONAL DEVELOPMENT

We have comprehensive training programmes that are customised, case by case. In addition, we prioritise internal promotion, whenever possible.

5. WELL-BEING

The wellbeing of our employees is one of our top priorities. That is why we offer the best work environment to achieve balance between private life and work life.

Our team in numbers

In 2023, our team consists of **13,861 people**, of whom 79.2% work for our gaming halls directly or indirectly. The number of employees represents an increase of 4% compared to fiscal year 2022. Of this increase, more than 50% are people between 30 and 50 years old. Although **13,861** may seem like a large number, at CIRSA we continue to act as a local company, which explains why the majority of our employees come from the communities where we are present. Specifically, **95% of our employees are local**, that is, national employees of the country in which they provide the service.

Employees by professional category

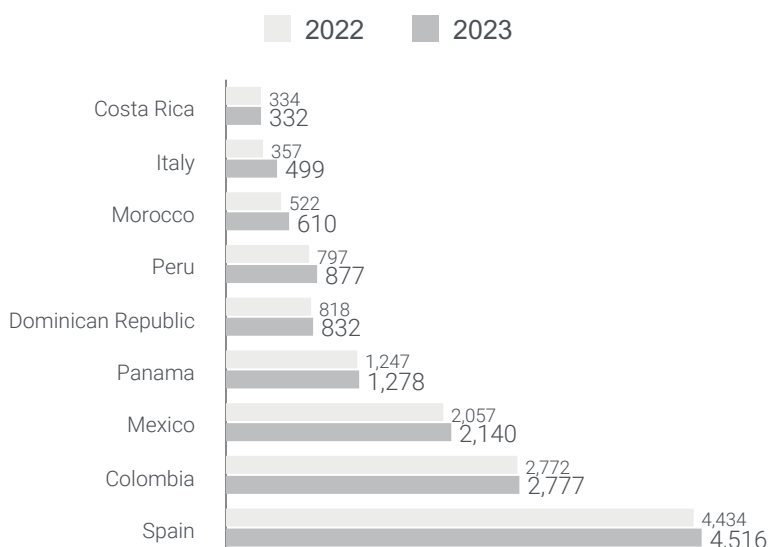
	2022	2023
Management	769	686
Support staff	1,703	1,745
Marketing staff	381	446
Indirect gaming halls staff	3,203	3,424
Direct gaming halls staff	7,282	7,560
TOTAL	13,338	13,861



Employees by age

	2022	2023
< 30	3,339	3,369
30 - 50	7,768	8,119
> 50	2,231	2,373
TOTAL	13,338	13,861

Employees by country and gender



2022		2023	
Female	Male	Female	Male
43%	57%	44%	56%
29%	71%	26%	74%
28%	72%	31%	69%
52%	48%	55%	45%
61%	39%	64%	36%
60%	40%	60%	40%
48%	52%	50%	50%
61%	39%	59%	41%
39%	61%	40%	60%

Actions and results

Our primary commitment is to create safe, healthy, diverse, balanced and inclusive workspaces. At CIRSA we offer our staff **an optimal place to work**. We achieve this through opportunities based on our **diversity, equality and inclusion** policy, with personalised training programmes, guaranteeing the **well-being of our employees**, offering the best safety conditions at work, as well as competitive compensation packages.

In addition, our **global** team consists of **49% women and 51% men**, reaching **56% of women in Latin America**.



ETHICS AND EQUAL OPPORTUNITIES

Ethical standards in our personnel management processes

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

In the selection processes, candidates are evaluated solely based on their fit for the position, to do so:

- **Segregation by sex is eliminated** through the writing of job advertisements that favour the inclusion of all the people to whom they may be directed. Additionally, the following clause is included in all advertisements:

"CIRSA is a company committed to Equal Opportunities. Therefore, we are responsible for ensuring that our selection processes are carried out under equal conditions and without discrimination based on birth, age, race, sex, sexual orientation, religion, marital status, opinion or any other physical, personal or social condition protected by law".

- **The incorporation of the minority sex is prioritised** in departments where there is a majority sex compared to 2 candidates with the same training and experiences.
- We have joined the **Empowering Women's Talent programme** led by the People and Talent Department to continue promoting the development of women in management positions.
- We offer **training in Inclusive Communication**.
- We are working on creating a **Diversity, Equity and Inclusion Committee** to detect opportunities for improvement and define global action plans.

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. That is why, through our equality plans, we are committed to guaranteeing the diversity and integration of all our personnel management processes, to ensure equal treatment and opportunity.

Organization of working time

At CIRSA, one of our main commitments is that all our employees should enjoy working conditions that are protected within current labour regulations to provide coverage for a better balance of family life throughout our environment.

Based on these regulations, the organisation of working time in each of the companies that make up the Group is regulated by the corresponding work schedules, which establish the daily work hours to be carried out in each work centre, in accordance with the annual or weekly hours established in the applicable local laws. In this regard, in the same work schedules, local and national holidays are established, as well as flexibility in the working day regarding entry and exit at each work centre, whenever applicable.

In the same way, in business centres work shifts are established with the conditions established in each local law. These work shifts are rotating, and in them the work days that must be determined are carried out by each employee on a weekly/monthly basis.

To make them formal and public, they are negotiated and signed, if they exist, with the representatives of the employees. Once signed, they are published on the boards installed for this purpose in each work centre, so that they can be viewed.

Regarding the management of working time, through the use of overtime, this is limited to what is allowed by the respective local legislation of each country and cannot exceed an annual maximum per employee. Payment for overtime, in accordance with the provisions of local legislation, may be financial or via time off. The use of overtime is limited to operational incidents and/or needs, especially in business areas.

Likewise, in the management of work time, all special situations are also taken into consideration, such as caring for children or sick relatives.

Diversity, equality and inclusion

Through our **Diversity, Equality and Inclusion policy**, commitments and lines of action are established to position the management of diversity and inclusion as key elements of the Company's global strategy. At CIRSA we have a Compliance environment that looks after the interests of all our employees. In this environment there are various tools made available to all of them, so that, if necessary, they can inform the company of any fact related to an alleged act of

harassment or discrimination in the workplace of any kind. In this regard, once the protocol is activated, the reported fact is investigated by opening an information file in which the alleged act of harassment or discrimination is investigated. Based on the results of this investigation, it will be determined whether the disciplinary regime established in local legislation can be applied.

In Spain we have successfully negotiated and registered 30 Equality Plans, which include specific actions in the areas of communication, training, development, safety and health at work, as well as protocols against sexual and gender-based harassment.

Our commitment is to create equitable and inclusive work spaces, where there are equality policies that affect both men and women equally. To this end, training programmes have been created within the equality plans, **the objective being to achieve parity in positions of responsibility.**

In addition, we have launched the **Aflorar Plan** in Spain, with the aim of guiding employees and their families to manage the procedures for obtaining the **disability certificate.**

Regarding integration and accessibility measures for people with disabilities, CIRSA guarantees that all people will have the same opportunities, with an inclusive approach in our practices for recruitment, selection, promotion and retention of diverse talent. In addition, we ensure maximum compliance with local and international laws to defend the rights of people with disabilities and their social inclusion. It should be noted that in 2023, conventions and agreements have been established with various associations at a global level, to facilitate access to a job by people with



disabilities, thereby covering the requirements and needs established in Spain by the General Disability Law in this regard.

All our work centres have a municipal opening licence, including the regulatory guideline of compliance with universal accessibility for people with disabilities, eliminating architectural barriers from access, along the interior route and including and providing adapted bathrooms.

Consequently, in this fiscal year, the number of employees with disabilities in the Group has increased by 2% compared to 2022, with the total number being 125 employees.

Employees by country and gender

	2022			2023		
	Women	Men	Total	Women	Men	Total
Spain	1,747	2,687	4,434	1,790	2,726	4,516
Colombia	1,682	1,090	2,772	1,638	1,139	2,777
Costa Rica	142	192	334	146	186	332
Panama	745	502	1,247	761	517	1,278
Dominican Republic	503	315	818	534	298	832
Mexico	997	1,060	2,057	1,064	1,076	2,140
Peru	417	380	797	480	397	877
Morocco	148	374	522	187	423	610
Italy	103	254	357	129	370	499
TOTAL	6,484	6,854	13,338	6,729	7,132	13,861
	49%	51%	100%	49%	51%	100%

Note: The increase in personnel derived from M&A (basically in Italy), full activity and post-covid recovery without restrictions (Morocco and Peru)

Regarding **gender integration**, in 2023, a total of **182 women have held a management position in gaming halls**, representing **50% of managers**.

In response to our responsibility for the **diversity and the integration** of our multicultural teams, CIRSA has developed a robust set of measures to ensure that all people belong and are included with equal opportunities.



At CIRSA we have employees of 80 different nationalities.

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.

Working conditions and social benefits

At CIRSA, not only are we 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 acquisition 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 transport pass card.

Part of our team's annual variable remuneration is directly linked to compliance with ESG objectives, establishing general objectives for the good performance of the main KPIs.

Number of new hires by gender, age and professional category

	2022						2023					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	0	16	1	2	28	13	1	32	0	1	37	14
Support staff	81	83	25	65	85	61	85	101	5	81	110	13
Marketing staff	88	23	11	64	15	38	44	24	4	15	37	4
Indirect gaming halls staff	139	239	65	242	307	83	58	188	28	178	314	24
Direct gaming halls staff	1,565	960	81	1,153	845	70	1,407	1,316	129	1,134	937	118
TOTAL	1,873	1,321	183	1,526	1,280	265	1,595	1,661	166	1,409	1,435	173
	3,377			3,071			3,422			3,017		

Number of staff terminations by gender, age and professional category

	2022						2023					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	1	7	2	0	16	14	0	9	2	1	15	12
Support staff	13	25	7	11	24	13	10	18	10	12	28	8
Marketing staff	4	7	0	2	7	12	4	10	0	1	10	0
Indirect gaming halls staff	25	50	7	55	105	19	11	45	7	33	73	11
Direct gaming halls staff	203	211	25	150	140	45	184	179	17	169	142	16
TOTAL	246	300	41	218	292	103	209	261	36	216	268	47
	587			613			506			531		

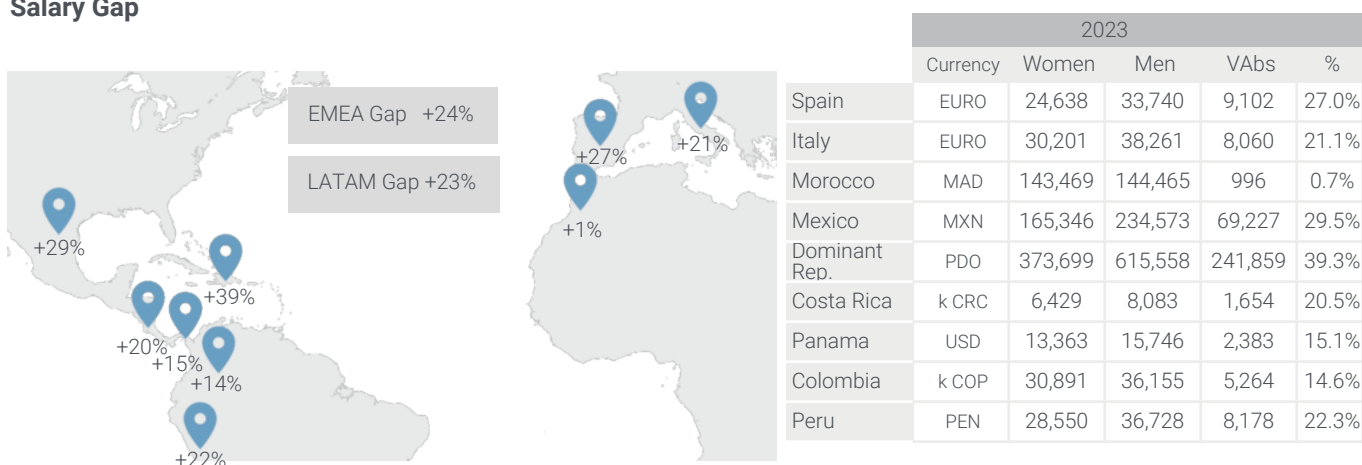
Average salaries by gender, age and professional category

Currency: in euros	2022						2023					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management (*)	16,057	31,606	40,961	28,939	51,154	71,632	15,753	38,085	43,929	18,457	57,221	78,074
Support staff	14,695	22,991	30,078	19,826	29,550	41,146	15,123	23,845	32,131	23,373	30,825	40,250
Marketing staff	8,193	14,977	19,948	14,316	30,493	42,111	8,459	17,679	30,809	15,929	38,566	52,685
Indirect gaming halls staff	6,922	10,077	14,479	7,320	11,536	20,095	8,025	10,931	16,478	7,933	12,039	20,866
Direct gaming halls staff	6,508	9,952	14,601	7,219	13,402	21,722	7,255	10,934	16,041	8,652	16,029	24,151
TOTAL	7,113	12,773	20,297	8,679	18,214	30,363	7,873	13,840	21,810	10,096	20,355	33,409

To calculate the average remuneration, the gross annual remuneration + bonuses and variables (all items) have been considered.

(*) The Management category does not include the remuneration of members of senior management

Salary Gap



The wage gap is conditioned by different geographic areas as well as different job categories. Our average wage gap between all the countries in which we have a presence is **21.1%**. We recognise the need to reduce it in the coming years and we are committed to doing so.

SOCIAL DIALOGUE AND JOB SECURITY

Freedom of association and trade union representation

Another of the fundamental issues for us is to guarantee freedom of union and association to all our employees, recognising their right to collective bargaining, in accordance with the legislation in force in each region. In this regard, in some of the countries where we operate, there are Legal Representatives of Workers who look after the latter's interests.

As a Group, we hold regular meetings with all of them to ensure good communication and listen to any suggestions. Currently, in Spain there are more than 50 legal representation bodies for employees that freely exercise the right to freedom of association and representation.

At these meetings, agreements are reached related to salary issues, flexible working, risk prevention, complements and services, equality plans, resource management, use of facilities, etc.

In 2022 we begin negotiations with **Uni Global Union**. In 2023, we are finalising an international agreement that will allow us to strengthen our dialogue and commitment in matters of Human Rights, union and environmental issues, as well as providing coverage for social dialogue with employees in the rest of the countries where the Group operates.

Quality of employment

At CIRSA we prioritise employment contracts of indefinite duration, resulting in job stability and quality for all local communities in which we operate. Job security is also fundamental for CIRSA.

96%

of our employees are covered by collective agreements



95%

permanent contracts

Number of employees covered by collective agreements by country

	2022			2023		
	Employees	% of employees covered	Employees covered	Employees	% of employees covered	Employees covered
Spain	4,434	100%	4,434	4,516	100%	4,516
Colombia	2,772	100%	2,772	2,777	100%	2,777
Costa Rica	334	100%	334	332	100%	332
Panama	1,247	100%	1,247	1,278	100%	1,278
Dominican Republic	818	0	0	832	0	0
Mexico	2,057	74%	1,515	2,140	78%	1,669
Peru	797	0	0	877	0	0
Morocco	522	0	0	610	0	0
Italy	357	100%	357	499	100%	499
% of employees covered by collective agreements	13,338	80%	10,659	13,861	80%	11,071
Total collective agreements	11,201	95%	10,659	11,542	96%	11,071

In those places where specific legislation exists, our employees are subject to the applicable collective agreements or conventions. In other countries, the corresponding state regulations apply. In both cases, issues related to occupational health and safety are included.

Average number of employees broken down by contract type and country

	2022				2023			
	Indefinite		Temporary		Indefinite		Temporary	
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
Spain	3,889	323	188	34	3,799	433	283	46
Colombia	2,752	0	20	0	2,759	0	30	0
Costa Rica	333	0	1	0	330	0	3	0
Panama	1,233	0	14	0	1,249	0	10	0
Dominican Republic	816	0	2	0	822	0	4	0
Mexico	2,056	0	1	0	2,223	0	2	0
Peru	777	3	17	0	828	0	22	0
Morocco	225	0	297	0	267	0	308	0
Italy	337	0	20	0	330	28	21	5
TOTAL	12,418	326	560	34	12,607	461	683	51
	12,744		594		13,068		734	

At CIRSA we prioritise indefinite and full-time working relationships whenever possible. Due to the nature of our activity, there are no substantial changes in the workforce during the year.

Average number of employees broken down by type of contract, age and sex

	2022						2023					
	< 30		30 - 50		> 50		< 30		30 - 50		> 50	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Indefinite	1,815	1,345	3,707	3,729	708	1,440	1,819	1,355	3,838	3,821	747	1,488
Full time	1,815	1,342	3,576	3,537	708	1,440	1,785	1,335	3,594	3,743	696	1,454
Part time	0	3	131	192	0	0	34	20	244	78	51	34
Temporary	79	100	144	188	31	52	140	133	164	234	27	36
Full time	79	100	123	175	31	52	130	124	144	229	22	35
Part time	0	0	21	13	0	0	10	9	20	5	5	1
TOTAL	1,894	1,445	3,851	3,917	739	1,492	1,959	1,488	4,002	4,055	774	1,524
	3,339		7,768		2,231		3,447		8,057		2,298	

Average number of employees broken down by type of contract and job category

	2022					2023				
	Management	Support staff	Marketing staff	Indirect gaming halls staff	Direct gaming halls staff	Management	Support staff	Marketing staff	Indirect gaming halls staff	Direct gaming halls staff
Indefinite	768	1,661	378	3,130	6,807	664	1,692	403	3,290	7,019
Full time	768	1,661	378	2,998	6,613	654	1,620	397	3,226	6,709
Part time	0	0	0	132	194	10	72	6	64	310
Temporary	1	42	3	73	475	12	53	8	100	561
Full time	1	42	3	73	441	11	51	8	96	517
Part time	0	0	0	0	34	1	2	0	4	44
TOTAL	769	1,703	381	3,203	7,282	676	1,745	411	3,390	7,580

HEALTH, SAFETY AND WORKING CONDITIONS

Occupational health and safety

At CIRSA we are very committed to health and safety at work, as established by our Occupational Risk Prevention Policy, this being a key priority for the management team in all the countries where we operate.

Specific training in occupational health and safety for different positions is essential in the Group. Additionally, a programme to prevent musculoskeletal disorders is carried out for UNIDESA employees (slot machines manufacturers).



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 2023, there have been 327 work accidents and there have been 0 work-related illnesses.

Working conditions

The implementation of appropriate safety policies and procedures creates a work environment in which risks are minimised, promoting the physical and emotional integrity of employees. The presence of preventive measures and clear protocols not only complies with government regulations, but also fosters a culture of responsibility and awareness in the workplace. A safe work environment not only involves the management of obvious risks, such as the correct handling of equipment or the prevention of accidents, but also the proactive identification and addressing of potential

hazards, constant training in safety and regular evaluation of working conditions contributes to creating an environment where employees feel supported and confident in carrying out their tasks. In conclusion, prioritising safety in the workplace is not only a legal obligation, but also a commitment to the well-being and health of employees. A safe work environment not only protects employees from injuries and accidents, but also strengthens team cohesion and efficiency, contributing to CIRSA's sustainable success.

Accident rate

	2022			2023		
	Total	Women	Men	Total	Women	Men
Accidents*	283	183	100	327	202	125
Frequency index ¹	11.29	14.94	7.69	8.07	10.24	6.02
Severity index ²	0.19	0.23	0.15	0.17	0.19	0.15
Work-related illnesses	0	0	0	0	0	0

* Year 2023 full post-covid activity

¹ The frequency index has been obtained by dividing the number of accidents with medical leave (does not include accidents in itinere) by the number of hours worked multiplied by 1,000,000.

² The severity index has been calculated by dividing the number of days lost due to accidents with medical leave (does not include accidents in itinere) by the number of hours worked multiplied by 1,000.

Absenteeism from work

Efficient management of absenteeism from work is crucial to guarantee operational continuity and optimal performance of CIRSA. Absenteeism, whether for health, personal or work-related reasons, can have a significant impact on employee productivity and morale. Implementing proactive measures to reduce absenteeism is essential. Offering wellness programmes that address both physical and mental health, providing flexibility in work schedules to adapt to individual needs, and promoting a culture of support and recognition are effective strategies.

Analysing the ratios that currently exist at CIRSA, a global absenteeism rate of 3.1% has been detected, which is equivalent to 1,248,910 hours* (in 2022 were 1,218,328 hours). This index includes absenteeism due to sickness and accidents.

* Estimated 8 hours per lost work day

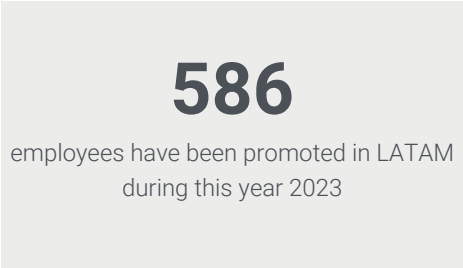
	2022	2023
Spain	5.8%	5.8%
Colombia	2.5%	2.5%
Costa Rica	1.5%	2.5%
Panama	0.3%	1.2%
Dominican Republic	1.1%	1.1%
Mexico	2.0%	1.7%
Peru	1.7%	1.6%
Morocco	0	1.0%
Italy	0	1.3%
TOTAL	3.3%	3.1%

PROFESSIONAL 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 to detect and diagnose the potential of some of our employees, which we accompany with career and training plans. These help us guarantee success in internal promotions and in succession in critical positions, both in operations and in corporate areas.

Internal promotions

Encouraging internal promotion within CIRSA is essential for the professional growth and motivation of employees. By creating an environment that values and recognises internal talent, a culture is established that encourages aspiration and continued professional development. Promoting from within not only benefits the promoted individual, but also strengthens team cohesion by demonstrating that the organisation values and nurtures existing talent.



Staff rotation

Our global annual **staff turnover rate of 28.3%** is closely related to the different labour market situations in the countries where we are present. While in European countries the turnover rate is lower, in other countries this rate is higher, depending on the specific situation of the country.

In this regard, we are committed to reducing CIRSA's turnover rate, which allows us to have more stable staff and provide a better service to our customers. This means that, during 2023, this **reduction has been 20%** compared to the previous year.

	2022	2023
Spain	17.5%	14.3%
Colombia	42.9%	35.0%
Costa Rica	35.9%	35.8%
Panama	11.8%	16.4%
Dominican Republic	29.9%	23.9%
Mexico	82.2%	58.9%
Peru	58.4%	37.3%
Morocco	33.6%	19.3%
Italy	15.2%	7.9%
Total	35.2%	28.3%

Training

CIRSA's training policy differentiates 3 groups according to the type of teaching:

- **Mandatory.** We promote those guidelines that may be more strategic for the company and our culture of continuous improvement, such as training on **Responsible Gaming, Compliance and Occupational Risk Prevention**.
- **Required/specific.** Any training linked to the role each person performs, individual career development or corporate programmes. Example of these trainings would be:
 - a) **Excellence Programme**, which improves the technical and service performance of the business's employees.

b) **Empowering Women's Talent** Programme to enhance female talent in the group through:

- Workshops and meetings in which to share experiences through breakfasts with managers and employees.
- Cross mentoring.
- Presentations.

c) **Diversity Leading company** Certification of Teams and Talent

- Aflorar Plan.
 - Collaborations with associations such as Prodis and the Seeliger & Conde Foundation to attract diverse talent.
- **Voluntary.** Training that is available to employees, focused on providing new tools that improve the personal and professional lives of collaborators. An example of these trainings would be *Digital Skills, Smart Pills, Languages*.

Training hours by typology

(*)	2022	2023
Role improvement	Not reported	267,864
Well being	Not reported	6,498
Security and health	Not reported	44,050
Legal & Compliance	Not reported	17,433
Responsible Gaming	Not reported	9,206
Skills	Not reported	25,254
Professional development	Not reported	3,867
Total	864,305	374,172

Training hours by professional category

(*)	2022	2023
Management	4,214	15,241
Support staff	37,295	37,448
Marketing staff	4,648	5,912
Indirect gaming halls staff	16,183	57,704
Direct gaming halls staff	801,965	257,867
Total	864,305	374,172

Training hours by country

(*)	2022	2023
Spain	43,201	57,790
Colombia	647,878	171,617
Mexico	89,409	46,706
Panama	8,935	34,858
Dominican Republic	20,806	22,828
Peru	18,792	18,168
Italy	3,430	2,319
Morocco	0	16,666
Costa Rica	31,854	3,220
Total	864,305	374,172

(*) Year 2022 post-Covid reopening - specific training in the table area (dealers, croupiers...)

We are committed to internal talent with training both individually and through corporate programmes that improve the performance of our employees.

In addition to the training offered to all group personnel, there are plans for more specific groups.

WELCOME PACK

Aimed at new hires to facilitate their adaptation and facilitate the on-boarding process. Training is offered in Occupational Risk Prevention (ORP), Compliance as well as an introduction to CIRSA processes, depending on the position to be held.



INTERNAL DEVELOPMENT PLANS

They focus on detecting talent with potential in all positions in the business areas improving technical performance and customer service.



TRAINING CAPSULES

Voluntary training focused on enriching the professional and personal lives of our employees, such as language training, digital communication tools as well as activities under our motto *Enjoy Life with Us*.



SCHOOLS BY POSITION

In response to business requests, training aimed at leadership and team management is developed, through coaching or experiential training.



CIRSA SCHOLARSHIPS

All Group employees can benefit from scholarships for studies of their choice, either to complement their professional knowledge or to expand their personal experiences.



GROUP MEETINGS OR CONVENTIONS

Grouped into departments or business areas, tools are provided to develop the relevant skills in each case, through workshops, talks and presentations.



WELL-BEING OF OUR EMPLOYEES

Since people are the engine of CIRSA, we concentrate our efforts on ensuring their well-being. We focus on ensuring fair and equitable treatment of all team members and promote respect, upholding equal opportunity, regardless of gender, nationality or age.

One of our success elements for attracting the best workforce includes our working conditions, which contribute to a **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 with legal measures such as parental leave and reduction of working hours to care for a minor or a family member who cannot take care of themselves, at CIRSA we have implemented a series of measures to facilitate this balance:

- Teleworking, whenever possible.
- Friday with shortened day.
- Days of own business.
- Social benefits.
- Flexible remuneration.

We offer **a wide range of benefits to all our employees where they are based**, regardless of whether their contract is permanent or temporary.

We also care about the opinion of our employees. Their opinion is very valuable to us. In order **to be able to hear the voice of all of them 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 in Spain and in other countries, on the web, There is a suggestion box.



Measures to facilitate balance

It is also a priority to achieve a balance between work and personal life, with the aim of improving the well-being of our staff.

Based on this, we ensure that our employees can benefit from all the resources offered by local labour regulations, so that we can establish beneficial

measures that promote the **balance of family life**. For this reason, CIRSA has established measures that entail **flexibility in the day**, both in access and at the end of it.

In the same way, to promote this balance with family life, teleworking has been introduced, which allows a significant part of our staff to be able to work from home, at least one day a week in those positions in which this measure is viable, adapting to the needs of our employees and the new context of the labour market.

Other measures that are established in the applicable local legislation are also taken into account, which allow and give access to this balance, such as maternity/paternity leave, reduction of the working day to care for a minor or a family member, or voluntary leaves of absence to care for minors and/or family members.

Switching off from work

At CIRSA, digital disconnection is considered the limitation on the use of technologies outside of work time, in order to guarantee respect for rest time, days off, holidays or sick leave. In this regard, we respect all the views of the bodies that recommend digital disconnection, to thereby encourage a better benefit in

terms of balance with family and personal life with respect to the work environment. Based on this, we give priority to the obligation to guarantee the right to digital disconnection of all people, in accordance with the legislation in force in each case.

We have implemented a comprehensive campaign aimed at promoting the health of our employees globally, addressing both mental, physical and social aspects.



Physical activity

We offer Yoga, Cross-Training, Pilates and Crossfit classes, among other activities. In addition, we have paddle tennis, running and bike sports clubs.

Healthy nutrition

We have created initiatives with the aim of improving our employees' knowledge and awareness of healthy eating habits.

Emotional Wellbeing

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



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 that are close to 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 13,861 employees in 9 countries, our economic footprint is significant, creating **positive impacts** in the communities where we are present. An important contribution that we make to the development of the countries in which we operate is the **taxes on gaming and economic activities**. In 2023 alone it has been **795 million euros**.

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

also generate employment and provide 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 of the sector is estimated at 0.8% of GDP, while the industry creates about 85,000 direct jobs and 175,000 indirect jobs.

95%

of CIRSA staff are in local communities

€795 million

paid in gaming and business taxes

CIRSA is committed to working only in regulated markets through local companies, in order to contribute to public resources through payment of gambling taxes 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 build a better society and we are proud that our taxes also contribute to doing so. In parallel, we collaborate with foundations and non-profit organisations that are well-informed about the needs of these groups. **In 2023, at CIRSA we have donated €172,167 to non-profit organisations and public entities to help those who need it most. The Sportium Foundation has also donated €84,565 to various projects linked to the inclusion of vulnerable groups and sport.**

Below are some of the main initiatives we have been involved in by country in 2023.

Spain



Employee volunteering in the Food Bank's Great Collection campaign.

Spain



Motivational talk through the association dalecandELA.org, in support of ALS patients.

Spain



Collaboration with the blood donation campaign organized by the Blood and Tissue Bank.

Spain



Donation to the Plurals Associació LGTB+ association, maintaining support for all groups.

Peru



Partnership with Netzun to offer courses and training to employees.

Dominican Republic



Donation to the CAREMI Foundation (Women's Professional Training Center).

Panama



Volunteering of employees in cleaning mangroves in the community of Puerto Julián.

Mexico



Helping those affected by Hurricane Otis in Acapulco.

Morocco



Helping those affected by the earthquake in Morocco.

Costa Rica



Solidarity tournament to raise funds for the NGO One Sea, among others.

Colombia



Campaign to promote health and good treatment at work for more than 1,400 employees.

Italy



Campaign to collect supplies and purchase pressure washers for the Emilia Romagna region affected by floods.