

# 06

## *Social*

Our goal is to develop, retain and attract new talent to the Company



# Goal and strategy



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

Aware that **the human team is a strategic asset** for achieving business objectives, CIRSA has adopted a regulatory framework that defines the bases for the implementation of a management model that enables us to attract, develop and retain talent, promoting an optimal work environment that enables the comprehensive development of our employees, through an inclusive, diverse culture that promotes the physical and mental well-being of all of us who are part of the Group.

This regulatory framework includes the following specific policies:

- Human Rights Policy
- Diversity, Equality and Inclusion Policy
- Occupational Health and Safety Policy (OHS)

To achieve our operational excellence, we must attract people who seek to develop their full potential at CIRSA.

To that end, we work actively in promoting their personal and professional growth and fostering a work environment that generates trust and motivation. We have also identified the main risks at the individual level in the Group, such as the potential loss of talent, the loss of senior leadership profiles and the risks to the well-being of our employees. In order to mitigate or eliminate the aforementioned risks, the following plans and programmes have been developed in all the countries where CIRSA operates:

- **Creation of 360° wellness plans**, which include actions related to physical activity, emotional well-being and financial training, among others.
- **Development of training plans for leaders and managers**, to continue encouraging internal promotions within 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.

*These are the 5 pillars on which CIRSA's people management is based:*

## 1. ETHICS, DIVERSITY, EQUALITY AND INCLUSION

We ensure that all our processes, from hiring to compensation and promotions, are executed in an ethical, integrating, fair, diverse and inclusive manner.

## 2. WORKING CONDITIONS

We guarantee the best working conditions by prioritising permanent over short-term contracts, as well as freedom of association and social dialogue.

## 3. WELL-BEING

The well-being of our employees is one of our priorities. That is why we offer the best working environment to achieve a work-life balance.

## 4. OCCUPATIONAL HEALTH AND SAFETY

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

## 5. PROFESSIONAL DEVELOPMENT





We have comprehensive training programmes that encourage the development of human capital and the promotion of professionals throughout the Group.

# Our team in numbers

Our team consists of **15,510 people**, of whom 80% work for our gaming halls. This number of employees represents an increase of 12% compared to the 2023 financial year. Although it may seem like a large number, at CIRSA we continue to act as a local company in all the countries where we are present, which explains why the majority of our employees come from the communities themselves. Specifically, **95% of our employees are local**, that is, national employees of the country in which they provide the service.

## Employees by professional category

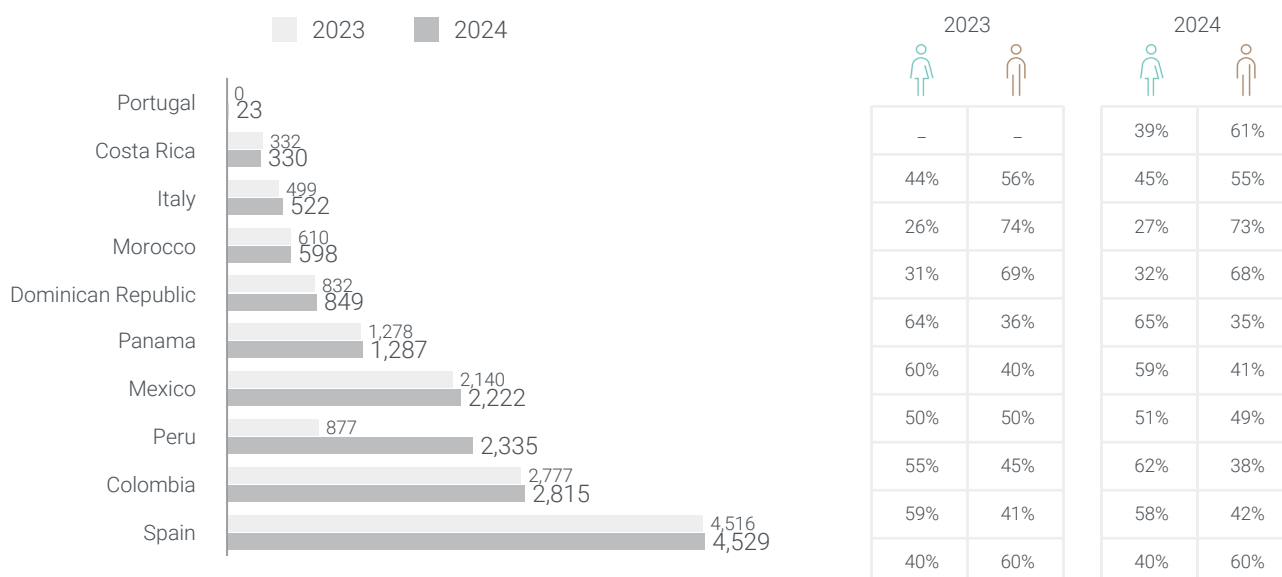
	2023	2024
Management	686	715
Support staff	1,745	1,949
Marketing staff	446	496
Indirect gaming halls staff	3,424	3,542
Direct gaming halls staff	7,560	8,808
<b>Total</b>	<b>13,861</b>	<b>15,510</b>

 49%
 51%
 50%
 50%

## Employees by age

	2023	2024
< 30	3,369	4,322
30 - 50	8,119	8,718
> 50	2,373	2,470
<b>Total</b>	<b>13,861</b>	<b>15,510</b>

## Employees by country and gender



## Employees by country and gender

	2023			2024		
	Women	Men	Total	Women	Men	Total
Spain	1,790	2,726	4,516	1,807	2,722	4,529
Colombia	1,638	1,139	2,777	1,639	1,176	2,815
Peru	480	397	877	1,447	888	2,335
Mexico	1,064	1,076	2,140	1,133	1,089	2,222
Panama	761	517	1,278	764	523	1,287
Dominican Republic	534	298	832	553	296	849
Morocco	187	423	610	189	409	598
Italy	129	370	499	141	381	522
Costa Rica	146	186	332	147	183	330
Portugal	n/a	n/a	n/a	9	14	23
Total	6,729	7,132	13,861	7,829	7,681	15,510
	49%	51%	100%	50%	50%	100%

Note: Puerto Rico is not included due to the lack of structure. Increase in staff in Peru due to the incorporation of the company Apuesta Total in 2024.

Our global team is made up of **50% women and 50% men**, reaching **58% women in Latin America**.

## Employees by nationality

	2023	%	2024	%
Spanish	4,185	30%	4,180	27%
Colombian	2,859	21%	2,900	19%
Peruvian	871	6%	2,318	15%
Mexican	2,115	15%	2,195	14%
Panamanian	1,258	9%	1,267	8%
Others	2,573	19%	2,650	17%
Total employees	13,861	100%	15,510	100%
Total nationalities	80		80	

## Breakdown by management (\*)

2024	%
287	40%
112	16%
70	10%
60	8%
63	9%
123	17%
715	100%
21	

(\*) Staff of the professional category Management

# Actions and results

*For CIRSA, respect and dignified treatment of all people is fundamental. In compliance with our policies and in line with our philosophy, we are fully committed to ensuring diversity and integration in all our people management processes.*

## 1. ETHICS, DIVERSITY, EQUALITY AND INCLUSION

At CIRSA we are committed **to fostering an environment where diversity and inclusion are the fundamental pillars**. We recognise that different perspectives and experiences are essential for innovation and sustainable growth.

In this chapter, we detail our policies and achievements in terms of diversity and inclusion, underlining our commitment to creating an equitable and respectful workplace, highlighting our efforts to ensure that all people, regardless of their personal characteristics, feel valued and respected.

Inclusion goes beyond integrating diversity; it is about **ensuring equal opportunities** and creating an environment where each individual is recognised and valued for their differences, allowing talent to reach its full potential.

To achieve all of the above, we promote a diversity and inclusion strategy within our People and Talent standards and organisation.

- **Diversity, Equality and Inclusion Policy** that establishes the bases of the plans to promote effective equality, ensuring professional development and equity in opportunities.
- **Job vacancy management standard** that guarantees equal opportunities, ensuring fair, impartial and unbiased processes.
- **Human Rights Policy**. Policy that guarantees equal and dignified treatment for each and every member of CIRSA and ensures that everyone is treated with respect.
- **Diversity and Inclusion Strategy** that seeks to build an environment in which difference is an added value and there are no elements of discrimination that limit the opportunities of any group or prevent our organisation from making the most of the talent of all the people who make up it.
- **Diversity and Inclusion Committee** established in July 2024 in Spain with members from all countries, which acts as an advisory and executive body responsible for promoting, developing and implementing initiatives that promote the inclusion of diversity throughout the Group.

To ensure a discrimination-free environment, CIRSA explicitly undertakes not to discriminate on the basis of gender, age, sexual orientation, disability, origins or any other characteristic that is not related to the requirements for performing the job. The Group also has procedures in place to prevent behaviour that violates this rule.

Group employees can report behaviour that is susceptible to workplace discrimination through the **Ethics Line Channel**.

In this regard, once the protocol is activated, the reported event is investigated by an internal committee, opening an information file in which the alleged harassment or discriminatory act is investigated. The result of this investigation will determine, if applicable, the application of the disciplinary regime established in local legislation. To see the number of cases, see Chapter 7. *Corporate governance. Ethics Line Channel*.

## Strategy and commitments

This diversity and inclusion strategy, together with all the policies and programmes derived from it, is mandatory for all employees, management and members of the Board of Directors of the companies that make up the CIRSA Group, regardless of their geographic location. This includes both those over which the CIRSA Group exercises effective control and those in which it has significant influence, always within the limits provided for by current regulations.

To achieve an inclusive culture throughout the organisation, we have established the following **commitments**:

1. Diversity management	2. Rejection of discrimination	3. Selection mechanisms
Integrate into the organisation the wealth that comes from the confluence of different knowledge, skills and experiences, through the management of the diversity of its professionals.	Expressly reject any discrimination based on gender, age, disability, nationality or culture, race, religious beliefs, thought and sexual orientation.	Ensure that decisions and mechanisms regarding selection, hiring, performance evaluation, career advancement and promotions are based on merit.
4. Equal opportunities	5. Work-life balance	6. Stakeholders
Promote equal opportunities as a central axis in the orientation of People and Talent policies.	Provide all professionals with tools and measures that promote work-life balance.	Extend the commitment to diversity through respect for freedom of management to our interest groups.

**CIRSA's diversity and inclusion strategy** is based on clear and measurable objectives, including awareness and training, promoting inclusive leadership and reducing gender gaps. The **objectives** on which the aforementioned strategy is based are described below:

- **Promote** awareness of diversity and inclusion at all levels of the organisation
- **Promote** diversity education through specific workshops and seminars
- **Develop** and foster inclusive leadership throughout the organisation
- Progressively **reduce** the gender gap in leadership positions
- **Measuring** and reducing the global wage gap
- **Ensure** equity in selection, promotion and professional development processes
- **Promote** mentoring and development of diverse talent

## Performance and achievements

Diversity and inclusion are essential for business success and sustainability today. Below we detail the actions undertaken and the recognitions obtained in 2024 in the implementation of this strategy.

- **Diagnosis of the state of Diversity in the Group.** We have carried out an exhaustive quantitative study on gender, sexual orientation and generational diversity, as well as leadership in our Group, through a survey of more than 4,600 employees, obtaining responses from 935 employees (20% of the surveys). This analysis has provided us with a deeper understanding of our current situation and the opportunities for further progress.

The study has identified several areas with significant progress and opportunities for improvement.

Equal treatment by gender

Treatment regarding  
sexual orientation

Treatment regarding  
generational diversity

In all cases we have observed **a positive perception**, even so, we must continue to improve our policies in order to ensure that each person feels valued and respected.

- **Constitution of the Group's Diversity and Inclusion Committee** with the purpose of promoting, developing and implementing initiatives that encourage the inclusion of diversity.

The committee is **made up of 7 people on a permanent basis**, as well as **one person representing each country where we are present**, guaranteeing the representation of various areas, age groups, genders and other sensitivities. Its objective is to ensure that actions reflect all groups in the organisation, focusing on the axes of gender diversity, generational diversity and sexual diversity, developing the strategy that reinforces our commitment to diversity and inclusion and outlining the roadmap for the implementation of initiatives planned for 2025.

- **Mandatory e-learning training** on Diversity, Equality and Inclusion launched to the entire group of employees in Spain. This training has provided an overview of the fundamental concepts of diversity (gender, sexual orientation, generational) as well as the importance of inclusion in organisations and the effect of biases. The aforementioned training is expected to be delivered to the rest of the Group countries by 2025.



- **Renewal of membership in the Empowering Women's Talent & Diversity Leading Company** programmes of Teams and Talent, with the purpose of giving the Group's employees the opportunity to participate in workshops and events on these subjects.

As a result of the work carried out, we have obtained the seal that certifies us as an **Empowering Women's Talent 2024** company, which reaffirms our commitment to policies and initiatives that promote diversity and female empowerment, and the seal that certifies us as a **Diversity Leading Company 2024**, which reflects our effort and dedication to making inclusion a fundamental pillar of our organisation.



- **Participation in workshops and events** aimed at developing a greater understanding of diversity and inclusive leadership, as well as female empowerment. These include:

- Inclusive communication
- Productivity and efficiency
- Empowerment and leadership
- Public speaking and impactful presentations
- Cognitive diversity

- **Development of the Cross-mentoring programme** (3rd edition) with the participation of 12 women as mentees and 8 mentors in management positions. The aim is to exchange leadership experiences and promote the professional growth of the participants.

Regarding **gender integration**, there has been an increase in the % of women.

	2023	2024	Aim (%)	Year
% Women	49%	50%	> 50 %	2025
% Managerial position in points of sale	50%	52%	> 52 %	2025
% Point of sale positions / managerial positions	86%	85%	> 85 %	2025
% Managerial positions	23%	23%	> 23 %	2025
< 30	—%	—%	—%	2025
30 - 50	33%	32%	> 32 %	2025
> 50	10%	10%	> 10 %	2025
% STEM Positions	12%	12%	> 12 %	2025

At CIRSA we ensure that all our processes, from job requirements and hiring to compensation and promotion, are managed in an ethical, inclusive and fair way and with a Diversity, Equality and Inclusion-based approach.





## Compensation policies

At CIRSA, we are not only aware of the importance of developing our staff, but we are also committed to offering a competitive remuneration package for each employee at all levels.

### Average remuneration by gender, age and professional category

Currency: in euros	2023						2024					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management (*)	15,753	38,085	43,929	18,457	57,221	78,074	13,866	45,018	43,638	23,380	59,663	85,452
Support staff	15,123	23,845	32,131	23,373	30,825	40,250	15,974	23,412	33,170	20,316	30,848	41,555
Marketing staff	8,459	17,679	30,809	15,929	38,566	52,685	8,399	17,873	37,805	10,941	37,117	53,852
Indirect gaming halls staff	8,025	10,931	16,478	7,933	12,039	20,866	7,904	10,857	16,090	7,844	12,291	21,308
Direct gaming halls staff	7,255	10,934	16,041	8,652	16,029	24,151	7,055	10,651	16,452	8,665	16,363	24,420
<b>Total</b>	<b>7,873</b>	<b>13,840</b>	<b>21,810</b>	<b>10,096</b>	<b>20,355</b>	<b>33,409</b>	<b>7,651</b>	<b>13,682</b>	<b>22,311</b>	<b>9,852</b>	<b>21,057</b>	<b>35,005</b>

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

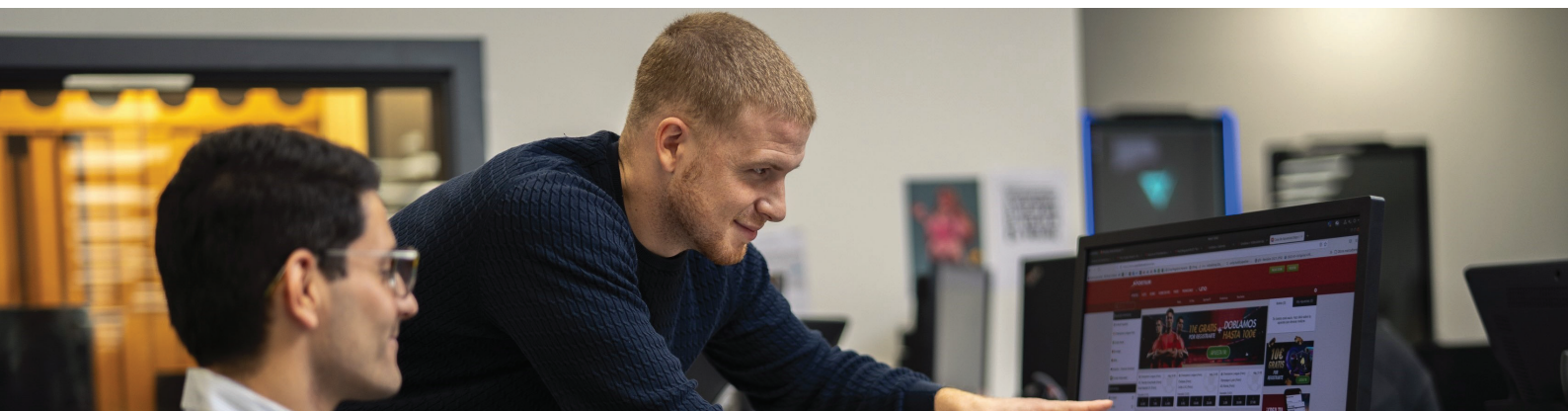
(\*) The Management category does not include the remuneration of senior management

## Variable remuneration

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

## Career plans

At CIRSA, our approach to remuneration is centred on rewarding our employees for their **long-term commitment and dedication**. We implement career plans that promote professional growth and continuous development, ensuring that our employees have clear opportunities for advancement within the company. In addition, we value the loyalty of our employees and offer awards for loyalty or seniority, recognising their sustained contribution over the years. These programmes not only reinforce our commitment to the well-being of our employees, but also promote a positive and motivating work environment.



## Salary gap

	Currency	2023				2024			
		Women	Men	Abs Val	%	Women	Men	Abs Val	%
Spain	EURO	24,638	33,740	9,102	27.0%	25,678	35,528	9,850	27.7%
Colombia	k COP	30,891	36,155	5,264	14.6%	34,080	39,256	5,176	13.2%
Peru (*)	PEN	28,550	36,728	8,178	22.3%	23,800	36,615	12,815	35.0%
Mexico	MXN	165,346	234,573	69,227	29.5%	169,453	239,901	70,448	29.4%
Panama	USD	13,363	15,746	2,383	15.1%	14,041	16,201	2,160	13.3%
Dominican Republic	DOP	373,699	615,558	241,859	39.3%	404,967	689,798	284,831	41.3%
Morocco	MAD	143,469	144,465	996	0.7%	144,964	155,486	10,522	6.8%
Italy	EURO	30,201	38,261	8,060	21.1%	32,735	40,277	7,542	18.7%
Costa Rica	k CRC	6,429	8,083	1,654	20.5%	7,112	8,742	1,630	18.6%
Portugal	EURO	-	-	-	-	17,216	19,288	2,072	10.7%

(\*) Without Apuesta Total in Peru, the country gap would be 20.1% in 2024.

The **wage gap** is determined by the different geographical areas as well as the different job categories. Our average wage gap between all the countries in which we operate is **21.5%**, which, calculated without taking into account the acquisition of **Apuesta Total in Peru**, would be 20.0%, improving this indicator by **5% vs. 2023**. The Group's objective is to continue reducing this figure in the coming years.

## Selection

At CIRSA we recognise that having a diverse workforce is essential to drive innovation, improve decision-making and reflect the diversity of the markets in which we operate.

To do this, we guarantee fair and equal processes that seek to achieve the best fit between people and the specific needs of each position, aligning ourselves with the priorities and objectives of the organisation and seeking solutions that add value.

- **Employer Branding.** We have implemented various strategies to strengthen our image as an employer in all the countries where we are present, in order to attract and retain talent. Some of the most representative actions carried out have been:

1) Strengthen our presence on **LinkedIn** through:

- **Unification of international profiles** under a single corporate brand, with a coherent editorial line defined by a committee, which ensures communication aligned with our values and objectives and highlights our diverse and multicultural identity
- Dissemination of information about our products, as well as other recognised brands of the Group (Sportium and Unidesa) and news from the sector to bring users closer to our business
- Presentation of results to show **the solidity of the business project**

- Creation of testimonials, videos and interviews that reflect and show **life at CIRSA** as **talent seekers**, as well as campaigns on **ESG and compliance commitments**
- **Publication of job offers** so that our potential candidates can apply and become part of our team and projects
- Give visibility to our **social action initiatives**, highlighting how we contribute to the development of the communities where we operate. These actions reflect our responsibility as a company and our mission to provide value beyond business
- **Implement inclusive and accessible vocabulary** in all our communications to promote diversity and make visible our culture of inclusion, equal opportunities and respect for differences

## 2) Connect with young and emerging talent through:

- Local job fairs, for both vocational training and university students.
- Organisation of a Hackathon in Spain, to attract IT development profiles in collaboration with Nuwe.

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- **Programmes to generate talent.** Given the nature of our sector and the inherent difficulties in finding certain profiles due to the high supply and competitiveness of the market, we have designed and implemented specific plans to generate talent. These plans are aimed at both training people who are looking for their first job and hiring people who have the necessary potential to take on roles of responsibility within the company.

One of these programmes was the aforementioned **Hackathon**. This resulted in the hiring of 8 young people, who became part of the **Impulso Programme** where they are being guided by expert mentors for 2 years to boost their professional growth at CIRSA Tech. In addition, we have other programmes in place, such as the **Vivero Plan**, aimed at incorporating people with experiences related to our sector to train them internally in our business and have them hold more complex positions in the near future.

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- **Talent with functional diversity.** At CIRSA we are aware of the importance of recognising and taking advantage of the strengths of people with disabilities, regardless of the barriers they may face, which is why we focus on attracting talent with functional diversity in Spain through collaboration with the different Public Employment Administrations or specialised Foundations such as Seeliger y Conde or Prodis. As a result of these collaboration agreements, we meet the requirements and needs established in Spain by the General Law on Disability.

In the current year, there are **125 employees with disabilities** in the Group.

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- **Publication of internal vacancies.** In Spain, we publish our vacancies internally, following the "Job Vacancy Management Standard", which guarantees equal opportunities, ensuring fair, impartial and unbiased processes to provide opportunities to the Group's employees. In the other countries where we are present, available job vacancies are also published.

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- **Onboarding.** At CIRSA, we have an onboarding programme, adapted to each position and country, for all those who join the Group. This process, managed by the selection team, **presents the Group to the new employee**, covering aspects such as history, business units, social impact, sustainability initiatives and social benefits. Detailed information is also provided on the services offered to employees.

Each person who joins the Group receives a series of **mandatory training** sessions to be completed during their initial period. These training sessions cover, among others, topics such as health and safety at work, with the aim of familiarising them with the emergency plan of the building in which they are located, as well as the risks associated with their job. Specific mandatory training related to the functions that the person will perform is also provided, such as Responsible Gaming for all customer service staff in gaming halls.

In addition, for certain positions, mainly in management roles, we have a personalised **induction plan**. This plan includes individual meetings with corporate and business management, meetings with the management of the key departments with which we will collaborate and visits to the business centres to familiarise ourselves with them. In this way, we promote the connection between people, culture and comprehensive knowledge of our business.

As a pilot test, and with the aim of extending it to the rest of the business units soon, in our Casinos division we have implemented a **specific mentoring plan**. In this programme, each person who joins our casinos is assigned someone who trains and accompanies them individually during their first days in the operation, thus ensuring proper integration and performance.



## 2. WORKING CONDITIONS

### Organisation of working time

At CIRSA, one of our main commitments is that all our employees enjoy working conditions that are covered by current labour regulations to provide coverage for a better work-life balance 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 calendars**, which establish the daily work days to be carried out in each work centre, in accordance with the annual or weekly hours established in the applicable local laws. In this sense, in the same work calendars, local and national holidays are established, as well as flexibility in the work day regarding the entry and exit in each work centre, whenever applicable.

Similarly, work shifts are established in business centres with the conditions established in each local law. These work shifts are rotating, and they determine the work days that each employee must perform on a weekly/monthly basis. These are negotiated and signed with the representation of the employees to provide them formality and publicity. Once signed, they are published on the notice boards installed for this purpose in each work centre, so that they can be consulted.

Regarding the management of working time, through the **use of overtime, this is limited to the respective local legislation of each country** and cannot exceed an annual maximum per employee. The **compensation for these**, in accordance with what is determined in local legislation, **can be financial or in the form of rest time**. The use of overtime is limited to incidents and/or operational needs, especially in business areas.

Likewise, when managing work time, all situations of special significance are also taken into consideration, such as taking care of children or sick relatives.

### Accessibility

In terms of integration and accessibility measures for people with disabilities, at CIRSA we guarantee that all people have the same opportunities, with an inclusive approach in all our recruitment practices. Furthermore, all our work centres have a municipal opening licence, integrating the regulatory parameter of compliance with universal accessibility for people with disabilities.

### Mechanisms to promote employee involvement

At CIRSA we care about the opinion of our employees. **In order to listen to everyone's voice and involve them in the company's management**, in terms of information, consultation and participation, in Spain we have a **suggestion channel** located in the corporate Intranet. Likewise, the rest of the countries have a suggestion box on the corporate website.



On the other hand, as mentioned above, this year we have conducted a survey of more than 4,600 employees, obtaining responses from more than 20% of respondents (935 employees).

In addition to the main reason for the survey -the diagnosis of diversity in the Group-, other aspects relating to the following have been consulted:

- Job satisfaction
- Equal opportunities
- Motivation

Job satisfaction	Equal opportunities	Motivation
Question: Are my experience and background valued positively?	Question: Is my age not an impediment to my professional development?	Question: My mood regarding current projects

In all cases we have observed a **positive perception**, even so, we must continue to improve in order to ensure that each person feels valued and respected.

### Number of new hires by gender, age and professional category

	2023						2024					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	1	32	0	1	37	14	6	23	0	4	40	3
Support staff	85	101	5	81	110	13	63	58	9	84	101	10
Marketing staff	44	24	4	15	37	4	33	38	1	18	30	5
Indirect gaming halls staff	58	188	28	178	314	24	72	203	34	165	259	20
Direct gaming halls staff	1,407	1,316	129	1,134	937	118	1,915	1,427	109	1,542	968	115
Total	1,595	1,661	166	1,409	1,435	173	2,089	1,749	153	1,813	1,398	153
	3,422			3,017			3,991			3,364		
	6,439						7,355					



## Number of staff dismissals by gender, age and professional category

	2023						2024					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	0	9	2	1	15	12	1	6	2	5	9	5
Support staff	10	18	10	12	28	8	13	18	12	13	24	11
Marketing staff	4	10	0	1	10	0	9	5	1	2	6	4
Indirect gaming halls staff	11	45	7	33	73	11	9	41	6	43	72	8
Direct gaming halls staff	184	179	17	169	142	16	312	210	15	263	165	30
Total	209	261	36	216	268	47	344	280	36	326	276	58
	506			531			660			660		
	1,037						1,320					

Note: Increase in lay-offs due to the incorporation of Apuesta Total in Peru.

## Staff rotation

Our overall annual employee **turnover rate is 30.1%**, including Apuesta Total, which recently joined the Group. Without this company, the **overall turnover rate is 24.3%**. It should be noted that this figure is conditioned by the different situations of the labour markets in the countries where we operate. 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 sense, we are committed to reducing CIRSA's turnover rate, which will lead to a more stable workforce and providing a better service to our customers. During 2024, **this reduction, without taking into account the incorporation of Apuesta Total from Peru, has reached 14.1%**, compared to the previous year.

As for the voluntary turnover rate, it stands at 22.1%. Without Apuesta Total, the turnover rate stands at 18.0%.

	2023	2024
Spain	14.3%	15.3%
Colombia	35.0%	29.4%
Peru (*)	37.3%	69.7%
Mexico	58.9%	41.9%
Panama	16.4%	12.7%
Dominican Republic	23.9%	21.7%
Morocco	19.3%	21.2%
Italy	7.9%	12.5%
Costa Rica	35.8%	33.5%
Total	28.3%	30.1%
(*) without Apuesta Total	28.3%	24.3%
Total Voluntary Turnover	17.5%	22.1%

Note: Peru Turnover Rate without Apuesta Total 35.5%

In 2024 we have implemented different actions focused on improving loyalty, addressing turnover from a holistic point of view and focusing on:

- **Improving our compensation policies** and carrying out communication campaigns about the benefits we offer to be competitive in the market.
- **Increasing the sense of belonging** through the Well-being Plan.
- **Generating** more direct communication channels with employees to understand **their motivations and offer tailored solutions** through programmes such as Back to the floor.
- **Promoting personal and professional** balance through actions such as seeking work-life balance or improving the work environment.
- **Consolidating an inclusive and diverse culture**, where the perception of equal opportunities and non-discrimination are a reality.

### Average number of employees broken down by contract type and country

	2023				2024			
	Permanent		Temporary		Permanent		Temporary	
	time		time		time		time	
	full	part	full	part	full	part	full	part
Spain	3,799	433	283	46	3,855	399	326	41
Colombia	2,759		30		2,776		34	
Peru	330		3		894		737	
Mexico	1,249		10		2,270		3	
Panama	822		4		1,274		8	
Dominican Republic	2,223		2		821	1	6	
Morocco	828		22		266		329	1
Italy	267		308		417	39	42	7
Costa Rica	330	28	21	5	326		4	
Portugal	n/a	n/a	n/a	n/a	1		1	
Total	12,607	461	683	51	12,901	438	1,488	49
	13,068		734		13,339		1,537	
	13,802				14,876			

At CIRSA we prioritise full-time, open-ended employment relationships whenever possible. Due to the nature of our activity, there are no major changes in our workforce during the year.

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

	2023						2024					
	< 30		30 - 50		> 50		< 30		30 - 50		> 50	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Permanent	1,819	1,355	3,838	3,821	747	1,488	1,776	1,394	3,957	3,847	820	1,545
Full-time	1,785	1,335	3,594	3,743	696	1,454	1,753	1,365	3,732	3,770	767	1,513
Part-time	34	20	244	78	51	34	23	28	225	77	53	32
Temporary	140	133	164	234	27	36	470	309	356	328	33	42
Full-time	130	124	144	229	22	35	464	301	339	319	27	31
Part-time	10	9	20	5	5	1	6	9	17	9	6	2
Total	1,959	1,488	4,002	4,055	774	1,524	2,246	1,703	4,312	4,175	853	1,587
	3,447		8,057		2,298		3,949		8,487		2,440	
	13,802						14,876					

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

	2023					2024				
	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
Permanent	664	1,692	403	3,290	7,019	689	1,710	443	3,313	7,184
Full-time	654	1,620	397	3,226	6,709	679	1,646	438	3,244	6,893
Part-time	10	72	6	64	310	9	64	5	69	291
Temporary	12	53	8	100	561	13	143	26	147	1,208
Full-time	11	51	8	96	517	13	142	26	142	1,166
Part-time	1	2	0	4	44	0	1	0	5	42
TOTAL	676	1,745	411	3,390	7,580	702	1,853	469	3,460	8,392
	13,802					14,876				

### Agreements and collective bargaining agreements

The relationship between the company and the trade unions is based on mutual respect and recognition of the legitimacy of these institutions as representatives of employees, following the ethical principles and values that guide good trade union practices. In this context, negotiation is prioritised as the main means of establishing rights and obligations between both parties.

At CIRSA we have a mature view of trade union relations at a global level, collaborating with trade unions under ethical and transparent principles that guide good negotiation practices, culminating in the signing of collective agreements and conventions.

**95 %**

of employees who are in countries where there is a collective agreement



**90%**

permanent contracts

In general terms, the collective agreements and conventions signed by the CIRSA Group apply to all employees who work under and on behalf of the Group's companies, regardless of the contractual type, the assigned professional group, the occupation or the job performed.

Additionally, and in order to facilitate relations between the Group and trade unions, an agreement has been reached with **Uni Global Union**, a global trade union federation with members in 150 countries. This agreement allows us to **strengthen our social dialogue and commitment to Human Rights**. In this way, we ensure that collective bargaining is respected and promoted in all the countries where we are present.

## Number of employees covered by collective agreements and country

	2023			2024		
	Employees	% of employees covered	Employees covered	Employees	% of employees covered	Employees covered
Spain	4,516	100%	4,516	4,529	100%	4,529
Colombia	2,777	100%	2,777	2,815	100%	2,815
Peru	877	—%	0	2,335	—%	0
Mexico	2,140	78%	1,669	2,222	74%	1,635
Panama	1,278	100%	1,278	1,287	100%	1,287
Dominican Republic	832	—%	0	849	—%	0
Morocco	610	—%	0	598	—%	0
Italy	499	100%	499	522	100%	522
Costa Rica	332	100%	332	330	100%	330
Portugal	n/a	n/a	n/a	23	100%	23
% of employees covered by collective agreements	13,861	80%	11,071	15,510	72%	11,141
Total collective agreements	11,542	96%	11,071	11,728	95%	11,141

In those countries where specific legislation exists, our employees are subject to the applicable collective bargaining agreements, as well as to the global agreement signed with Uni Global Union.

## Freedom of association and trade union

Another fundamental aspect for CIRSA is to **guarantee freedom of association and trade union** to all our employees, recognising their right to collective bargaining, in accordance with the laws in force in each region. In this regard, in some of the countries where we operate, **there are Legal Representatives of Employees who look after the interests of the employees**. As a Group, we hold regular meetings with all of them to ensure good communication and listen to any suggestions. It should be noted that in Spain there are more than 50 legal representative bodies for employees who freely exercise the right to freedom of association and representation.

At these meetings, agreements are reached regarding salary aspects, flexible hours, risk prevention, benefits and services, equality plans, resource management, use of facilities, etc.

Furthermore, and as mentioned above, we have signed an international agreement with **Uni Global Union** that enables us to support social dialogue with the Group's employees.

### 3. WELL-BEING

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

One of our elements of success in attracting the best collaborators is facilitating co-responsibility in the exercise of family obligations and promoting the reconciliation of professional life, which contribute to achieving a **work-life balance**, offering greater flexibility so that our employees can take care of their children and other dependent relatives.

To achieve this, we ensure that their needs are covered during the year and that vacations are compatible with family needs. We also offer the **possibility of reducing working hours** to take care of minors by up to 50%. In addition, we are **committed to teleworking** in those positions where this modality is possible; adapting to the needs of our employees and the new context of the labour market.

In addition to legal measures such as parental leave and **reduced working hours to take care for a minor or a family member who cannot take care of themselves**, CIRSA has implemented a series of measures to facilitate this reconciliation:

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

We offer a wide range of social benefits to all our employees, which includes the following:

	Life insurance	Health insurance	Leaves (*)		Breastfeeding rooms or enabled spaces
			maternity	paternity	
Spain	✓	✓	✓	✓	✓
Colombia	✓	✓	✓	✓	✓
Peru	✓	✓	✓	✓	✓
Mexico	✓	✓	✓	✓	✓
Panama	✓	✓	✓	✓	-
Dominican Republic	✓	✓	✓	✓	-
Morocco	✓	✓	✓	✓	✓
Italy	✓	✓	✓	✓	-
Costa Rica	✓	✓	✓	✓	✓
Portugal	-	✓	✓	✓	-

(\*) Leaves vary from country to country and **range from 14 to 16 weeks** for one or both parents. In some countries it is not a benefit, but a legal requirement.

Other benefits, although not general for all countries or employees, include **pension funds, disability coverage**, as well as **leave to take care of dependent direct relatives**.

**There are no significant differences** between the benefits offered to **part-time** employees versus those offered to **full-time** employees.

## Measures to facilitate work-life balance

For CIRSA, achieving a work-life balance is a priority, 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 aforementioned **work-life balance**. For this reason, CIRSA has established measures that involve **flexibility in the work day**, both in starting and ending it.

Similarly, to encourage this work-life balance, teleworking has been introduced, which allows a significant part of our workforce to work from home at least one day a week in those positions where this measure is viable, adapting to the needs of our employees and the new context of the labour market. Other measures established in the applicable local legislation are also taken into account, which allow and give access to this work-life balance, such as maternity/paternity leave, reduction of working hours to take care of a minor or a family member, or voluntary leave to take care of minors and/or family members.

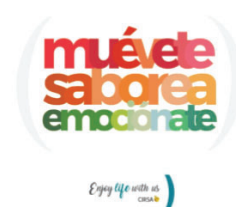
## Digital disconnection

At CIRSA, **digital disconnection** is considered to be the limitation of the use of corporate technologies outside of working hours, in order to guarantee rest time, leaves, holidays or sick leaves respected. In this sense, we respect all the considerations of the bodies that recommend digital disconnection, in order to promote a better **work-life balance**. Based on this, we give priority to guaranteeing the right to digital disconnection for all people, in accordance with the legislation in force in each case.

## Comprehensive Campaign

We continue with our comprehensive campaign aimed at promoting globally the health of our employees, addressing mental, physical and social aspects.

- **Physical activity.** We offer Yoga, Cross-Training, Pilates and CrossFit classes, as well as sports clubs for paddle tennis, running and cycling.
- **Healthy nutrition.** Initiatives to improve knowledge and awareness of healthy eating habits.
- **Emotional well-being.** We promote activities to improve the emotional well-being of our employees, such as mindfulness and laughter therapy.



## Mechanisms to promote employee involvement

Every time the Group carries out an activity with its employees, whether it is a webinar, a conference or other activities, it asks the opinion of the participants. This year, we have carried out, among other surveys, a satisfaction survey on the Well-being programme, sending out more than 1,100 surveys and obtaining more than 300 responses (27%). The results show that employees have valued the activities offered very positively.



## 4. OCCUPATIONAL HEALTH AND SAFETY

### Health and safety at work

At CIRSA, Occupational Health and Safety in the workplace is a priority commitment and a basic pillar of our business strategy. This commitment is part of the Group's vision and values and is formalised in the Occupational Risk Prevention Policy.

The **main objective is to achieve a healthy and safety work environment**, so that all activities carried out or services provided in the different companies in the countries where we operate are protected against risk situations that may affect the health and safety of employees.

To achieve this main objective, the Group has a **Health and Safety Management System** that ensures adequate protection of the health and safety of employees, and which is based on:

- **Ensuring compliance with local laws** and regulations in the countries where we operate
- **Promoting a preventive culture** at all levels of the organisation and integrate it into all its processes
- Establishing and implementing a **continuous improvement system** based on a periodic and systematic evaluation of working conditions
- **Preventing risks, damages and occupational diseases** by gradually implementing the corresponding preventive measures
- Implementing ongoing **training programmes in Health and Safety**
- Encouraging consultation and **participation of all employees** in promoting health and safety
- **Demanding compliance with the established safety regulations** to guarantee the safety of employees from other companies that carry out work in our centres

In Spain, an external auditor, Full Audit, periodically certifies the effectiveness of the occupational risk prevention management system as part of the continuous improvement process.



During this year 2024, we have carried out the legal audit of the management system in more than 50 companies where we have been audited for more than 40 elements, highlighting:

- Periodic controls and internal inspections at workplaces.
- PPE (Personal Protective Equipment) delivery record.
- Emergency plans and measures for action in case of emergency.
- Emergency drill record.
- Procedure for coordinating business activities (CAE), applicable to employees, contractors, suppliers and customers, providing the protection of their health and safety.
- Training records. All our employees have training records.

The **results of the audits** conclude that there have been no **non-conformities**.

The management system is reviewed internally **every year** and by the external auditor every four years.

In the other countries where we are present, we are working on certifying the management systems.

## Prevention and promotion of health at work

At CIRSA we have implemented specific management and prevention measures focused on the protection of health, both individual and collective, as well as tools for the protection of mental and emotional health for our employees, such as the establishment of prevention protocols, the launch of information and awareness campaigns, the creation of specific well-being programmes and applications, the proposal of physical activity challenges for employees and numerous virtual or in-person workshops and days on personal well-being and emotional management.

**We have accredited medical services to monitor the health of all employees, with specific programmes,** highlighting the following:

- Seasonal vaccination campaigns
- Health promotion and prevention programmes for cardiovascular diseases, colon cancer, hypertension and others
- Prescription of healthy habits
- Promotion of physical exercise

## Training of employees on occupational health and safety

All our collaborators receive training on health and safety in relation to the different risks in the workplace. This training covers the information, training and awareness needs regarding the occupational risks of each job.

We also provide training on emergency response for the different teams, included in the emergency plans, such as theoretical and practical training in fire fighting and evacuation, as well as other emergencies.



We also have specific training for different work teams. An example of this would be the training on forklifts and electric stackers in the Operation of slot machines business unit (B2B), as well as the training on psychosocial risks and prevention of workplace harassment, which has been carried out during 2024 in the Casinos business unit.

During 2024, **44,491 hours of training** on health and safety have been carried out throughout the Group.

## Participation and consultation of employees

At CIRSA we strive to implement a culture of participation and consultation on issues related to occupational health and safety. This is achieved with the creation of joint **Occupational Health and Safety Committees**, their regular meetings, as well as the dissemination of prevention and training plans on occupational risk prevention.

***Our efforts to preserve health and safety at work are reflected in the low number of workplace accidents that occur at CIRSA. Specifically, in 2024, there have been 388 workplace accidents and 0 occupational diseases.***

## Safe working environment

The implementation of appropriate health and safety policies and procedures creates a work environment in which risks are minimised, promoting the well-being and physical and emotional integrity of employees.

The presence of preventive measures and clear protocols not only complies with current regulations, but also fosters a culture of responsibility and awareness in the workplace.

A safe working environment not only involves the management of obvious risks, such as the correct handling of equipment or the prevention of accidents, but also the identification of new risks, constant safety training and the periodic evaluation of working conditions contribute 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 health and well-being of employees.** A safe working environment not only protects employees from injuries and accidents, but also strengthens team cohesion and efficiency, contributing to the sustainable success of CIRSA.

## Accident rate

	2023			2024		
	Total	Women	Men	Total	Women	Men
Accidents <sup>1</sup>	327	202	125	388	233	155
Frequency index <sup>2</sup>	8.07	10.24	6.02	8.81	10.66	6.99
Severity index <sup>3</sup>	0.17	0.19	0.15	0.17	0.19	0.16
Diseases of occupational origin	0	0	0	0	0	0

<sup>1</sup> The number of accidents compared to 2023 increased in part due to more accidents in Costa Rica but not due to any extraordinary cause.

<sup>2</sup> The frequency index has been obtained by dividing the number of accidents with medical leave (not including accidents in itinere) by the number of hours worked multiplied by 1,000,000.

<sup>3</sup> The severity index was calculated by dividing the number of days lost due to accidents with medical leave (not including accidents in itinere) by the number of hours worked multiplied by 1,000.

## Absenteeism from work

Efficient management of absenteeism is crucial to ensure operational continuity and optimal performance at CIRSA. Absenteeism, whether due to 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 well-being programmes that address both physical and mental health, providing flexibility in working hours to suit individual needs and promoting a culture of support and recognition are all effective strategies.

Analysing the current ratios at CIRSA, an overall absenteeism rate of 3.1% has been detected, equivalent to 1,353,543 hours\* (in 2023 it was 1,248,910 hours). This rate includes absenteeism due to illness and accidents.

\* Estimated 8 hours per lost work day

	2023	2024
Spain	5.8%	5.9%
Colombia	2.5%	2.5%
Peru	1.6%	1.0%
Mexico	1.7%	1.8%
Panama	1.2%	1.3%
Dominican Republic	1.1%	1.3%
Morocco	1.0%	1.1%
Italy	1.3%	1.4%
Costa Rica	2.5%	3.7%
Portugal	n/a	n/a
Total	3.1%	3.1%

## 5. PROFESSIONAL DEVELOPMENT

In 2024, we have set out to strengthen the leadership of the people who coordinate teams, **creating the CIRSA Leadership Programme** to ensure its applicability and subsequent scalability. This programme focuses on the development of four key transversal competencies for the Group and four specific competencies that are essential to enhance the impact of each CIRSA leader. In this way, we seek to connect our mission as a company with people management, promoting the achievement of objectives and strengthening our culture.

To do this, we have designed an experiential training programme, focused on **three areas of development**:

It should be noted that in the leadership programme, we emphasise and promote a feedback culture, including the STAR/AR model through a coaching methodology.

Situation	Task
Describe the situation in which the event occurred.	Explain the task or responsibility you had in that situation.
Action	Result
Detail the specific actions you took in the situation.	What was the result you obtained with the action?
Alternative action	Alternative result
Reflect on your actions and their impact on the situation. What alternative action could you have taken?	What different result could you have obtained if you had taken an alternative action?

These models help us to enhance the focus of the development interview, known internally as **Performance Management System (PMS)**. Through **agile conversations**, the achievement of objectives from the previous year (VIO - Individual Assessment of Objectives) and the definition of those for the current year (FIO - Individual Setting of Objectives) are reviewed, as part of the management system for management by objectives.

These **feedback sessions are held annually and are individual in nature**. Each manager holds a meeting with his/her collaborators to objectively identify strengths and areas of opportunity, offering an opportunity for personal and professional growth of the teams, promoting motivation and establishing agreements that translate into commitments and action plans to guarantee sustainable development and identify internal talent.

Fostering **internal promotion** at CIRSA requires **identifying talent and establishing career paths** that drive professional development. This approach encourages a culture of continuous training, motivates employees by visualising their growth potential, and strengthens team cohesion by demonstrating that the organisation is committed to its human capital. Our goal is always **to be above 90% between internal promotion and hiring**.

# 1.001

employees have  
been promoted in  
2024

As a multinational company, **international mobility** is a key tool for the comprehensive development of people, offering the opportunity to expand their knowledge, develop a global vision and strengthen their skills in various business environments. Additionally, these experiences nourish the career plans of multiculturalism and diversity that define us as a company, through an immersive experience in other sociocultural environments, business realities and diverse work styles.

But joining the company is as important as leaving it; in certain circumstances we offer **relocation programmes** for people with whom an exit has been agreed. We work on these programmes with specialised consultants who provide structured support to facilitate the professional transition, through personalised advice, training in employability, personal brand development, networking and access to new job opportunities. In this way, we seek to minimise the impact of change and contribute to an effective reintegration into the labour market.



## Training

As part of our firm commitment to the sustainable development of people and the business project, we have defined different training and development actions that promote the training culture in the Group. These are classified into three categories:

1. Reskilling	2. Crosskilling	3. Upskilling
---------------	-----------------	---------------

**1. Reskilling.** We seek to train people to acquire new skills and knowledge, allowing them to expand their functions or take on different roles within the organisation.

Among the outstanding reskilling programmes for 2024 are the **CRECER Training Itinerary**, designed for business people in LATAM, with the potential to lead business units in the future, and the **Corporate Master in Executive Management**, in collaboration with the **EADA business school**, aimed at the corporate community in Spain. In addition to these group training solutions, we develop ad hoc **Individual Development Plans** associated with career paths and succession plans.

**2. Crosskilling.** We encourage the acquisition of technical knowledge to improve versatility and develop skills that go beyond the responsibilities of the current position, helping with the digital transition.

Training courses that could be included in this group are **Digital Skills**, examples of which are “**Scrum, agile methodologies**”, “**Introduction to AI**” or **Power BI**.

**3. Upskilling.** Actions to train and develop employees to acquire new skills or update their existing skills, with the aim of performing better in their current role.

In 2024, we have continued with training aimed at improving roles, consolidating our professional schools. These include the **Slots Academy**, aimed at the commercial area of the slots division, the **Excellence Programme**, focused on the different operational positions of the casinos, or the **Management Development Plan for Casino Managers**. In addition, we have complemented these initiatives with **webinars, workshops, certifications and other training activities** designed to expand technical knowledge and improve the specialisation of our teams.

167 participants have participated in the development plan for Casino Managers, of which seven have been promoted with greater responsibilities and/or managing larger casinos.

Internally, we encourage collaborative work and the sharing of knowledge through different initiatives such as:

- **Tech Talks** are technological Masterclasses where topics such as “Myths and legends about security in software development” or “Technological challenges to overcome e-games competitions” are presented
- **CIRSA Talks** are informal talks where company executives share their vision of current and future challenges, applied or possible solutions, and exchange reflections with attendees
- **Conventions**, usually by functional areas and of an international nature, are meetings where current challenges, good practices and acquired knowledge are shared, visions are aligned and future plans are defined
- **Cross mentoring**, part of the Empowering Women's Talent programme, aims to foster the professional and personal development of our employees, offering them the opportunity to learn from diverse experiences and perspectives. Through mentoring with leaders from other companies, we seek to expand their network of contacts, promote the exchange of knowledge and skills, and strengthen their management, contributing to equal opportunities in the organisation
- **Coaching.** We train leaders in the **GROW model** (Goal, Reality, Options and Will) so that they can guide their teams in gaining clarity, focusing on results and taking action. Additionally, coaching is also used as an intervention tool to improve soft skills through external collaborators

It is essential for us **to ensure that our teams are committed to the culture of sustainability and ESG principles**. To achieve this, we have implemented mandatory training on key topics for our activity such as compliance, responsible gaming and diversity and inclusion, contextualising and adjusting them to our operational reality by including practical cases.



These trainings not only ensure that all members of the organisation understand and act in accordance with ethical regulations and standards, but also foster an inclusive and responsible environment. Through these initiatives, we reinforce our commitment to sustainability and ensure that every action taken by our teams is in line with our corporate values and the well-being of society.

In all our training programmes, we guarantee equal opportunities for all employees of the Group, without any type of discrimination. Regardless of their seniority, type of permanent or temporary contract, gender or any other condition, each person has access to development initiatives designed to enhance their skills and contribute to their professional growth within the organisation. We are committed to an inclusive environment where learning and professional growth are accessible to all our employees.

In the same way that we, as a company, promote training and development actions, we also give space for **each person to feel responsible for their own self-development**. To do this, we offer training through various channels such as workshops, webinars, videos, e-learning and training pills, thus providing the opportunity to strengthen and improve in areas such as languages, technological skills, development of personal skills, as well as improving emotional, financial and health well-being.

**CIRSA Scholarships** offer the possibility of subsidising up to €1,200 (or its equivalent in local currency) to pursue studies that are outside our catalogue and that may be of interest to our employees. This approach allows each team member to have control over their own growth, encouraging autonomy and commitment to their comprehensive development.

**116**

scholarships requested

**74%**

granted in 2024

**72k€**

amount granted



### Training hours by type

	2023	2024
Role improvement	267,864	181,658
Well-being	6,498	5,701
Health and safety	44,050	44,491
Legal & Compliance	17,433	31,476
Responsible Gaming	9,206	8,947
Skills	25,254	34,168
Equality and diversity	0	4,927
Professional development	3,867	17,557
<b>Total</b>	<b>374,172</b>	<b>328,925</b>

### Training hours by professional category

	2023	2024
Management	15,241	11,099
Support staff	37,448	39,442
Marketing staff	5,912	6,057
Indirect gaming halls staff	57,704	51,921
Direct gaming halls staff	257,867	220,406
<b>Total</b>	<b>374,172</b>	<b>328,925</b>

### Training hours by country and cost per total and trained employees

	2023		2024					
	Training hours	Training hours	Trained employees	Cost €	Hours x employee		Cost per employee	
					Totals	Trained	Totals	Trained
Spain	57,790	47,077	5,141	€557,592	10.4	9.2	€123	€108
Colombia	171,617	123,975	3,683	€58,514	44.0	33.7	€21	€16
Peru	18,168	67,005	6,731	€31,924	28.7	10.0	€14	€5
Mexico	46,706	40,623	5,354	€28,572	18.3	7.6	€13	€5
Panama	34,858	14,357	2,806	€69,245	11.2	5.1	€54	€25
Dominican Republic	22,828	15,808	999	€15,658	18.6	15.8	€18	€16
Morocco	16,666	10,546	383	€53,586	17.6	27.5	€90	€140
Italy	2,319	3,840	463	€40,386	7.4	8.3	€77	€87
Costa Rica	3,220	5,694	459	€99,953	17.3	12.4	€303	€218
Portugal			n/a	n/a				
<b>Total</b>	<b>374,172</b>	<b>328,925</b>	<b>26,019</b>	<b>€955,432</b>	<b>21.2</b>	<b>12.6</b>	<b>€62</b>	<b>€37</b>

Notes:

- The cost for non-European countries is in local currency converted to €
- Each employee has completed an average of 1.7 training sessions per year



# *Our contribution to society*

We want to continue to contribute  
to the development of the local communities  
where CIRSA is present





# Goal and strategy



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

businesses and stakeholders close to us. In addition, we are also involved in supporting social initiatives that are dedicated to helping the most vulnerable in the different countries where we are present.



## Actions and results

### ECONOMIC CONTRIBUTION

With 15,510 employees in 11 countries, our economic footprint is significant, creating **positive impacts** in the communities where we operate. An important contribution that we make to the development of the countries in which we operate is **taxes on gaming and economic activities**. In 2024 alone it has amounted to **802 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 in 2023 paid around 1.25 billion euros in gambling fees to both the central government (220 million) and regional governments (1,030 million). The economic contribution of the sector in Spain is estimated at 0.8% of GDP, while our industry creates around 80,000 direct jobs and 175,000 indirect jobs.

# 95%

from CIRSA staff  
is found in local  
communities

# €802 million

in payment of taxes on  
gambling and corporate  
activity

*In addition to offering all guarantees to our customers, CIRSA is committed to operating exclusively in regulated markets through local companies, thus contributing to public resources by paying taxes on gaming and corporate activity, in accordance with the level of activity in each of the countries.*

## 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. We also collaborate with foundations and non-profit organisations at a local level that are well-informed about the needs of these groups. **In 2024, CIRSA has donated €628,639 to non-profit organisations and public entities to help those who need it most.** The Sportium Foundation has also donated **€94,133 to various projects linked to the inclusion of vulnerable groups and sport.**

Below are some of the main initiatives in which we have participated in 2024, by country.

Spain



Help to those affected by severe flooding in southern Valencia.

Spain



Support for inclusion of vulnerable groups in sports.

Spain



Donation to the MIFAS Foundation of Lloret de Mar.

Spain



Donation to the Spanish Association against Cancer.

Spain



Donation to the APNALP Association of Las Palmas de Gran Canaria.



## Dominican Republic



Donation to the IDDI Foundation  
(Dominican Institute for Comprehensive Development)

## Peru



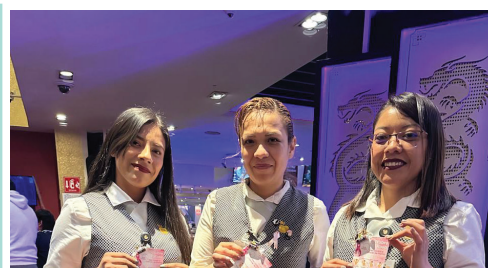
Donation to various entities  
that help vulnerable groups.

## Colombia



Collaboration event with the Shaddai  
Foundation to help vulnerable groups.

## Mexico



Awareness campaign for the fight against  
breast cancer.

## Panama



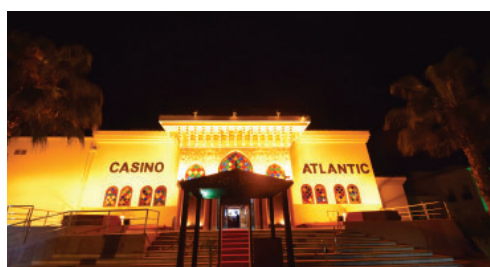
Employee volunteering in the Food Bank's  
collection campaign.

## Costa Rica



Help breast cancer foundation  
San Juan de Dios Hospital.

## Morocco



Donation to various organisations (La Crèche  
de Tanger association, Najah association, etc)

## Italy



Donation to the Association of Women  
Together Against Violence.