



Social

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

Goal and strategy



At CIRSA, we believe that people are the driving force behind sustainability and business growth.

Our commitment is to offer the markets the best services, ensuring that all people part of the Group share the same values of excellence, integrity and responsibility.

Aware that the **human team is a strategic asset** for achieving business objectives, CIRSA has developed a solid regulatory framework that defines the foundations of a management model aimed at attracting, developing and retaining talent, fostering an inclusive, diverse and healthy work environment, where each person can develop their full potential.

This framework is supported by cross-cutting corporate policies that guide our actions in all the countries where we operate:

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

In 2025, with the consolidation of CIRSA as a listed company, we will reinforce the People and Talent strategy as a key pillar of sustainability

and competitiveness, integrating ESG criteria into our management that link the well-being of people with business success.

To achieve operational excellence, we actively work to promote the personal and professional growth of our employees, fostering a work environment based on trust, participation, and motivation.

We have also identified the main risks at the people level, such as the loss of critical talent, turnover of leadership profiles and risks associated with well-being, and implemented **global plans and programs** to mitigate them:

- **360° wellness plans**, which integrate actions in physical health, emotional well-being and financial training
- **Leadership training and development programs**, aimed at strengthening internal promotion and global mobility
- **Expansion of social benefits and the flexible compensation plan**, adapted to the needs of each country
- **Collaboration with universities and training centers** to expand the training catalog and attract young talent

The 5 pillars that support CIRSA's People Management:

1. ETHICS, DIVERSITY, EQUALITY AND INCLUSION

We guarantee recruitment, compensation, and promotion processes based on these 4 principles.

2. WORKING CONDITIONS

We ensure fair working conditions, prioritizing permanent contracts, freedom of association and social dialogue.

3. WELL-BEING

The overall well-being of our employees is a strategic priority. We promote work-life balance by fostering healthy and flexible environments.

4. OCCUPATIONAL SAFETY AND HEALTH

We offer a safe working environment in all our work centers, with certified management systems and internal and external audits.

5. PROFESSIONAL DEVELOPMENT

We promote training programs that encourage internal promotion and the growth of human capital in all areas of the Group.

Our team in numbers

In 2025, the CIRSA team will consist of 16,238 people, representing a 5% increase over the previous year. Of this total, 79% work in our gaming venues, reflecting the operational nature of our business and our extensive international presence.

Despite our size, at CIRSA **we continue to operate with the personal touch and agility of a local company in every country where we operate.** This model allows us to maintain a direct connection with the communities and offer stable and sustainable employment opportunities.

By the end of 2025, 94% of CIRSA employees will be **nationals of the country** in which they work, reflecting our commitment to local communities through local



employment and economic development in the communities where we operate. Our global workforce is primarily composed of Spanish (25%), Colombian (19%), Peruvian (16%), Mexican (14%), and Panamanian (8%) nationalities, in addition to others from Morocco, Portugal, and Italy.



This **geographic and cultural diversity is one of the Group's greatest strengths**, bringing diverse perspectives that enrich our work and reinforce CIRSA's global identity.

This high rate of local employment strengthens our contribution to the economic and social development of each region where we are present.

Employees by professional category at year-end

	2024	2025
Management	715	746
Support staff	1,949	1,993
Marketing staff	496	751
Indirect gaming halls staff	3,542	3,654
Direct gaming halls staff	8,808	9,094
Total	15,510	16,238

 50%
  50%

 50%
  50%

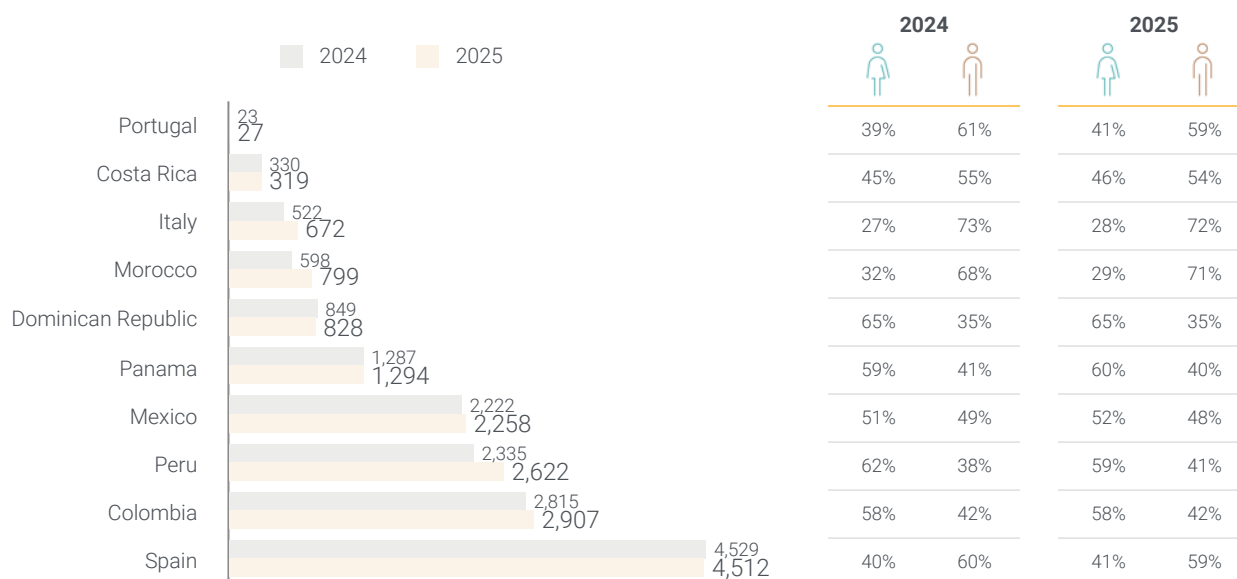
People employed by age

	2024	2025
< 30	4,322	4,404
30 - 50	8,718	9,129
> 50	2,470	2,705
Total	15,510	16,238

Note: The incorporation of Apuesta Total in Peru in mid-2024, as well as new acquisitions in 2025, impacts the annual average of some indicators. This also justifies the increase in marketing staff due to the standardization of criteria.

Employees by country and gender

The Group's geographic and cultural diversity is not only one of our greatest strengths, but also a driver of innovation and growth. This plurality of perspectives enriches our way of working, fosters collaboration between teams, and reinforces CIRSA's global identity, allowing us to adapt quickly to different markets and offer solutions that reflect our international vision.



Note: Puerto Rico is not included because it does not have its own personnel structure

	2024			2025		
	Women	Men	Total	Women	Men	Total
Spain	1,807	2,722	4,529	1,833	2,679	4,512
Colombia	1,639	1,176	2,815	1,683	1,224	2,907
Peru	1,447	888	2,335	1,543	1,079	2,622
Mexico	1,133	1,089	2,222	1,178	1,080	2,258
Panama	764	523	1,287	782	512	1,294
Dominican Republic	553	296	849	539	289	828
Morocco	189	409	598	233	566	799
Italy	141	381	522	187	485	672
Costa Rica	147	183	330	148	171	319
Portugal	9	14	23	11	16	27
Total	7,829	7,681	15,510	8,137	8,101	16,238
	50%	50%	100%	50%	50%	100%

Global Diversity

Globally, our team is comprised of **50% women and 50% men**, reaching 57% female representation in Latin America. This balance reflects CIRSA's commitment to equal opportunities and gender diversity at all levels of the organization.

During 2025, we have continued to promote the incorporation of women into positions of responsibility, especially in the areas of operations, finance and technology, thus contributing to the consolidation of a more diverse and inclusive culture.

Employees by nationality

	2024	%	2025	%
Spanish	4,180	27%	4,097	25%
Colombian	2,900	19%	3,027	19%
Peruvian	2,318	15%	2,602	16%
Mexican	2,195	14%	2,230	14%
Panamanian	1,267	8%	1,274	8%
Other	2,650	17%	3,008	19%
Total employees	15,510	100%	16,238	100%
Total nationalities	80		78	

Breakdown by management (*)

	2024	%	2025	%
	287	40%	298	40%
	112	16%	116	16%
	70	10%	79	11%
	60	8%	60	8%
	63	9%	55	7%
	123	17%	138	18%
Total employees	715	100%	746	100%
Total nationalities	21		24	

(*) Staff in the Management Professional Category



Actions and results

In 2025, CIRSA took a decisive step in its corporate evolution with its listing on the Spanish stock exchanges (BME) on July 9, 2025.

This milestone reinforces our commitment to transparency, governance and ESG reporting, consolidating the traceability and control of social, environmental and corporate governance indicators.

In this context, the Group has strengthened its market information disclosure processes and Internal control

mechanisms ensure consistency between financial and non-financial information.

This new framework of public scrutiny drives us to continue evolving towards a talent management model based on sustainability, equity and the development of people, consolidating the social commitment that has always characterized the Group.

At CIRSA, respect and dignity for every person are essential pillars of our corporate culture. True to our policies and consistent with our philosophy, we reaffirm our commitment to promoting diversity and inclusion in all human resources processes, ensuring environments where everyone can reach their full potential.

1. ETHICS, DIVERSITY, EQUALITY AND INCLUSION

At CIRSA, we reaffirm our commitment to building an environment where diversity and inclusion are essential principles. We believe that a plurality of perspectives and experiences drives innovation and strengthens our sustainable growth.

This chapter outlines our policies and progress on diversity and inclusion, reflecting our commitment to ensuring an equitable and respectful workplace. We strive to ensure that all individuals, regardless of their unique characteristics, feel valued and recognized.

For us, inclusion means more than integrating diversity: it involves ensuring equal opportunities and creating an environment where every talent can fully develop, contributing their uniqueness to collective success.

■ Policies and Framework for Action

Our strategy aligns with the UN Global Compact Principles and directly contributes to achieving the Sustainable Development Goals. To reach these goals, we have implemented a comprehensive diversity and inclusion strategy, integrated into our policies and our People and Talent management.

- **Diversity, Equality and Inclusion Policy:** Establishes the pillars to promote effective equality, ensuring professional development and equity in opportunities.

- **Job vacancy management standard:** Guarantees equal opportunities, ensuring fair, impartial and unbiased processes.
- **Human Rights Policy:** Guarantees fair and dignified treatment to each and every person who makes up CIRSA and ensures that everyone is treated with respect.
- **Diversity and Inclusion Strategy:** It aims to build an environment where difference is an added value and there are no elements of discrimination that limit the opportunities of any group or prevent our organization from making the most of the talent of all the people who make it up.
- **Diversity and Inclusion Committee:** Established in July 2024 in Spain and in 2025 in most of the countries where we operate, it acts as an advisory and executive body responsible for promoting, developing, and implementing initiatives that foster diversity and inclusion throughout the Group and their application at the local level.

■ Commitment to Non-Discrimination

To ensure a discrimination-free environment, CIRSA explicitly **commits to not discriminating on the basis of gender, age, sexual orientation, disability, origin, or any other characteristic unrelated to job requirements**. The Group also has procedures in place to prevent behavior that violates this policy.

During 2025, we reinforced this commitment by launching **a course on preventing and responding to harassment**, aimed at all Group employees. This training aims to raise awareness, prevent, and address any behavior that could lead to harassment or discrimination, consolidating a culture of respect and zero tolerance.

We have specific procedures in place to prevent conduct that violates this standard, and employees of the Group have access to the Ethics Line Channel to report any behavior that could constitute workplace discrimination.

In this sense, once the protocol is activated, the reported incident is investigated by an internal

commission will open an inquiry into the alleged harassment or discriminatory act. Based on the outcome of this investigation, it will be determined whether the disciplinary measures established in local legislation should be applied. (*)

In cases where an internal investigation confirms discriminatory or harassing conduct, CIRSA applies disciplinary measures proportionate to the seriousness of the facts, which may include formal reprimands, suspensions or termination of the employment contract, always in accordance with current labor legislation and with what is established in the Group's Code of Ethics and Conduct.

In addition, complementary corrective actions are implemented, such as providing further training to the affected team or reviewing internal protocols, with the aim of preventing recurrence and strengthening a culture of zero tolerance towards any type of harassment or discrimination.

(*) For the number of cases activated during 2025, see Chapter 7. *Corporate Governance. Ethics Line Channel.*



■ Strategy and Scope of Application

Our diversity and inclusion strategy, along with its constituent policies and programs, is mandatory for all employees, management personnel, and members of the Board of Directors of the companies that make up the CIRSA Group, regardless of their geographical location. This scope includes both companies over which the Group exercises effective control and those in which it has a significant influence, always within the limits established by current regulations.

■ Strategic Commitments

To consolidate an inclusive culture throughout the organization, the following **commitments** have been established:

<p>1. Diversity management</p> <p>Integrate into the organization the richness that different knowledge, skills and experiences bring, through active diversity management.</p>	<p>2. Rejection of discrimination</p> <p>Guarantee zero tolerance towards any form of discrimination based on gender, age, disability, nationality or culture, race, religious beliefs, thought and sexual orientation.</p>	<p>3. Selection mechanisms</p> <p>Ensure that decisions regarding selection, hiring, evaluation, and promotion are based solely on merit and transparency.</p>
<p>4. Equal opportunities</p> <p>Promoting equality as a central focus in guiding all People and Talent policies.</p>	<p>5. Work-life balance</p> <p>To provide all employees with tools and measures that promote a balance between work and personal life.</p>	<p>6. Stakeholder groups</p> <p>Extending our commitment to diversity and respect to all stakeholders, promoting relationships based on freedom and responsibility.</p>

■ Key Objectives of the Strategy

CIRSA's **diversity and inclusion strategy** is based on specific objectives aimed at generating a real impact within the organization. These include awareness-raising and ongoing training, promoting inclusive leadership, and reducing gender gaps.

The objectives guiding this strategy are detailed below:

- **Promote awareness** of diversity and inclusion at all levels of the organization
- **Promote training** through specific workshops and seminars on diversity
- **Develop and consolidate inclusive leadership** throughout the organization
- **Progressively reduce** the gender gap in leadership positions
- **Measure** and reduce the global wage gap, ensuring transparency
- **Ensure** fairness in the processes of selection, promotion and professional development
- **Promote** mentoring and the development of diverse talent to strengthen inclusion

■ Performance and Achievements 2025

Diversity and inclusion are key factors for the Group's success and business sustainability. During 2025, we made significant progress in implementing our strategy, consolidating a more inclusive and equitable culture across the Group.

Below, we present the main **actions taken** and the **awards received** within the framework of our diversity and inclusion strategy:

1) Establishment of the Corporate Equality, Diversity, and Inclusion Committee. In 2025, we took another step forward with the creation of the Corporate Equality, Diversity, and Inclusion Committee, a global body that serves as a benchmark for aligning diversity and inclusion policies and strategies across all the countries where we operate. This committee's mission is to coordinate initiatives, share best practices, and ensure consistency in the implementation of actions that reinforce our commitment to diversity globally.

2) Consolidation of the Diversity and Inclusion Committee in Spain, created in 2024, which continues its work as an advisory and executive body in Spain, with a permanent presence of seven members who guarantee the representation of diverse areas, age groups, genders, and other perspectives present within the Group. Its objective is to ensure that actions reflect gender, generational, and sexual diversity, charting the roadmap for new local initiatives.

3) Establishment of Local Equality, Diversity, and Inclusion Committees. We have promoted the creation of local Diversity and Inclusion Committees in most of the countries where we operate. These committees act as points of reference in each market, adapting the global strategy to the local context and promoting initiatives that strengthen inclusion and equal opportunities. Their role is to identify specific needs, propose actions, and ensure consistency with corporate principles, fostering an inclusive culture at all levels.

4) Mandatory e-learning training on Diversity, Equality, and Inclusion. This training, launched in Spain in 2024, was extended to all Group employees globally in 2025. The program offers a comprehensive overview of diversity (gender, sexual orientation, generational), the importance of inclusion in organizations, and the management of unconscious bias, reinforcing our commitment to an inclusive culture. Furthermore, this training has been incorporated as part of the onboarding process for all new hires, ensuring that diversity and inclusion are core values from day one.

5) Celebration of the First Diversity Week at CIRSA. A global initiative designed to reinforce our commitment to inclusion and equal opportunities. During this week, various activities took place, including **thematic conferences, the sharing of inspiring testimonials from people** within the Group, and the release of **promotional videos from the Equality, Diversity, and Inclusion Committee**. These actions contributed to raising awareness, fostering dialogue, and consolidating a corporate culture based on respect for and appreciation of differences.

6) E-learning training on preventing and responding to harassment. In 2025, we launched mandatory e-learning training in Spain on preventing and responding to harassment. This initiative reinforces the shift and evolution of **our culture towards zero tolerance** for any discriminatory or harassing behavior, providing practical tools to identify, prevent, and respond to these situations. This training is scheduled to be implemented in all Group countries by 2026, ensuring a consistent and global approach to protection and respect in the workplace.

7) In 2025 we renewed our participation in the Empowering Women's Talent and Diversity Leading Company programs, which are part of the Best Company for All Talent initiative of Equipos y Talento, a specialized Human Resources portal focused on talent management, diversity and innovation in organizations, with the aim of continuing to offer people in the Group (located in Spain) opportunities to attend workshops and events specializing in diversity and inclusion.

Thanks to this commitment, we have once again obtained the seals that certify us as an **Empowering Women's Talent and Diversity Leading Company**, reaffirming our dedication to promoting diversity, female empowerment and inclusion as fundamental pillars of our organization.

8) Women's Cross-Mentoring Program (4th and 5th edition in Spain). During 2025, we developed the fourth and fifth editions of the women's cross-mentoring program, with the participation of 12 women as mentees and 8 mentors in management positions with the aim of promoting the exchange of leadership experiences and fostering professional growth, encouraging equal opportunities in positions of responsibility.

9) Corporate Leadership Program with an Inclusive Focus. Within the development program for middle management implemented in Spain in 2025, we have incorporated a focus on inclusion, addressing topics such as inclusive leadership and the creation of diverse teams. This initiative seeks to strengthen leadership skills and ensure that diversity is a strategic value in people management. See Chapter 5. Professional Development. Leadership and People Management.

10) Participation in workshops and events aimed at developing a greater understanding of diversity and inclusive leadership, as well as women's empowerment. These include the following:

- Communication with a positive impact
- Personal Branding
- Productivity and efficiency
- Women's empowerment and leadership
- Public speaking
- Cognitive diversity
- Inspirational leadership and a culture of feedback
- Strategic negotiation

Women employed by positions

	2024	2025	Goal (%)	Year
% Women	50%	50%	> 50 %	2026
% Management position in points of sale	52%	53%	> 53 %	2026
% Point of sale manag. positions / Management positions	85%	85%	> 85 %	2026
% Management positions	23%	26%	> 26 %	2026
< 30	—%	—%	—%	2026
30 - 50	32%	34%	> 34 %	2026
> 50	10%	16%	> 16 %	2026
% of STEM positions (Science, Technology, Engineering and Mathematics)	12%	12%	> 12 %	2026



■ Compensation policies

At CIRSA, we understand compensation as a strategic tool to attract, motivate, and retain talent, aligning people's interests with business objectives and corporate values.

Our commitment is to offer a competitive and equitable compensation package, tailored to each level and role within the Group, ensuring that compensation reflects performance, responsibility, and individual contribution.

CIRSA's compensation model is based on principles of internal equity, external competitiveness and long-term sustainability, and integrates fixed components, variable components and social benefits, creating a balanced and attractive value proposition for all employees.

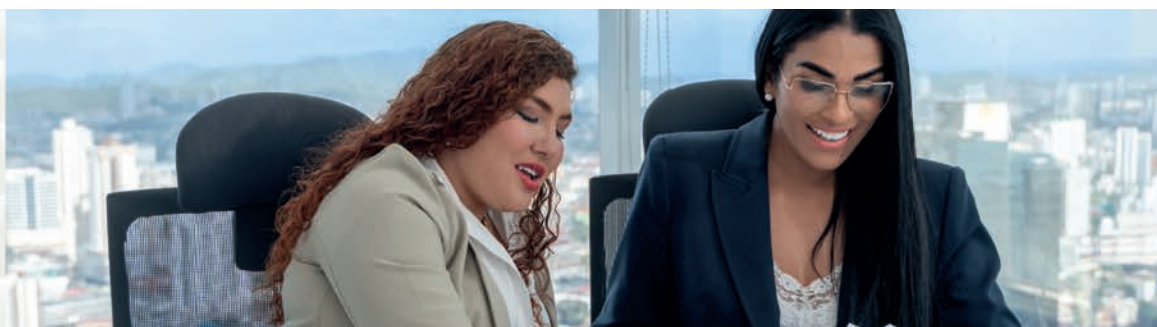
CIRSA annually analyzes the gender pay gap in all professional categories and countries where it operates, applying corrective measures when unjustified deviations are detected. Therefore, CIRSA is committed to implementing concrete measures aimed at progressively reducing the existing pay gap between groups.

Average salaries by gender, age and professional category

Currency: in euros	2024						2025					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management (*)	13,866	45,018	43,638	23,380	59,663	85,452	17,499	46,135	44,358	32,720	61,028	78,524
Support staff	15,974	23,412	33,170	20,316	30,848	41,555	16,780	23,814	34,689	20,373	30,861	42,963
Marketing staff	8,399	17,873	37,805	10,941	37,117	53,852	6,725	13,082	39,950	8,853	31,637	54,210
Indirect gaming halls staff	7,904	10,857	16,090	7,844	12,291	21,308	8,137	11,401	16,077	7,815	12,371	19,658
Direct gaming halls staff	7,055	10,651	16,452	8,665	16,363	24,420	7,624	11,145	16,999	9,240	16,643	24,340
Total	7,651	13,682	22,311	9,852	21,057	35,005	8,139	14,020	22,913	10,241	20,972	33,580

The calculation of average remuneration considered gross annual compensation, including bonuses and variable pay (all components). Comparing the two periods is complex due to several factors, such as exchange rates, new hires, terminations, and retirements.

(*) The Management category does not include the remuneration of senior management members. See Appendix section: *Social KPIs*



Variable compensation and ESG performance

In 2025, we have continued to strengthen the alignment between variable compensation and sustainable performance, integrating ESG (Environmental, Social and Governance) objectives into annual incentive plans.

A significant portion of our management team's **variable compensation** is directly **linked to the achievement of ESG indicators**, including:

- progress in equality and diversity
- the improvement of occupational safety and health indicators
- the reduction of the environmental footprint
- the consolidation of an ethical and compliance culture throughout the organization
- accreditation of establishments in the area of Responsible Gaming

This model helps to strengthen transparency, accountability and a focus on sustainable results at all levels of management.

Long-term incentives and recognition

In line with our remuneration policy and the commitments made after going public, in 2025 CIRSA has strengthened its compensation model with **the incorporation of long-term incentive mechanisms, aligned with best practices in corporate governance** and with the sustainable creation of value for all stakeholders.

These new schemes, aimed at certain strategic groups within the Group, are **linked to the achievement of financial and sustainability (ESG) objectives**, reinforcing the connection between individual performance, business results and corporate responsibility commitments.

In addition, CIRSA maintains annual recognition and bonus programs for operational teams and middle management, aimed at encouraging productivity, service quality and leadership development.

With this comprehensive approach, the Group consolidates a balanced and competitive compensation proposal, which promotes commitment, motivation and long-term talent retention.

Career and loyalty plans

At CIRSA we value the dedication, loyalty and contribution of each person to collective success.

Our **compensation approach is complemented by personalized career plans**, which promote professional growth and continuous development of employees, ensuring clear opportunities for advancement and internal mobility.

Among the most notable initiatives are:

- Professional development plans tailored to each business unit
- Leadership and mentoring programs focused on internal promotion

These programs reinforce our commitment to the well-being of employees and foster a motivating and long-term-oriented work environment.

Salary gap

	Currency	2024				2025			
		Women	Men	Abs Val	%	Women	Men	Abs Val	%
Spain	EURO	25,678	35,528	9,850	27.7%	26,688	36,169	9,481	26.2%
Colombia	k COP	34,080	39,256	5,176	13.2%	36,935	41,907	4,972	11.9%
Peru	PEN	23,800	36,615	12,815	35.0%	27,491	39,959	12,468	31.2%
Mexico	MXN	169,453	239,901	70,448	29.4%	179,144	241,123	61,979	25.7%
Panama	USD	14,041	16,201	2,160	13.3%	13,957	15,453	1,496	9.7%
Dominican Republic	DOP	404,967	689,798	284,831	41.3%	454,056	736,324	282,268	38.3%
Morocco	MAD	144,964	155,486	10,522	6.8%	180,172	168,823	-11,349	(6.7)%
Italy	EURO	32,735	40,277	7,542	18.7%	32,597	37,757	5,160	13.7%
Costa Rica	k CRC	7,112	8,742	1,630	18.6%	7,258	8,747	1,489	17.0%
Portugal	EURO	17,216	19,288	2,072	10.7%	15,873	21,192	5,319	25.1%

The **Group's salary gap** is influenced by factors such as geographical distribution, job composition, and different professional categories.

In 2025, the average consolidated gender pay gap across all countries where we operate stood at **19.2%**, a reduction of more than 2 points compared to 2024 (21.5%).

CIRSA's objective is to continue progressively reducing this figure and achieve full pay equity, ensuring that salary differences respond exclusively to objective criteria of performance, responsibility and function.

■ Selection

At CIRSA, we deeply value equality, diversity, and inclusion as fundamental pillars for driving innovation, enriching decision-making, and building a future-ready organization. Our talent selection strategy goes beyond simply filling vacancies: **we are committed to attracting, developing, and integrating individuals who share our values, fostering an inclusive and diverse environment**, and contributing to the achievement of the Group's strategic objectives.

We believe that reflecting the diversity of the environments in which we operate strengthens our competitiveness and allows us to move forward with a broader and more balanced vision. Therefore, we promote selection, hiring, and development practices based on equity and our Diversity, Equality, and Inclusion (D&I) values, ensuring that each person finds the position that best suits their talent and potential.

This strategy is aligned with the **Sustainable Development Goals (SDGs)**, contributing to:

- **SDG 4:** Quality Education
- **SDG 5:** Gender equality
- **SDG 8:** Decent work and economic growth
- **SDG 10:** Reduced inequalities



1. Employer Branding and Brand Positioning

At CIRSA, we believe that a strategic digital presence is essential to achieving good brand positioning:

- **Unified and consistent digital presence:** We consolidated all CIRSA profiles on LinkedIn under a single corporate brand, with a consistent editorial line defined by a committee, guaranteeing communication aligned with our values and highlighting our diverse and multicultural identity
- **Content that connects:** We share information about our products and brands (Sportium, Unidesa, Casino Marbella, Winner...), business achievements, corporate results and industry news, bringing users closer to our business
- **Testimonials and real experiences:** We create videos, interviews and campaigns that showcase life at CIRSA, the impact of our ESG and Compliance commitments, and the day-to-day work of our talent
- **Offers and opportunities:** We publish job vacancies so that potential candidates can register and become part of our teams and projects
- **Diversity as a value:** All content is developed using inclusive language, promoting equal opportunities and highlighting the richness of cultural, gender, thought and generational diversity within the Group
- **Social impact:** We communicate our social action initiatives, showing how we contribute to the development of the communities where we operate and reinforcing our mission to provide value beyond business

Furthermore, at CIRSA, we also recognize the importance of physical presence at events, which is why:

- We participate in **job fairs** and **training centers** of all kinds
- We organize **conferences, workshops and presentations**, strengthening our reputation as a leading employer

2. Selection process

Our selection process is designed to attract, assess and incorporate talent in a transparent, inclusive and sustainable manner, ensuring that each person can develop and contribute to the success of the Group.

- **Job posting, internal mobility, and transparent recruitment:** All vacancies, both internal and external, are communicated clearly, following objective criteria that ensure equal opportunities and unbiased processes. We encourage internal mobility, offering our employees the opportunity to develop professionally and take on new challenges in different roles and locations within the Group
- **Attracting and connecting with young and emerging talent:** We participate in university fairs, training programs, and professional conferences. We offer internship and traineeship programs, as well as internal growth programs (Impulse Program and Incubator Plan), which allow us to identify candidates with high potential and experience relevant to the sector

- **Practical assessment and selection methodologies:** For technical and strategic profiles, we conduct tests such as case studies, structured interviews and group dynamics, evaluating skills, creativity and problem-solving ability
- **Talent with disabilities:** We recognize the value of people with disabilities. We collaborate with public employment agencies and specialized foundations (Seeliger y Conde, Prodis) to identify and attract talent with disabilities. These partnerships ensure inclusive and equitable processes. In the current fiscal year, the Group has **139 employees** with a recognized disability

And within our Policies, rules and best practices:

- **Job vacancy management standard:** Defines the publication and management of vacancies, ensuring fair and equitable processes
- **Diversity, Equality and Inclusion (D&I) Policy:** Promotes diversity and equality at all stages of recruitment
- **Compliance with labor and disability regulations:** Ensures that our processes comply with current legislation in all countries where we operate
- **Good selection practices:** Objective assessments, standardized criteria and collaboration with universities and specialized organizations
- **Strategic collaborations:** We maintain agreements with universities, technical schools and digital platforms to identify and attract emerging talent in key areas such as IT, data analysis and innovation

3. Induction Plan

At CIRSA, we have an **onboarding program** tailored to each position and location, supporting new employees from the moment they join the Group. This process, coordinated by the recruitment team, allows new hires to learn about the Group's history, its business units, its social impact, sustainability initiatives, and available benefits, as well as the services offered to our employees.

During the first few days, **all new hires receive mandatory training**, which includes occupational health and safety, familiarization with emergency plans, and risks associated with their position. In addition, they receive training in compliance, diversity and inclusion (D&I), and specific topics for each role, such as Responsible Gaming for customer service staff in gaming halls.

We also **offer specific internal training programs for new hires**, designed to impart the company's expertise and ensure operational excellence. For example, training in Sportium processes, slot collection in the hospitality sector, or other specialized business functions, ensuring that every employee masters CIRSA's procedures and standards from the outset.

For certain roles, especially management positions, we offer a personalized induction itinerary, which includes meetings with corporate and business management, meetings with key area managers and visits to workplaces, thus facilitating a comprehensive understanding of the business and corporate culture.

2. WORKING CONDITIONS

■ Organization of working time

At CIRSA, one of our main commitments is to ensure that all people who are part of the Group enjoy fair, balanced and compliant working conditions, promoting a balance between personal, family and professional life in all the countries where we operate.

CIRSA maintains a firm commitment to good labor practices in all its geographies, aligned with the principles of the International Labour Organization (ILO) and reflected in its People and Talent Policy, Human Rights Policy and Diversity, Equality and Inclusion Policy.

This commitment includes guaranteeing a living wage, limiting and controlling overtime, equal pay for women and men, the right to paid annual leave, and the application of prior consultation procedures in the event of restructuring or collective dismissals.

All these measures apply both to the Group's own operations and to relationships with suppliers and contractors, through the Responsible Purchasing Policy.

The organization of working time is defined in each company of the Group through annual **work calendars**, prepared in accordance with applicable local laws.

These calendars establish the **distribution of the daily work schedule**, the reference weekly or annual hours, as well as local and national holidays and, when operations allow, the flexibility of entry and exit times.

In **business centers with continuous activity, rotating work shifts** are applied that respect the conditions of local legislation.

■ Responsible labor programs and policies

CIRSA develops specific programs aimed at ensuring safety, equal opportunities and continuous improvement of working conditions.

These shifts are agreed upon with the legal representatives of the employees, formalized by signature, and published on the notice boards of each center to ensure complete transparency.

Regarding the management of overtime, **CIRSA strictly applies the limits provided by local legislation**, and the annual maximum established for each employee cannot be exceeded.

Compensation may be provided in the form of money or equivalent rest time, according to the regulations applicable in each country.

The use of overtime is reserved exclusively for incidents or specific operational needs, especially in business areas that require continuous attention.

Likewise, **the organization of working time takes into account personal situations of special relevance, such as the care of children or dependent relatives**, in which flexible working hours or specific leave measures are applied in accordance with the regulations of each country.

With these measures, CIRSA reaffirms its commitment to work-life balance, shared responsibility, and the well-being of its employees, fostering a culture based on trust, transparency, and responsible flexibility.

At CIRSA, **one of our main commitments is to ensure that all employees enjoy fair, balanced working conditions that comply with current regulations**, promoting a healthy work-life balance in all the countries where we operate.

The main ones include:

- The **Equality and Diversity Plan 2024–2026**, which promotes active policies of equity, inclusion and non-discrimination
- The **CIRSA +for you Program**, focused on the physical, mental, emotional and financial health of people
- The **Inclusive Leadership Training and Development Plans**, aimed at middle managers and management teams, to strengthen responsible management skills and a culture of respect

These programs are reviewed annually and adapted to local labor regulations and international standards on labor rights and social sustainability.

■ Commitment to Human Rights

At CIRSA, we recognize human rights as a fundamental pillar of our corporate culture and responsible management model. Our commitment is inspired by the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the ILO Core Conventions, and the OECD Guidelines for Multinational Enterprises.

This commitment is embodied in the **Group's Human Rights Policy**, applicable to all companies under CIRSA's control, its subsidiaries, suppliers, and business partners, and is complemented by the Diversity, Equality, and Inclusion Policy, the Responsible Purchasing Policy, and the Code of Ethics and Conduct.

CIRSA is committed to respecting and protecting labor and social rights in all its operations, guaranteeing the prohibition of forced or child labor, the prevention of human trafficking, the right to freedom of association and collective bargaining, and equal treatment and non-discrimination at all levels of the organization.

During 2025, internal mechanisms for identifying and managing human rights-related risks in our operations and supply chain have been strengthened, especially in areas related to labor compliance, equal opportunities, and occupational health and safety.

Furthermore, supplier approval processes have been strengthened to ensure compliance with the ethical and legal standards defined by the Group.

CIRSA has internal monitoring and reporting mechanisms, including **the Ethics Line Channel**, through which potential human rights or labor law violations can be reported confidentially.

All reported cases are analyzed by an internal committee, and action is taken in accordance with established disciplinary and corrective procedures.

The Group continues to move towards implementing a structured human rights due diligence framework, with the aim of identifying, assessing, and mitigating potential risks, and integrating its findings into compliance and internal control systems.

In line with this commitment, CIRSA periodically reviews its human rights policy and procedures to adapt them to evolving regulations and international standards, guaranteeing zero tolerance for any form of exploitation or abuse, and consolidating a corporate culture based on respect, ethics, and social responsibility.

■ Accessibility

At CIRSA, all our workplaces have municipal opening licenses that incorporate the regulatory requirements of universal accessibility, guaranteeing that the facilities are safe, functional and usable by all people, regardless of their physical or sensory abilities.

Furthermore, we are promoting the progressive adaptation of spaces, tools, and digital resources, with the aim of eliminating barriers and ensuring an equitable and accessible work experience in all the countries where we operate.

With these measures, CIRSA reaffirms its commitment to an inclusive, diverse and accessible culture, aligned with the principles of the United Nations Convention on the Rights of Persons with Disabilities and current local regulations.

■ Mechanisms to promote employee involvement

At CIRSA we believe that the active participation of people is essential to strengthen the corporate culture and move towards a more transparent, inclusive and collaborative management model.

Listening to the voice of our employees allows us to improve, innovate, and build more motivating and sustainable work environments.

That is why we have an integrated suggestion channel on the corporate website, which facilitates direct and confidential communication of proposals or ideas from employees.

■ Listen to improve

At CIRSA we believe that actively listening to the people who are part of the Group is essential to continue improving as an organization and building more satisfying, inclusive and sustainable work environments.

To this end, in 2025 we conducted a new global satisfaction and engagement survey, targeting the 16,238 employees across all geographies and areas of the Group.

5,104 people participated, achieving a response rate of over 31%, which represents a significant and diverse sample of our staff.



The results obtained offer a very positive view of the work environment and corporate culture.

Participants particularly highlight the clarity and approachability in internal communication, the positive work environment, and collaboration between teams as hallmarks that define our daily work.

The survey also confirms a consolidated perception of equality, diversity and respect at all levels of the organization.

A large majority of employees express feeling fully identified with the values of the Group, thus reinforcing the sense of belonging, commitment and pride of being part of CIRSA.

Likewise, there is a growing interest in continuing to develop skills in sustainability, digitalization and leadership, key areas for the future of the business and in which we will continue to promote specific training programs, aligned with our sustainable growth strategy.

In addition, **CIRSA has other active listening mechanisms**, such as exit interviews, suggestion boxes, the Ethics Line Channel and regular meetings between management and employee representatives.

All this information is analyzed and channeled to design action plans that contribute to improving the well-being, motivation and work experience of the people who are part of the Group.

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

	2024						2025					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	6	23	0	4	40	3	4	26	3	1	47	15
Support staff	63	58	9	84	101	10	73	83	10	110	125	6
Marketing staff	33	38	1	18	30	5	91	51	1	57	49	10
Indirect gaming halls staff	72	203	34	165	259	20	66	198	54	154	311	85
Direct gaming halls staff	1,915	1,427	109	1,542	968	115	2,038	1,460	118	1,722	1,060	144
Total	2,089	1,749	153	1,813	1,398	153	2,272	1,818	186	2,044	1,592	260
	3,991			3,364			4,276			3,896		
	7,355						8,172					



Number of staff dismissals by gender, age and professional category

	2024						2025					
	Women			Men			Women			Men		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Management	1	6	2	5	9	5	0	5	2	0	17	7
Support staff	13	18	12	13	24	11	7	24	13	20	31	20
Marketing staff	9	5	1	2	6	4	7	12	0	13	15	8
Indirect gaming halls staff	9	41	6	43	72	8	14	47	7	20	72	18
Direct gaming halls staff	312	210	15	263	165	30	356	225	19	309	156	24
Total	344	280	36	326	276	58	384	313	41	362	291	77
	660			660			738			730		
	1,320						1,468					

Note: Variation compared to 2024 partly due to the impact of Apuesta Total (Peru)

■ Employee turnover

In 2025, the Group's overall turnover rate stood at 27.9%, representing a 7.3% reduction compared to the previous year. This figure includes the integration of new operations.

This indicator continues to be influenced by the structural differences in labor markets across the various countries where we operate. While turnover remains moderate in Europe, it is higher in some Latin American countries, influenced by the specific characteristics of each market and by external factors such as seasonality and the availability of specialized talent.

	2024	2025
Spain	15.3%	15.6%
Colombia	29.4%	26.6%
Peru (*)	69.7%	62.9%
Mexico	41.9%	38.9%
Panama	12.7%	14.8%
Dominican Republic	21.7%	17.1%
Morocco	21.2%	11.1%
Italy	12.5%	11.2%
Costa Rica	33.5%	31.5%
Total	30.1%	27.9%
Total Voluntary Turnover	22.1%	19.5%

(*) Incorporation of Apuesta Total in Peru in 2024

At CIRSA we are firmly committed to reducing turnover and consolidating stable and committed teams, aware that the retention of talent directly impacts the quality of service, the customer experience and the sustainability of the business.

Throughout 2025, we have continued to deploy concrete actions aimed at building loyalty and developing commitment, addressing turnover from a comprehensive perspective.

Among the main ones are:

- **Improving compensation and benefits communication policies**, with the aim of strengthening the perception of value and internal equity
- Strengthening the sense of belonging through the **CIRSA +for you Wellness Plan** and corporate activities designed to strengthen the connection with the Group's culture
- The development of **direct communication channels** with employees, through periodic satisfaction surveys and spaces for dialogue with management

- **Promoting professional development and internal advancement**, offering career paths and real opportunities for growth
- **Promoting an inclusive and diverse culture** that guarantees equal opportunities and fosters respectful and collaborative work environments

Compared to previous years, voluntary turnover continues to show a downward trend, standing at 19.5%, compared to 22.1% the previous year.

This improvement reflects the positive impact of our loyalty initiatives and the ongoing effort to strengthen the motivation, sense of belonging, and trust of the people who are part of CIRSA.

The Group will continue to work on job stability and talent retention, especially in markets with higher structural turnover, adapting actions to the reality of each country and aligning talent management with the strategic objectives of the business.

Average number of employees broken down by contract type and country

At CIRSA we prioritize **job stability** as the basis of a safe and committed work environment.

Therefore, whenever the nature of the position and local legislation allow, we promote permanent, full-time employment relationships, reflecting our commitment to quality employment and talent retention.

Thanks to efficient resource planning and the diversity of our business lines, the staff structure remains stable throughout the year, without major seasonal variations, guaranteeing operational continuity and service quality in all the countries where we operate.

	2024				2025			
	Permanent time		Temporary time		Permanent time		Temporary time	
	full	part	full	part	full	part	full	part
Spain	3,855	399	326	41	3,860	370	349	34
Colombia	2,776	0	34	0	2,820	0	35	0
Peru	894	0	737	0	1,022	0	1,305	1
Mexico	2,270	0	3	0	2,256	0	3	0
Panama	1,274	0	8	0	1,269	0	12	0
Dominican Republic	821	1	6	0	819	0	5	0
Morocco	266	0	329	1	286	0	335	0
Italy	417	39	42	7	497	53	67	15
Costa Rica	326	0	4	0	324	0	3	0
Portugal	1	0	1	0	18	0	7	0
Total	12,901	438	1,488	49	13,171	423	2,122	50
	13,339		1,537		13,594		2,172	
	14,876				15,766			

Average number of people employed, broken down by contract type, age, and gender

	2024						2025					
	< 30		30 - 50		> 50		< 30		30 - 50		> 50	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Permanent	1,776	1,394	3,957	3,847	820	1,545	1,791	1,474	4,015	3,828	891	1,595
Full-time	1,753	1,365	3,732	3,770	767	1,513	1,770	1,452	3,801	3,747	837	1,564
Part-time	23	28	225	77	53	32	21	22	214	81	54	31
Temporary	470	309	356	328	33	42	689	431	528	441	37	46
Full-time	464	301	339	319	27	31	678	424	513	432	31	45
Part-time	6	9	17	9	6	2	11	7	15	9	6	1
Total	2,246	1,703	4,312	4,175	853	1,587	2,480	1,905	4,543	4,269	928	1,641
	3,949		8,487		2,440		4,385		8,812		2,569	
	14,876						15,766					

Average number of people employed, broken down by contract type and job category

	2024					2025				
	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	689	1,710	443	3,313	7,184	718	1,701	510	3,301	7,364
Full-time	679	1,646	438	3,244	6,893	710	1,639	504	3,235	7,082
Part-time	9	64	5	69	291	8	62	6	66	282
Temporary	13	143	26	147	1,208	11	270	184	137	1,570
Full-time	13	142	26	142	1,166	11	267	184	133	1,527
Part-time	0	1	0	5	42	0	3	0	4	43
TOTAL	702	1,853	469	3,460	8,392	729	1,971	694	3,438	8,934
	14,876					15,766				

The incorporation of Apuesta Total in Peru in mid-2024, as well as new acquisitions in 2025, impacts the annual average of some indicators.

Collective bargaining agreements and pacts

At CIRSA we maintain a constructive and respectful relationship with trade unions and employee representatives, recognizing their essential role in defending labor rights and promoting social dialogue.

Our relationship is based on ethical principles, transparency and mutual trust, promoting negotiation as the main way to establish rights and obligations that contribute to the well-being of people and the sustainability of the business.

We adopt a mature and global vision of labor relations, aligned with the international standards of the International Labour Organization (ILO) and the United Nations Guiding Principles on Business and Human Rights.

This approach translates into open, inclusive and representative collective bargaining processes, which seek balanced and lasting agreements in all the geographies where we operate.

In general terms, the collective agreements and pacts signed by the CIRSA Group apply to all employees of the Group, with independent of the contractual

modality, professional category or the position held, guaranteeing equal rights and working conditions in all business units.

During 2025, we have strengthened social dialogue in different countries, consolidating more agile communication channels with union representatives and promoting negotiation spaces that integrate emerging issues such as work-life balance, digitalization of work and social sustainability.

Furthermore, we maintain our framework agreement with **UNI Global Union**, a global trade union federation with a presence in more than 150 countries, which reinforces our commitment to Human Rights and international collective bargaining.

Through this agreement, we guarantee that labor relations will be developed under the principles of freedom of association, equality and respect, ensuring that in all countries where CIRSA operates, responsible labor practices and an environment of effective social dialogue are promoted.

Number of employees covered by collective agreements by country

	2024			2025		
	Employees	% of employees covered	Employees covered	Employees	% of employees covered	Employees covered
Spain	4,529	100%	4,529	4,512	100%	4,512
Colombia	2,815	100%	2,815	2,907	100%	2,907
Peru	2,335	—%	0	2,622	—%	0
Mexico	2,222	74%	1,635	2,258	74%	1,661
Panama	1,287	100%	1,287	1,294	100%	1,294
Dominican Republic	849	—%	0	828	—%	0
Morocco	598	—%	0	799	—%	0
Italy	522	100%	522	672	100%	672
Costa Rica	330	100%	330	319	100%	319
Portugal	23	100%	23	27	100%	27
Percentage of employees covered by collective agreements	15,510	72%	11,141	16,238	70%	11,392
Total collective agreements	11,728	95%	11,141	11,989	95%	11,392

■ Freedom of association and trade unions

Respect for freedom of association and freedom of trade unions is one of the essential principles on which CIRSA's work culture is based.

The Group guarantees that all employees can exercise these fundamental rights under equal conditions and without any limitations, in accordance with current labor legislation in each country and in line with the Conventions of the International Labour Organization (ILO).

Collective bargaining is recognized as a key tool for building balanced and sustainable labor relations.

Therefore, permanent channels of dialogue and collaboration are maintained with the Legal Representatives of the employees in the different countries, through regular meetings that allow sharing information, listening to proposals and reaching agreements that are beneficial to both parties.

As an example, it should be noted that in Spain there are more than 50 legal representative bodies, which freely exercise their trade union and representative functions in a climate of respect, dialogue and mutual trust.

These meetings address topics such as salary conditions, flexible working hours, occupational risk prevention, equality plans, and resource management, among other aspects that contribute to the well-being and motivation of employees.

At a global level, as we have previously discussed, the agreement signed with **UNI Global Union** reinforces the Group's commitment to international social dialogue and to the promotion of human and labor rights in all the geographies where it operates.

Thanks to this framework, CIRSA ensures that all people can organize, be represented and actively participate in building fair, inclusive and sustainable work environments.

Social dialogue and representation are pillars of a work culture based on trust, respect and participation.

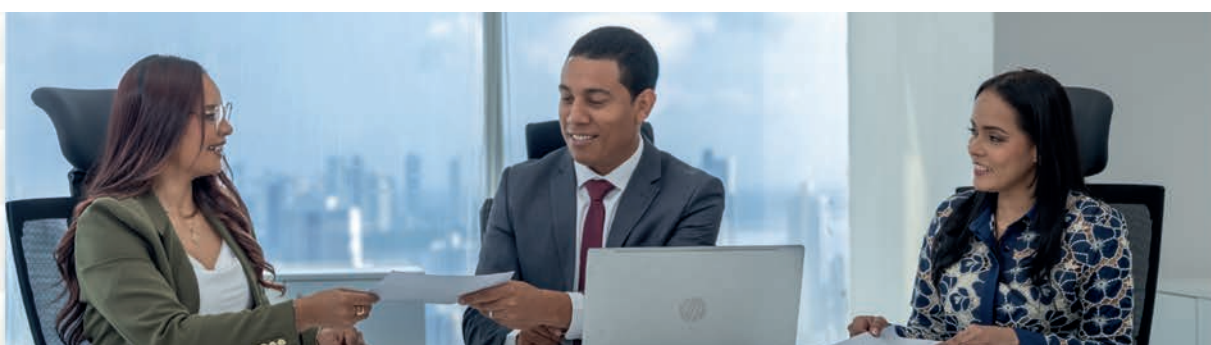
95%

of employees who are in countries where there are collective agreements or pacts



86%

permanent contracts



3. WELL-BEING

At CIRSA, the well-being of our people is not just a policy; it is part of our commitment. We believe that caring for those who are part of our organization is key to our success and to building a strong and humane culture.

In 2025, CIRSA +for you was launched, an initiative designed to support each of the Group's employees through all stages of their lives, taking care of their physical, psychological, emotional, financial, and social well-being. Because at CIRSA, we believe that when our teams feel supported and valued, they can grow, develop, and give their best.

+ for your physical well-being

At CIRSA we promote a healthy lifestyle so that each person has more energy and vitality, encouraging habits such as physical activity, nutrition and health, because we believe that exercise improves health and strengthens teamwork.

- Physical activity, nutrition and health programs, available on the Wellwo platform, adapted to different schedules and countries.
- Sports clubs (padel, bike, running and 7-a-side football) that combine exercise, fun and strengthen camaraderie.
- Universal access for all employees, including those working night shifts.

+ for your emotional health

Psychological and emotional well-being is a priority for us. We know that work is not only measured by results, but also by how the people who make it possible feel. That's why we offer stress management workshops, resilience programs, and self-care and emotional management initiatives, designed to support our people during times of high pressure.

In addition, we develop recognition activities, team-building exercises, and internal events that strengthen cohesion, motivation, and a sense of belonging. We want every employee in the Group to feel valued and heard.

+ for everyone

At CIRSA, we foster connections between people and a sense of belonging. We believe that being part of a strong community strengthens individual and collective well-being. That's why we promote shared initiatives that reflect our identity and values, helping to create genuine bonds among those who work here.

From team activities like Family Day and get-togethers to solidarity initiatives like International Breast Cancer Day, we seek to create spaces where each person feels valued, connected with their colleagues, and part of something bigger.



This spirit of belonging extends to all CIRSA employees, in all the countries where we are present.

■ Work-life balance, flexibility and social benefits

CIRSA's commitment to well-being also means **facilitating a healthy work-life balance**, promoting shared responsibility and flexibility as cornerstones of our work culture. Our goal is to achieve a genuine equilibrium between work and personal life, improving the well-being of everyone within the Group.

In **all regions, we promote measures that allow adapting the workday and workplace to individual needs, encouraging options such as teleworking and flexible hours**, whenever the nature of the job allows it, adapting to the new work context and local realities.

These initiatives are complemented by other actions aimed at improving the balance between personal and professional life, such as intensive Fridays, personal days and the possibility of reduced working hours for the care of minors or dependent relatives, in accordance with the regulations of each country.

Furthermore, CIRSA guarantees that all employees can benefit from the resources and

measures recognized in local labor legislation, such as parental leave, voluntary leave for the care of family members or flexible working hours at the start and end of the workday.

In addition, we offer a wide range of social benefits, tailored to the characteristics and regulatory framework of each region.

These include flexible compensation plans, disability coverage, pension funds and other programs designed to improve the quality of life of our people.

These policies apply without distinction between full-time and part-time employees, ensuring fairness in access to benefits and opportunities.

With all these measures, we reinforce our conviction that well-being is not only measured in health or performance, but also in each person's ability to reconcile, care for and be cared for, thus building a more humane, sustainable and people-oriented work environment.

■ Recognition and development of talent

Well-being also involves recognizing people's effort, dedication, and achievements.

In 2025, CIRSA has strengthened its recognition and reward policies, integrating short and long-term incentive mechanisms that value individual and collective contribution to the Group's success.

These programs, aligned with best corporate governance practices, combine financial and sustainability (ESG) objectives, promoting the connection between performance, professional development and commitment to the organization's values.

In this way, well-being at CIRSA is not only measured in health or work-life balance, but also in the opportunity to grow, be recognized and be an active part of a common project that puts people at the center of its success.

■ Digital disconnection

In an increasingly connected environment, CIRSA promotes a culture of balance and respect for personal time.

Digital disconnection is understood as the right of all people not to use corporate technological tools outside of working hours, thus guaranteeing rest, work-life balance and emotional well-being.

This commitment is part of the Group's responsible management model and applies to all levels of the organization, in accordance with the legislation in force in each country and international best practices in psychosocial health.

Among the measures that reinforce this right are:

- Limitation of sending professional communications outside of working hours, except in cases of justified urgency
- Raising awareness and training management teams to foster a culture of respect for rest periods
- Integration of digital disconnection within the CIRSA *+for you* program, as part of the actions for well-being and personal balance

With these actions, CIRSA seeks to protect the mental and emotional health of its employees, promote sustainable productivity, and consolidate a work environment where technology serves people, and not the other way around.

■ Mechanisms to promote employee involvement

Listening, sharing and building together are the pillars that define our way of working at CIRSA.

The active participation of people is key to continuing to evolve as a company that is close, transparent and committed to the development of its talent.

Therefore, in addition to permanent communication channels - such as the corporate intranet and local suggestion boxes - we promote various initiatives to learn firsthand the opinions of those who are part of the Group.

During 2025, we conducted a participation and satisfaction survey, in which employees from all the countries where we are present participated.

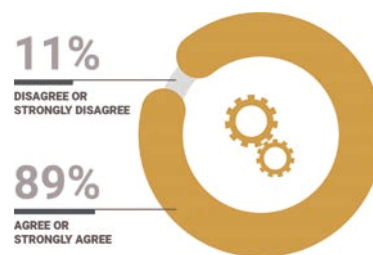
The study has identified very positive trends: a high overall rating of the training activities, recognition of the quality of the content, and a clear preference for hybrid and flexible formats, which allow learning to be combined with professional activity.

The People and Talent team has received over 5,104 responses across all surveys conducted this year, with a participation rate exceeding 31%. The results demonstrate a high level of satisfaction and engagement.

Participation in the surveys reflects the commitment of all our geographies, demonstrating the involvement of the talent in each region in building the future of the Group.

These initiatives reinforce our conviction that the best ideas are born from listening to those who make them possible.

That is why we will continue to promote participation, dialogue and collaboration, so that each person feels that their voice counts and that they are an active part of CIRSA's growth.



4. OCCUPATIONAL SAFETY AND HEALTH

■ Occupational safety and health

At CIRSA, workplace health and safety is a top priority and a fundamental pillar of our business strategy. This commitment is part of the Group's vision and values and is formalized through our Occupational Risk Prevention Policy.

The **main objective is to guarantee a safe and healthy working environment**, so that all activities and services carried out in the various companies and countries where we operate are protected against any risk situation that could affect the safety and health of employees.

To achieve this objective, the Group has a **Health and Safety Management System** that ensures adequate protection and is based on:

- **Ensuring compliance with local laws and regulations in the countries where we operate**
- **Promoting a preventative culture** at all levels of the organization
- Integrating prevention into all the Group's processes and activities
- Establishing a **system of continuous improvement**, based on the periodic and systematic evaluation of working conditions
- **Preventing risks, workplace accidents and occupational diseases** by implementing appropriate preventive measures
- Promoting **ongoing training in Occupational Safety and Health**
- Encouraging consultation and **participation of all employees** in the promotion of safety and health
- **Requiring compliance with safety regulations** also from employees of collaborating companies who carry out their activity in our centers

In addition, the Group promotes internal continuous improvement objectives in the area of safety and health, defined by the different business units and reviewed periodically by the Prevention managers and the Corporate Directorate of People and Talent.

The Occupational Risk Prevention Policy is regularly reviewed to ensure its compliance with current regulations and the principles of continuous improvement that inspire international reference systems in this area.

■ Audits and reviews of the management system

In Spain, **an external auditing firm, Full Audit**, periodically certifies the effectiveness of our occupational risk prevention management system as part of our continuous improvement process. During the 2025 fiscal year, the annual internal review of the occupational risk prevention management system was carried out, evaluating more than 40 control elements across various companies within the Group, including:

- Periodic controls and internal inspections at workplaces
- Record of delivery of PPE (Personal Protective Equipment)
- Emergency plans and action measures in emergency situations
- Record of emergency drills
- Procedure for the coordination of business activities (CAE), applicable to contracting and service companies



- Training record, ensuring that all employees have training certificates in safety and health

These reviews allow us to verify the effectiveness of the measures implemented, assess the risks detected and define preventive and corrective actions, ensuring the continuous improvement of the system in line with the standards of **Full Audit**, the entity that performs the external verification audit every **four years**.

In addition, the results obtained by the Safety and Health officers of each country are monitored annually, allowing for the establishment of priorities and action plans adapted to local circumstances.

Furthermore, the Group promotes continuous training in prevention and operational safety for all personnel, including contractors and suppliers who carry out their activity in our centers, reinforcing a shared safety culture.

In the other countries where we are present, we continue to advance in the progressive certification of management systems, adapting them to local regulations and reinforcing prevention and control procedures.

■ Prevention and promotion of health at work

At CIRSA, we promote health and well-being from a holistic perspective that encompasses physical, mental, and emotional prevention.

During 2025, specific measures focused on protecting individual and collective health have been implemented, such as:

- Prevention protocols and information and awareness campaigns
- Wellness programs and applications focused on mental and emotional health
- Physical activity challenges and personal wellness workshops, both in-person and online

We have **accredited medical services** for monitoring the health of all employees and specific programs, including:

- Seasonal vaccination campaigns
- Health promotion and prevention programs for cardiovascular diseases, colon cancer, hypertension and other diseases
- Prescribing healthy habits
- Promoting physical exercise, healthy eating, and emotional well-being



■ Training of employees in occupational safety and health

All CIRSA employees receive training tailored to the risks of their job, covering their information, skills development, and awareness needs regarding workplace hazards.

We also provide specific training in emergency response (firefighting, evacuation, first aid), as well as practical training on the use of work equipment (forklifts, electric stackers, etc.).

In 2025, training in psychosocial risks and prevention of workplace harassment has been strengthened, in line with the Group's commitment to safe and healthy work environments.

During the 2025 financial year, **41,070 hours of safety and health training** were provided throughout the Group.

■ Employee participation and consultation

At CIRSA we foster a culture of participation and consultation in matters of occupational safety and health, promoting the active involvement of all employees.

This commitment is realized through the Joint Committees on Occupational Safety and Health, which hold regular meetings to review indicators, propose improvements and monitor compliance with prevention plans and training activities in this area.

Our efforts to preserve workplace safety and health are reflected in the low number of workplace accidents recorded. During 2025, there were 296 workplace accidents and 0 work-related illnesses, a decrease compared to previous years.

■ Safe working environment

The correct implementation of safety and health policies and procedures creates a safe and healthy work environment, in which risks are minimized and the physical, mental and emotional well-being of employees is promoted.

The existence of preventive measures and clear protocols not only guarantees regulatory compliance but also fosters a culture of responsibility, prevention, and collective awareness in the workplace.

A safe work environment involves managing obvious risks (equipment handling, accident prevention) as well as identifying new risks early and providing ongoing staff training.

All of this contributes to creating a space where employees feel supported and safe in the performance of their duties.

In conclusion, **prioritizing safety and health** is not only a legal obligation, but also an **ethical and strategic commitment** to the well-being of employees.

■ Accident rate

A safe working environment protects people, improves team cohesion and efficiency, and reinforces CIRSA's sustainable success.

	2024			2025		
	Total	Women	Men	Total	Women	Men
Accidents ¹	388	233	155	296	169	127
Frequency Index ²	8.81	10.66	6.99	7.90	8.82	6.97
Severity Index ³	0.17	0.19	0.16	0.15	0.18	0.11
Diseases of occupational origin	0	0	0	0	0	0

¹ The number of accidents vs 2024 has decreased but this is not due to any extraordinary cause.

² The frequency index has been obtained by dividing the number of accidents with sick leave (does not include commuting accidents) by the number of hours worked multiplied by 1,000,000.

³ The severity index has been calculated by dividing the number of days lost due to accidents with sick leave (does not include commuting accidents) by the number of hours worked multiplied by 1,000.

■ Absenteeism from work

Efficient management of employee absenteeism is essential to ensuring operational continuity and optimal performance for the Group. Absenteeism, whether due to health, personal, or work-related reasons, can have a significant impact on productivity and team morale.

Throughout 2025, **proactive measures to reduce** it have continued to be implemented, such as strengthening physical and mental well-being programs, flexible working hours and promoting a culture of support and recognition.

The overall absenteeism rate at CIRSA has stood at 3.1%, equivalent to 1,385,691 lost hours (in 2024 it was 1,353,543 hours, 3.1%), including both absenteeism due to illness and accidents (estimated calculation based on 8 hours per lost working day).

This slight adjustment is explained by the consolidation of new operations and by seasonal variations, without extraordinary causes.

	2024	2025
Spain	5.9%	6.2%
Colombia	2.5%	2.4%
Peru	1.0%	0.9%
Mexico	1.8%	1.6%
Panama	1.3%	1.4%
Dominican Republic	1.3%	1.5%
Morocco	1.1%	0.8%
Italy	1.4%	1.9%
Costa Rica	3.7%	3.1%
Portugal	n/a	0.4%
Total	3.1%	3.1%

Absenteeism is monitored monthly in each business unit and reported to the Corporate People and Talent Management, allowing for the identification of patterns, the establishment of preventive measures, and the strengthening of physical and mental well-being programs.

Thanks to this monitoring, specific actions are implemented in centers with the highest rates, focusing on the prevention of psychosocial risks and the improvement of work-life balance.

5. PROFESSIONAL DEVELOPMENT

At CIRSA, we promote continuous learning as a strategic tool to develop the potential of all employees, guaranteeing equal opportunities and fostering an inclusive and diverse environment.



Within this framework, and as part of the CIRSA +for you program, we have created CIRSA + for your development, an initiative that gives identity and coherence to all the training and development actions of the Group, reinforcing our commitment to the professional and personal growth of our people.

Our Annual Training Plan integrates initiatives designed to strengthen skills, support professional development, and ensure that each individual can grow in alignment with the Group's strategic and operational objectives. In this way, training not only enhances individual talent but also contributes to the organization's sustainability, innovation, and competitiveness.

■ Organization

As part of our commitment to transparency and efficient talent management, in 2025 we are moving forward with a plan to standardize terminology across the Group. This initiative ensures the consistency and comparability of information on organizational structure across business units and countries, facilitating strategic planning, decision-making, and the reliable measurement of ESG indicators.

■ Leadership and people management

In 2025, we consolidated the **CIRSA Leadership Program**, aimed at team leaders, with a focus on the applicability and scalability of their skills. The program develops four key cross-functional competencies for the Group and four specific competencies that enhance the individual impact of each leader, **structured in three areas of development:**

- **Strategic competencies**, to align teams with the Group's objectives
- **Relational skills**, fostering effective communication and a culture of feedback
- **Operational skills**, focused on continuous improvement and efficiency in team management

Throughout 2025, the program has been adapted in format and duration to suit the characteristics of each group, making it more accessible and tailored to their needs, without compromising the established development objectives. Furthermore, **an inclusive approach has been incorporated throughout the training program**, integrating content on diversity, unconscious bias, and the importance of creating equitable environments that foster diverse talent, in line with the CIRSA Group's global diversity and inclusion strategy.

Additionally, an AI-powered online training course has been incorporated, allowing participants to practice various development interview scenarios (PMS) through role-playing. This tool reinforces the practical application of skills and enhances leader preparedness, following the **STAR feedback** methodology and the **GROW coaching model (Goal, Reality, Options, and Will)**.

■ Comprehensive Talent Plan

For CIRSA, it is essential that development interviews, known as **Performance Management System (PMS)**, be conducted thoughtfully, as they allow for the analysis of individual performance and interests and their alignment with the strategic objectives of the company and each business unit. These interviews focus on the individual, and based on this information, career plans and the annual training plan are designed, ensuring that the development and interests of individuals are fully aligned with the Group's strategic and operational priorities.

As an essential part of talent management, CIRSA has a structured and homogeneous performance evaluation model for all Group units, which allows for objective measurement of individual and collective contributions to business objectives.

This model combines **three complementary approaches**, adapted to the different units of the Group:

- **Management by Objectives (MBO)**: evaluates the achievement of individual and team goals
- **360° Evaluation**: incorporates feedback from superiors, peers, and collaborators to foster a comprehensive view of performance
- **Agile reviews**: facilitates continuous monitoring of development and allows action plans to be adapted dynamically

The **evaluations are carried out annually** and form the basis for defining individual development plans, training planning and internal promotion processes, guaranteeing meritocracy and equity in talent management.

This system contributes to strengthening a high-performance culture, based on transparency, constructive feedback, and a focus on sustainable results.

In addition, **the Comprehensive Talent Plan** adopts a more systemic and global approach, focusing on the business unit and the people who are key to its sustainability. This plan aims to identify key talent and define succession plans for critical positions, ensuring business sustainability by preparing future generations of leaders. To achieve this, career and development pathways are established that combine training and other initiatives, facilitating planned transitions that are consistent with the corporate strategy.

In this way, both the development interviews and the Comprehensive Talent Plan directly feed into the Annual Training Plan, ensuring that each training action responds to real needs, both strategic and operational.



■ Training Plan

At CIRSA, talent development is an essential pillar for the Group's sustainable growth.

Our Annual Training Plan integrates a structured catalog of training activities, experiential learning initiatives and self-development opportunities, fostering a culture of continuous, inclusive and responsible learning, aligned with our ESG commitments and the Sustainable Development Goals (SDGs).

During 2025, we carried out **367,817 hours of training**, with an estimated average of 22.7 hours of training and an approximate investment of €53 per worker.

The training activities are structured into four main areas:

- **Technical and operational training**, aimed at staff in the dining room, hospitality, maintenance and corporate services
- **Leadership development and people management**, geared towards middle managers and executives
- **Digital skills and technological transformation**, with a focus on the adoption of new tools and processes
- **Corporate culture and regulatory compliance**, including training in ethics, diversity, inclusion and human rights

This approach guarantees equal opportunities and continuous skills development in all the countries where we operate, reinforcing an inclusive and sustainable learning culture.

The strategic learning axes are:

- **Acquisition of new skills.** We train individuals to take on new roles or functions, enhancing their versatility and preparing them for future challenges. Programs such as the CRECER Training Pathway in Latin America and Individual Development Plans linked to career paths and succession plans are particularly noteworthy
- **Strengthening technical and cross-functional capabilities.** We promote adaptation to digital transformation through training in Microsoft 365 tools with Artificial Intelligence capabilities, such as Power Automate, Planner, and Power BI
- **Refinement of the current role.** We consolidate specific skills for each position through programs such as the Business Academies (Commercial, Services and Lounges) or the Management Development Plan for Casino Managers, in addition to master's degrees, training in specialized centers, webinars, practical workshops and certifications
- **Collaborative and inclusive learning**, through which we promote the transfer of knowledge by:
 - **Tech Talks**, where we share challenges, solutions and best practices
 - **International conventions** that align strategies and disseminate experiences
 - **Cross-mentoring** within the framework of the Empowering Women's Talent program, promoting female leadership, equal opportunities and diversity of perspectives
 - **Mentoring** and support as in the Impulso Program

In addition, we provide mandatory training on compliance, responsible gaming, and diversity and inclusion, contextualized to our operations and based on practical case studies.

We also offer self-development opportunities through workshops, webinars, e-learning, and short training modules on languages, technology, personal skills, and holistic well-being.

■ CIRSA training scholarships

CIRSA Scholarships provide up to €1,200 per person for studies outside the training catalog, promoting autonomy, commitment and professional growth, consolidating our approach to continuous and responsible learning.

In 2025, the figures were as follows:

193

scholarships requested

76%

granted in 2025

€82k

amount granted

■ Internal promotion, mobility and career transition

At CIRSA, **internal promotion** is part of a comprehensive talent management process that involves identifying talent and establishing career paths that foster professional development. This approach reinforces a **culture of continuous learning**, motivates employees by showcasing growth opportunities, and reflects the organization's commitment to its human capital. Our goal is to maintain a ratio of over **90% between internal and external promotions**.

As a multinational company present in 11 countries, **international mobility** allows employees to expand their knowledge, acquire a global vision and enrich their career plans, incorporating the diversity and multiculturalism that characterize CIRSA through immersion in different sociocultural environments, business realities and ways of working.

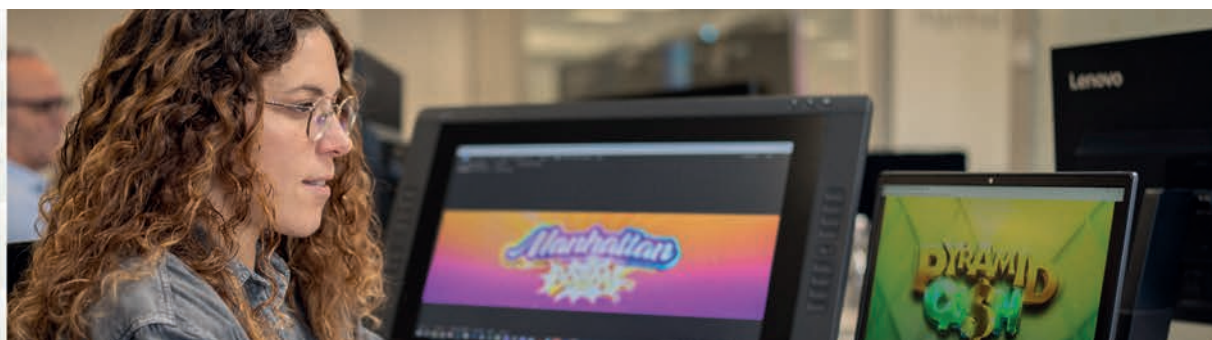
Likewise, CIRSA responsibly manages employee departures through **relocation programs** that offer personalized support and employability training, facilitating an effective professional transition.

716

employees have been promoted in 2025

90%

objective internal promotion



■ Training hours

A general increase in training hours is expected as a result of the implementation of new corporate training programs during 2025. This increase has not had a uniform impact across all countries, as in some cases these programs have been fully deployed in 2025, while in others their implementation will be spread between 2025 and 2026.

Training hours by type

	2024	2025
Role improvement	181,658	218,185
Well-being	5,701	7,246
Health and safety	44,491	41,070
Legal & Compliance	31,476	37,748
Responsible Gaming	8,947	8,232
Skills	34,168	22,618
Equality and diversity	4,927	15,557
Professional development	17,557	17,161
Total	328,925	367,817

Training hours by professional category

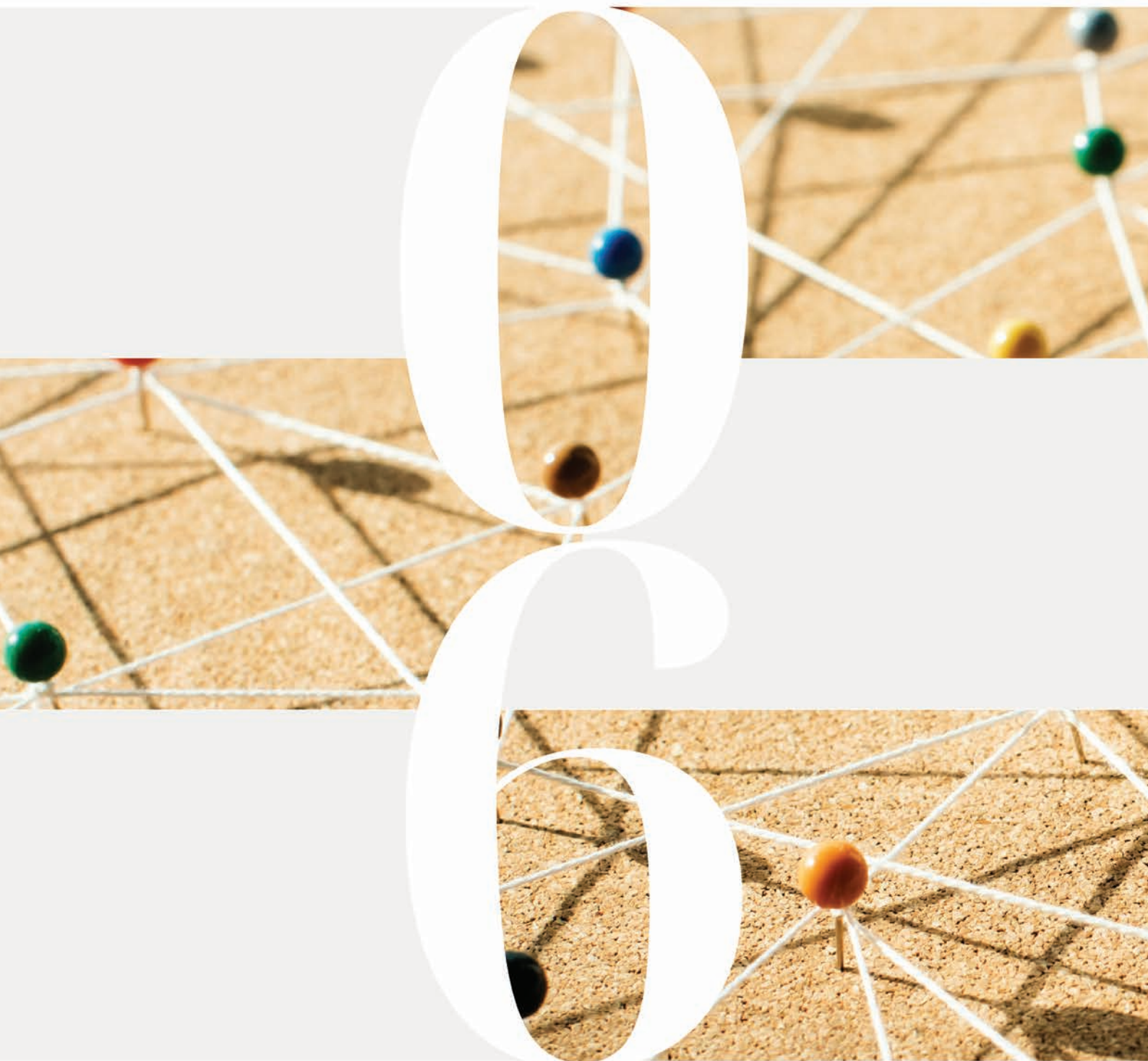
	2024	2025
Management	11,099	19,948
Support staff	39,442	34,379
Marketing staff	6,057	10,964
Indirect gaming halls staff	51,921	59,984
Direct gaming halls staff	220,406	242,542
Total	328,925	367,817

Training hours by country and cost per total and trained employees

	2024			2025				
	Training hours	Training hours	Trained employees	Cost €	Hours per employee Totals	Hours per employee Trained	Cost per employee Totals	Cost per employee Trained
Spain	47,077	49,653	4,774	€390,107	11.0	10.4	€87	€82
Colombia	123,975	160,799	3,876	€93,737	55.3	41.5	€32	€24
Peru	67,005	64,585	5,545	€24,063	24.6	11.6	€9	€4
Mexico	40,623	40,530	5,103	€44,505	17.9	7.9	€20	€9
Panama	14,357	19,547	2,886	€110,838	15.1	6.8	€86	€38
Dominican Republic	15,808	16,523	992	€17,213	20.0	16.7	€21	€17
Morocco	10,546	7,170	414	€38,950	9.0	17.3	€49	€94
Italy	3,840	4,471	715	€82,583	6.7	6.3	€123	€116
Costa Rica	5,694	3,050	402	€63,861	9.6	7.6	€200	€159
Portugal	0	1,489	34	€0	55.1	43.8	0	
Total	328,925	367,817	24,741	€865,858	22.7	14.9	€53	€35

Notes:

- Costs for non-European countries are in local currency converted to €.
- Each employee has completed an average of 1.5 training sessions per year.
- Portugal did not have any training sessions in 2024 as it joined at the end of 2024.



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 socioeconomic development programs 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 in our local area. Furthermore, we are also involved in supporting social initiatives that help the most vulnerable people in the various countries where we operate.



Actions and results

■ Economic Contribution

With 16,238 employees in 11 countries, our economic footprint is significant, creating **positive impacts** in the communities where we operate. A major contribution we make to the development of the countries in which we operate comes from **taxes on gaming and economic activities**. In 2025 alone, these taxes amounted to **€1 billion**.

Our sector is one of the biggest contributors to local economies. Not only through taxes, but we also

generate employment and provide entertainment for many people. For example, the gambling sector in Spain paid approximately €1.271 billion in gaming taxes in 2024, €238 million to the central government and €1.033 billion to regional governments. The sector's economic contribution in Spain is estimated at 0.8% of GDP, while our industry creates around 83,000 direct jobs and 175,000 indirect jobs.

94%

from CIRSA staff is found in local communities

€1 billion

in payment of taxes on gaming and corporate activity

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

■ **Contribution to the Community**

At CIRSA, we dedicate our efforts to supporting the communities where we operate, contributing to their development both through our taxes and by collaborating with foundations and local non-profit organizations that promote initiatives in areas such as health, social welfare, education, sports, food security, and inclusion. **In 2025, CIRSA donated €418,709 to non-profit organizations and public entities to help those most in need.** The Sportium Foundation also donated **€101,220 to various projects related to the inclusion of vulnerable groups and sports.**

Below are some of the **main initiatives** in which we have participated in 2025.

CIRSA Solidaria
JUNTOS, MÁS COMPROMETIDOS

Cada entidad ganadora recibirá un cheque solidario valorado en 2.000 €



CIRSA Solidaria

At CIRSA, we believe that real change begins with people. For this reason, we have launched this campaign, an initiative for employees to choose the social causes that the Group will support.

Donations to entities

We make donations to various organizations in all the countries where we operate. We participate in charitable programs that support local initiatives to promote well-being and social inclusion.



Projects related to sport and inclusion

We help in projects that promote the integration of people and groups at risk of social exclusion through sport, encouraging the practice of all kinds of sporting activities, ensuring their integrity and transmitting the values inherent in sport.

Volunteer campaigns

We participate in several employee volunteer campaigns, such as the Food Bank drive. In the photo, our Panama team is donating milk to soup kitchens serving vulnerable people.

