

# FDJ GROUP 2021-2025 DIVERSITY, GENDER EQUALITY AND QUALITY OF LIFE AT WORK POLICY

## INTRODUCTION

Throughout its history, the FDJ Group has transformed and developed while relying on the professionalism and individual and collective dedication of its employees. They are the key players not only in its development, but also its responsible business model with humanistic values.

In order to meet the new challenges arising in particular with the implementation of the 2025 strategic plan, the Group must be able to continue counting on this invaluable asset, underscoring a shared responsibility among all employees that goes above and beyond meeting regulatory requirements.

We firmly believe that:

- A diverse range of profiles and quality of life at work create value and are sources of creativity, innovation, performance and open-mindedness;
- The Group's community of employees should reflect our current and future client base, and more broadly all of the company's stakeholders, to help us better understand and them and meet their needs.

Drawing on our experience and convictions, this "Diversity, Gender Equality and Quality of Life at Work" policy is fully integrated in the overall Corporate Social Responsibility (CRS) policy and the company's core purpose.

It defines the principles and commitments necessary to enable the development of an inclusive, open and balanced work environment that is conducive to individual performance and collective efficiency.

The ambition of this policy is to continue making the FDJ Group a leading player in terms of inclusion and quality of life at work (QLW), in the interest of supporting its strategy and sustainable performance.

As a result of this policy, in January 2021 the first Group-level company agreement was unanimously signed by the representative unions on the "FDJ Group diversity, gender equality and quality of life at work policy".

It is applicable to all FDJ Group entities.

## 2021-2025 COMMITMENTS

### 1. GENDER EQUALITY IN THE WORKPLACE

The FDJ Group has been working for gender equality in the workplace, and against sexism and harassment, for many years.

2021-2025 commitments:

- Maintaining and improving the results of the gender equality index:
  - $\geq 99/100$  for FDJ SA,
  - $95/100$  for FDP,
  - and  $75/100$  for FGS France.
- Achieving a percentage of women managers equal to the percentage of women in the Group workforce.
- Adding fully paid paternity leave of 25 days at Group companies starting in 2021 (in addition to 3-day childbirth leave).
- Observing our commitments to women's rights, including:
  - our partnership with "La Journée de la Femme Digitale (Digital Women's Day)",
  - the SISTA Charter promoting diversity in digital media,
  - the "StOpE au sexisme" anti-sexism charter.
- Continuing to raise awareness and conduct initiatives in the "All'In" diversity network, made up of men and women working to foster equality and opportunities by:
  - raising awareness of gender equality issues,
  - encouraging employees to share their experiences,
  - working to overcome gender stereotypes.
- Coordinating initiatives each year on 8 March: International Women's Day.

## 2. INTEGRATING PERSONS WITH DISABILITIES

In keeping with its history and longstanding ties with the "Gueules Cassées" (veterans suffering facial disfigurement) and the armed forces, FDJ makes an ongoing effort to integrate persons with disabilities, whether the disability in question pre-dated the employee's recruitment or arose after the fact.

### 2021-2025 commitments:

- Achieving a direct disability rate of  $\geq 6\%$  for the Group.
- Posting all FDJ Group job offers on special "RQTH" (recognition of employees with disabilities status) forums and job boards.
- Providing training courses to all managers and teams working directly with employees with disabilities.
- Developing indirect employment by significantly increasing the volume of purchases made from disability-inclusive businesses (ESATs and EAs), with a target of €800k in invoiced purchases starting in 2021.
- Observing and monitoring our commitments as set out in the "Manifesto for the economic inclusion of persons with disabilities" (launched in 2019 by the government).

## 3. INTER-GENERATIONAL INITIATIVES

The diversity of our talented employees is a wellspring of opportunities to develop our performance, and we encourage employees of different generations to work together.

### 2021-2025 commitments:

- Implementing appropriate programmes to foster constructive intergenerational relations.
- Stepping up training initiatives for younger staff ("Jeniors"\*) and for Seniors.
- Keeping the percentage of work-study participants in the Group's workforce at 5% or higher.
- In 2025: all Group employees over the age of 45 will have completed at least 1 "employability" training course in the last 3 years.
- Keeping the percentage of over-50s at or higher than the overall Group rate (FDJScope measurement).

*\*Jeniors = employees aged 45 or more*

## 4. SOCIAL DIVERSITY/DIVERSITY OF SOCIAL BACKGROUNDS

The FDJ Group undertakes to ensure equal opportunities in business and to promote inclusive recruitment.

### 2021-2025 commitments:

- In order to build a diverse community of employees that reflects our current and future client base, as of 2021 we will be conducting a Group diagnostic analysis aimed at building metrics on social diversity and diversity of social backgrounds that we can monitor over time, via:
  - a survey to measure employee perceptions on their sense of belonging to diverse backgrounds and their feeling of inclusion,
  - a patronymic analysis (first names).
- Recruiting 10% of applicants from various social backgrounds and origins (all contract types) at Group level, via our partner Mozaïk RH.
- Opening up even more positions to persons from priority urban policy districts by expanding our efforts and engagement in the PAQTE initiative\*.

*\*PAQTE is action plan to promote inclusion of businesses in socially disadvantaged areas, launched in 2018 by the French Ministry for Regional Cohesion and Relations with Local Authorities.*

The FDJ group is dedicated to creating an inclusive working environment that allows all employees to achieve their full potential, be who they truly are and give the best of themselves for the benefit of the Group.

### 2021-2025 commitments:

- Maintaining existing initiatives and systems:
  - initiatives aimed at fostering inclusion and awareness of difference, discrimination and the determining factors of working in harmony at Group level,
  - a responsible management model (coach, leader and performance manager) that promotes creativity and initiative and relies on feedback and collective intelligence.
  - use of modern resources to effectively monitor and continuously improve QLW, particularly through the use of the Wittyfit app to measure employee satisfaction and stress levels,
  - employee feedback mechanisms to:
    - detect even the smallest signs of discrimination,
    - include their ideas to expand and improve projects, and in general develop greater, more dynamic social dialogue.
- Organising two new awareness-raising programmes starting in 2021 (sexual orientation, religious affiliation).

- Monitoring indicators on the Group's four-year "Diversity, Gender Equality and Quality of Life at Work" agreement signed in January 2021.
- Implementing Diversity training and awareness-raising courses for members of the Executive Management Committee.

## IMPLEMENTATION

These commitments form a comprehensive framework applicable Groupwide. The implementation of this demanding and ambitious policy is everyone's business.

- The Group Management Committee (CDG) defines and conducts the Group's major objectives in this area and oversees their effective application.
- The policy and its implementation are presented annually to the CSR and Responsible Gaming Committee of the Group's Board of Directors.
- The Employee Experience and Transformation Division is responsible for implementing this policy, in close cooperation with the CSR Division.
  - It ensures that the HR oversight and management processes are consistent with the priorities set out in this policy.
  - It oversees the negotiation of agreements with the trade unions, including initiatives and indicators for the operational deployment of the policy.
  - It transmits the policy internally to all employees.
- Each entity and each division adapts the objectives of the policy in a personalised, integrated, cross-functional, visible and tangible way.
- Each Group manager applies this Policy on a daily basis.
- In the spirit of "inclusion", all employees - irrespective of their job or level in the company - are required to learn and implement tools and systems resulting from this policy.