

◆ **GROUP AGREEMENT GOVERNING  
GENDER EQUALITY IN THE  
WORKPLACE,  
QUALITY OF LIFE AT WORK  
AND DIVERSITY** ◆

**JANUARY 2021**

**Between the undersigned:**

La Française des Jeux, having its registered office at 3-7 quai du Point du Jour in BOULOGNE-BILLANCOURT (92100),

FDP, having its registered office at 18-59, avenue de la Voie Lactée, 92100 BOULOGNE-BILLANCOURT,

FDJ Gaming Solutions France, having its registered office at 18-59, avenue de la Voie Lactée, 92100 BOULOGNE-BILLANCOURT,

La Française d'Images, having its registered office at 121 rue d'Aguesseau, 92643 BOULOGNE-BILLANCOURT CEDEX,

La Française de Motivation, having its registered office at 18-59, avenue de la Voie Lactée, 92100 BOULOGNE-BILLANCOURT,

FDJ Services, having its registered office at 18-59, avenue de la Voie Lactée, 92100 BOULOGNE-BILLANCOURT,

FDJ Développement, having its registered office at 18-59, avenue de la Voie Lactée, 92100 BOULOGNE-BILLANCOURT,

**Represented** by Messrs. Charles LANTIERI, Deputy Chief Executive Officer, and Pierre-Marie ARGOUAR'CH, Director in charge of Customer Experience and Group Transformation, agents of the aforementioned companies,

**Hereinafter referred to as the "Group Companies"**

**Party of the first part,**

**AND**

**Representative trade unions at the level of the Group Companies:**

- CFDT, represented by Mr. Gabriel MEDINA, Group Union Delegate
- CFE-CGC, represented by Mr. Karim DAHDOUH, Group Union Delegate
- FO, represented by Mr. Jean-Frédéric JAUSSELME, Group Union Delegate

**Party of the second part,**

# Contents

<b>PREAMBLE</b> .....	4
<b>GENERAL PROVISIONS</b> .....	6
<b>Article 1 - Scope of the Agreement</b> .....	6
<b>Article 2 - Purpose of the Agreement</b> .....	6
<b>SECTION 1 – GENDER EQUALITY IN THE WORKPLACE</b> .....	7
<b>Article 1 – Recruitment</b> .....	7
<b>Article 2 – Training</b> .....	9
<b>Article 3 - Professional Promotion</b> .....	10
<b>Article 4 – Remuneration</b> .....	11
<b>SECTION 2 - QUALITY OF LIFE AT WORK</b> .....	13
<b>Article 5. Organisation of work and work-life balance</b> .....	13
Article 5.1 Telework .....	13
Article 5.2 Right to disconnect.....	13
Article 5.3 Meetings and training courses .....	13
<b>Article 6. Parenting measures</b> .....	14
Article 6.1 Different types of parenting leave .....	14
6.1.1 <i>FDJ paternity leave</i> .....	14
6.1.2 <i>Parental leave (hereafter “FDJ parental leave”)</i> .....	14
6.1.3 <i>Additional leave for parents with children recognised as disabled</i> .....	15
6.1.4 <i>Caregiver leave:</i> .....	15
Section 6.2 Parenting Guide.....	15
<b>Article 7. Prevention of occupational risks</b> .....	15
Article 7.1 External Support Unit - “FDJ Group FOR ME”.....	15
Article 7.2 FDJ Internal Support Unit .....	16
Article 7.3 Wittyfit App .....	16
Article 7.4 Staff Representatives .....	16
Article 7.5 Occupational physician .....	16
Article 7.6 Prevention of sexual harassment and sexist behaviour .....	16
<b>SECTION 3 - DIVERSITY</b> .....	18
<b>Article 9. Disability</b> .....	18
Article 9.1 Employment of persons with disabilities .....	18
9.1.1 <i>Direct employment rate</i> .....	18
9.1.2 <i>Indirect employment rate</i> .....	18
Article 9.2 Additional leave for the employees with disabilities .....	19
Article 9.3 Disability Officer .....	19
Article 9.4 Improving and personalising the acclimation and inclusion of persons with disabilities .....	20
<b>Article 10. Inclusion</b> .....	21
Article 10.1 Diversity and inclusion drivers.....	21
Article 10.2 Initiatives.....	22
10.2.1 <i>Inter-generational initiatives</i> .....	22
10.2.2 <i>Social diversity</i> .....	22
<b>SECTION 4 - GENERAL PROVISIONS</b> .....	23
<b>Article 11. Term of the Agreement</b> .....	23
<b>Article 12. Oversight of the Agreement</b> .....	23
<b>Article 13. Revision</b> .....	23
<b>Article 14. Publication of the Agreement</b> .....	23

## **PREAMBLE**

For many years now, FDJ Group has endeavoured to confirm its commitment to the principles of gender equality in the workplace. Accordingly, as of 2011 and the signing of the first agreement on gender equality in the workplace, followed by the signing of a new agreement in 2015, FDJ SA aimed to uphold and continue the initiatives implemented thus far while also furthering efforts yet to be made to achieve sustainable results. It also intends to deploy this policy at Group level.

FDP, FGS France, FDI, FM, FDJ D, PDJ and FDJ Services have all reiterated their commitment to promoting and working towards gender equality in the workplace, in accordance with the principle laid down in French and EU law, and are thus keen on adopting a proactive gender equality policy, as a key component of successful performance for the Group.

By entering into this initial Group agreement, the signatory aim to formalise and strengthen their commitments not only in terms of gender equality in the workplace, but also in terms of quality of life at work, with the objective of establishing a sound work-life balance. Accordingly, the primary objective of this Agreement is to develop initiatives in the following areas:

- Recruitment,
- Training,
- Professional promotion,
- Remuneration,
- Quality of life at work.

This Agreement reflects FDJ Group's determination to make professional equality a key condition for its success. It shall apply equally to men and women, and is fully aligned with the legal provisions set out in Articles L. 2242-1 *et seq.* of the French Labour Code.

Furthermore, this Agreement aims to highlight the importance of quality of life at work as a key component of Corporate Social Responsibility. The signatories thus wished to reiterate the mechanisms already in place, such as telework and the right to disconnect, as well as their intention to harmonise and improve existing mechanisms, and in particular parenting mechanisms.

Furthermore, the Parties have agreed that the prevention of occupational risks, such as psychosocial risks, helps improve quality of life at work and intend, through this Agreement, to reiterate the mechanisms made available to employees to prevent and combat any form of sexism and/or harassment and thus ensure collective and individual well-being.

In addition to these objectives promoting gender equality in the workplace and quality of life at work, FDJ Group wishes to strengthen its commitment and initiatives in favour of diversity and inclusion, social cohesion factors, economic development, and individual and collective fulfilment.

The Parties to this Agreement therefore wish to pursue and enhance the policy adopted for the last several years promoting equal opportunities and professional integration of persons with disabilities.

Within this framework, FDJ Group intends to pursue and implement initiatives in favour of:

- recruitment of persons with disabilities, aiming for a very high Group direct employment rate by 2025,
- regular awareness-raising initiatives to combat stereotypes and discrimination against persons with disabilities, and awareness of diversity in general,
- optimisation of access to digital tools for persons with disabilities,
- development of bridging programmes with ESATs and EAs.

Through this Agreement, the Parties thus reaffirm their commitment to promoting diversity within the Group, and also by encouraging different generations to work together and building an inclusive community of employees, reflecting today's society and guaranteeing equal opportunities in the workplace.

Lastly, the Parties insisted on reiterating that FGS UK and Sporting Index Limited, though subject to UK law and therefore not included in the negotiation of this Agreement, have a strong ambition and determination to incorporate the various arrangements set out in this Agreement in their own HR policy, particularly in terms of gender equality in the workplace and quality of life at work, and more specifically with respect to parenting considerations.

To that end, Management and the Representative Trade Unions met 4 times in 2020: on 29 September, 27 October, 24 November and 15 December, at which time professional equality indicators were presented. These negotiations resulted in the conclusion of this Agreement by the Parties.

## **GENERAL PROVISIONS**

### **Article 1 - Scope of the Agreement**

This Agreement applies to all employees of the following Companies:

- La Française des Jeux (FDJ SA)
- FDP
- FDJ Gaming Solutions France (FGS France)
- La Française d'Images (FDI)
- La Française de Motivation (FM)
- FDJ Services
- FDJ Développement (FDJ D)
- PDJ

conducting their business in France or the Antilles.

### **Article 2 - Purpose of the Agreement**

The purpose of this Agreement is to address:

- Gender equality in the workplace (Section 1)
- Quality of life at work (Section 2)
- Diversity (Section 3)

at FDJ Group companies operating in France and the Antilles.

## **SECTION 1 – GENDER EQUALITY IN THE WORKPLACE**

In accordance with the provisions of Articles L. 2242-10 *et seq.* of the French Labour Code, the Group Companies and the Trade Unions have decided to plan for initiatives in the following areas:

- Recruitment,
- Training,
- Professional promotion,
- Remuneration.

### **Article 1 – Recruitment**

Diversity and equal opportunities are one of the core focuses of the recruitment policy practised by FDJ Group Companies.

#### **Overview:**

The Group Companies wish to continue the initiatives undertaken for the last several years in this field.

Accordingly, enhancing the diversity of jobs by targeting initiatives starting in the early recruitment phases has led to greater gender equality while also improving diversity in general.

These various initiatives have resulted in:

- publication of job offers (internal/external) that comply fully with the principles of non-discrimination, and particularly gender-based discrimination;
- all recruitment firms establishing a diversity and professional equality clause;
- training of new hires in the Diversity and Gender Equality policy, primarily through the CSR Corporate Online Open Course (COOC).

#### **Improvement goals:**

The signatory Parties are committed to promoting the balance and diversity of jobs and recruitment, which are viewed as a key factor in the advancement and balance of work for Group Companies.

To that end, they wish to reiterate that recruitment conditions shall observe and promote application of the principle of non-discrimination in all forms, particularly outside of any consideration based on gender, marital status or pregnancy. Accordingly, only the applicant's objective criteria (skills, capabilities and professional experience) shall be taken into consideration.

The Parties therefore wish to reaffirm their commitment to professional equality and the prevention of discrimination, stereotypes and sexist behaviour, particularly through initiatives targeting employment and recruitment. They also undertake to continue raising

awareness among all recruitment parties and managers on issues relating to discrimination and diversity.

Initiatives and indicators:

- 100% of posted job offers (internal/external) shall comply with the principles of non-gender-based discrimination:
  - o 100% of posted job offers shall comply with the principle of non-discrimination.
- 100% of recruitment firms shall have a diversity and professional equality clause applicable to recruitment:
  - o 100% of recruitment firms have a diversity and professional equality clause applicable to recruitment.
- The distribution of women and men by type of job/transfer shall reflect a balance among the different socio-professional categories as much as possible. The term transfer refers to functional or geographic transfers taking place subsequent to publication of a job offer on Group intranet sites, but also to changes giving rise to transfers to new functions and/or positions (whether or not they resulted from a restructuring operation). These changes include career developments, appointment, and changes in the wage policy:
  - o Annual oversight of the number of women and men hired or transferred by socio-professional category.
- Train all new hires in the diversity and gender equality policy:
  - o 100% of new hires completed training/awareness-raising initiatives in the diversity and gender equality policy.
- Train all managers in non-discrimination, particularly through awareness-raising sessions (online serious games, distance and coursework programme entitled “Managers: Adopt the right reflexes” or any kind of awareness-raising initiatives liable to be established by Management):
  - o Have all managers complete at least one awareness-raising session within 6 months of their hire date and/or start of employment.
- Continue and extend training in non-discrimination during the hiring process to all persons in charge of recruitment, irrespective of the Company’s headcount:
  - o Have all persons in charge of recruitment within FDJ Group shall complete this training course at least once every 5 years.



## Article 2 – Training

### Overview:

With initiatives taken in recent years, the signatory Companies have been able to ensure equal access to vocational training for women and men in accordance with the principle of non-discrimination.

Targeted training actions have also been implemented, thus promoting diversity in the various functions, within the meaning set out below.

These initiatives have resulted in:

- Implementation of training courses offered equally to men and women over a given period;
- Implementation of special training/awareness-raising initiatives aimed at enhancing diversity in the business lines and encouraging different generations to work together (*boosting the professional impact of women; boosting the professional impact of women returning from maternity or parental leave; boosting the professional impact of “seniors”, etc.*).

### Improvement goals:

The Parties have reaffirmed their determination to ensure equal access to vocational training and thus contribute to equality in career management and the professional development of women and men, and

The special initiatives set up for employees returning from parental leave have also been maintained.

### Initiatives and indicators:

- Ensure equal access to vocational training for women and men:
  - o Annual number of training courses provided to women and men, and proportion of women and men completing the courses each year.
- Support male and female employees returning to work after maternity or adoption leave and/or parental leave. This support is provided by the manager and/or an HR development officer, over the course of an interview in which any training requirements requested by the employees is examined within 6 months of their return:
  - o Number of support interviews organised when employees return from leave divided by number of employees returning from parental leave.

### **Article 3 - Professional Promotion**

#### **Overview:**

Professional equality implies that the same opportunities to attain positions of responsibility and for career development are guaranteed for women and men with equivalent skills and qualifications.

The Parties have set goals of ensuring that the number of promotions in each socio-professional category reflects the proportion of women and men, and that the percentage of women in managerial positions is proportionate to their percentage of the company's total workforce.

These various initiatives have resulted in:

- Annual oversight of the percentage of women in management and in the workforce, with women in management climbing from 34% in 2015 (vs. 44% of women in the total workforce) to 41.9% in 2020 (vs. 43% of women in the total workforce) for FDJ SA;
- 33% of women in management and 38% of women in the total workforce for the Group in 2020;
- Annual oversight of the distribution of women and men promoted to higher positions indicating fairness in the promotion system.

#### **Improvement goals:**

The Parties wish to maintain fairness with respect to the number of men and women promoted in each socio-professional category. They have reaffirmed their determination to reach a better balance of women and men at all levels of responsibility. They plan to focus in particular on ensuring that women remain in positions of responsibility (management):.

Furthermore, to ensure that male and female employees enjoy equitable career development opportunities without barriers, the Parties wish to offer special support (coaching, training, etc.) to those interested in attaining positions of responsibility.

The Parties wish to reiterate that FDJ Group has established a diversity network called "All In" that works to promote gender equality

This network, created in 2017 and sponsored by the Chairwoman and Chief Executive Officer and the Deputy CEO in charge of Technology and International Operations carries out concrete initiatives aimed at raising awareness among all employees of the importance of equality, learning from the experiences of male and female colleagues, and overcoming hang-ups and stereotypes.

#### **Initiatives and indicators:**

- Continue carrying out special initiatives targeting equitable distribution of job between women and men:
  - o % distribution of women and men promoted to higher positions over the year, where applicable.

- Increase the percentage of women in management (33% in 2020) to match the percentage of women in the Group’s workforce (i.e. 38% in 2020) over the next four years:
  - o % of women in management equal to percentage of women in the Group’s total workforce
- Increase the % of women in the GEM (Group of Executive Managers) from 33% currently to match % of women in the Group (i.e. 38% in 2020)
  - o % of women in GEM equal to percentage of women in Group workforce

#### **Article 4 – Remuneration**

##### **Overview:**

The equal pay policy implemented for the last several years by the signatory Companies has reduced the pay gap between women and men in similar positions and with similar duties, thanks in large part to annual remuneration agreements, some of which provide for a special “Professional Equality” budget, as decided during these negotiations.

Lastly, as of 2019, the Act of 5 September 2018 requires companies with more than 50 employees to publish a professional equality index, subject to a performance obligation. The Act aims to combat gender disparities and pay gaps, and applies to FDJ SA, FDP and FGS France, based on their headcount.

Accordingly, the various initiatives undertaken in terms of remuneration have notably resulted in:

- A reduction in base pay gaps at the company level between women and men from 9.50% in 2015 to 5.2% in 2020 for FDJ SA;
- Corrective measures made possible by the “Professional Equity” budgets, benefiting men and women alike, for FDJ SA, FDP and FGS France;
- Attribution of Professional Equality Index scores calculated individually for FDJ SA, FDP and FGS France.

##### **Improvement goals:**

The Parties wish to continue working to ensure equal pay for women and men with the same level of education, responsibility and experience, in accordance with the principles of professional equality.

They also wish to reiterate that these remuneration should continue evolving under the same conditions, based on skill and performance levels, in conjunction with executive management, over the course of annual evaluation campaigns.

They also reiterate that under no circumstances do periods of absence associated with maternity or adoption leave influence decisions pertaining to the remuneration and career development of the employees in question.

Consequently, to continue ensuring said equality, the Parties undertake to a continue carry out a number of initiatives for the purpose of analysing any gender pay gaps, and in particular by:

- working with managers to ensure that the principles of equality and non-discrimination is well understood and applied;
- focusing on the observation of these key principles, particularly as wage policy decisions are made;
- providing objective data such as:
  - o social audits and comparative situation reports, where these documents exist;
  - o calculation and publication of the Professional Equality Index, where this rating is mandatory.
  - o Re-assessment of remuneration, pay rises and bonuses, if deemed necessary with respect to the results of the annual audit.

#### Initiatives and indicators:

- Equal pay:
  - o Annual oversight of the pay gap (as a %) between women and men for all signatory Companies;
  - o Annual oversight of the distribution of women and men in terms of individual pay rises, individual bonuses and variable pay components, where applicable.
- Calculation of the Professional Equality Index:
  - o Each Group Company legally required to calculate the Professional Equality Index undertakes to maintain and improve the Index over the next four years, resulting in a score of:
    - 99/100, or higher, for FDJ SA,
    - 95/100, or higher, for FDP,
    - 75/100, or higher, for FGS France.

Companies with fewer than 50 employees, and therefore not legally required to calculate and publish a gender equality index, are nevertheless encouraged to regularly measure their salary practices, to objectively justify any pay gaps and, if necessary, to implement the necessary corrective actions.

## **SECTION 2 - QUALITY OF LIFE AT WORK**

Striking a balance between work and home life is a key component of quality of life at work for men and women alike, and contributes to greater professional equality.

Furthermore, everything that contributes to an employee's well-being, and thus to a sound work-life balance, is a key consideration for the signatory Companies.

The Parties therefore wish to reiterate that, thanks to the various company agreements entered into as well as the measures, initiatives and mechanisms already in place and thus helping improve quality of life at work individually and collectively, the Group has already made considerable strides in this respect and plans to maintain and even improve existing arrangements.

### **Article 5. Organisation of work and work-life balance**

#### **Article 5.1 Telework**

The Parties reiterate that, in terms of the management and organisation of working time, multiple company agreements governing telework have been entered into or are currently under negotiation. The Group's smallest entities have implemented the most appropriate telework practices for their scope of operations.

It is also reiterated that special consideration is taken for any persons encountering difficulties due to disability, serving as caregivers or subject to personal/family constraints.

#### **Article 5.2 Right to disconnect**

The signatory Companies wish to stress the importance of the right to disconnect as key to the effectiveness of the right to rest and respect for the privacy of employees, particularly in light of the widespread use of telework in a bid to curb the spread of COVID-19.

#### **Article 5.3 Meetings and training courses**

Similarly, to reflect the significant changes in family structure which have automatically impacted the work-life balance, the signatory Companies intend to promote the use of digital and technological tools (videoconferencing, e-learning, Microsoft Teams, etc.) to hold meetings and/or training courses, thus limiting the need for travel. Each Company thus agrees to take this social reality into consideration. It is also reiterated that meetings should be held between the hours of 9:00 a.m. and 6:00 p.m. where possible.

## **Article 6. Parenting measures**

### **Article 6.1 Different types of parenting leave**

In addition to the legal and contractual provisions in force governing parenting leave (maternity, birth, adoption, parental, paternity and sick child), Management intends to maintain the improvements made to these types of leave and to extend them to signatory Companies not currently receiving them. Special measures will also be implemented with respect to parental and paternity leave.

#### **6.1.1 FDJ paternity leave**

The extension of paternity leave enacted by the Social Security Funding Act for 2021 is fully part of a genuine cultural movement aimed at achieving gender equality through the more equitable distribution of family and work-related tasks between men and women. In addition, given that children are susceptible to the influence of gender stereotypes, it is important for them to be exposed to a “proactive fatherhood” model at an early age.

To that end, and in accordance with legal provisions, the second parent, regardless of gender, will receive as from 1 July 2021:

- birth leave of 3 business days (single or multiple birth);
- paternity leave extended to 25 calendar days for the birth of a single child and 32 calendar days for the birth of multiple children.

Taken together, birth and paternity leave are thus extended to 28 days for a single birth and 35 days for multiple births. Employees are required to take leave of seven (7) days for the birth of the child.

In recognition of the value of paternity leave, the signatory Companies round out the amount of compensation paid by Social Security so that employees receive their gross monthly base pay in full for the time spent on paternity leave.

#### **6.1.2 Parental leave (hereafter “FDJ parental leave”)**

Parental leave, as defined by law, allows each employee to be absent from work for a period extending to the child’s third birthday, after maternity or adoption leave.

Keenly aware of the importance of parental life for Group employees, Management plans to extend the FDJ parental leave already applied by certain signatory Companies, which provides for coverage of remuneration according to the length of leave taken, to all Group companies, i.e.:

- 3-month FDJ parental leave of 3 months, during which employees receive 75% of their gross monthly base pay for the first two months and 50% the third month;
- 6-month FDJ parental leave, during which employees receive 50% of their gross monthly base pay.

This measure applies to all signatory Companies.

Also mindful of the changes in society in terms of parenting, the Parties undertake to make FDJ parental leave as presented above available to all employees using surrogate arrangements.

FDJ paternity leave and FDJ parental leave may be combined under the conditions set out above.

#### 6.1.3 Additional leave for parents with children recognised as disabled

Among the commitments and initiatives implemented in accordance with its disability policy, FDJ SA reiterates that it grants up to three (3) days or 6 half-days of additional leave per year for parents of children with disabilities, regardless of age, subject to provision of supporting documentation (medical exam, surgery, etc.).

This measure is in effect for all signatory Companies.

#### 6.1.4 Caregiver leave:

The Parties reiterate that leave is granted by law to caregivers, allowing employees to stop working in order to care for a family member who is ill, disabled or injured and thus requires continuous extensive care.

The signatory Parties undertake to initiate negotiations on caregiver leave at Group level with the aim of improving the measures in place.

### Section 6.2 Parenting Guide

The signatory Companies wish to reaffirm their interest in fairness and fulfilment for all employees. Accordingly, they promote and support their employees in their parenting experience, in keeping with this commitment. Consequently, Management undertakes to provide all signatory Companies with a Parenting Guide.

## Article 7. Prevention of occupational risks

The Parties wish to reiterate that prevention in terms of health, combating violence and psychosocial risks (PRS) helps improve well-being at work and the work-life balance. The signatory Companies intend to continue their initiatives along this line and expand existing arrangements to the entire Group.

### Article 7.1 External Support Unit - “FDJ Group FOR ME”

Employees can turn to “FDJ Group FOR ME” to speak with and seek advice from healthcare professionals. The calls are confidential and can be made on a professional or private basis (employees and close family members, i.e. spouses and children). In addition, in the interest of providing each Group employee with the best possible support, particularly during an unprecedented health crisis such as COVID-19, Management has expanded the services offered by the platform to include telemedicine.

The FDJ Group FOR ME platform connects employees with professionals 24 hours a day/7 days a week:

- Healthcare assistance (telemedicine, health advice, medical concierge service);
- Social assistance (family and work);
- Personal psychological support.

All of these services are available at one number: 01 75 00 48 67 (UK: 09 77 40 09 24). This number is also available on business smartphones by clicking the FDJ Group FOR ME icon, after downloading the app from the FDJ catalogue.

#### **Article 7.2 FDJ Internal Support Unit**

FDJ SA has provided Group employees with an “internal” support unit, tasked with oversight and prevention of discrimination and ill-being at work. Information shared with the unit is fully confidential. Under no circumstances is it disclosed or used for any other purpose than employee support. The members of the internal support unit guarantee anonymity and rely solely on facts.

#### **Article 7.3 Wittyfit App**

The Wittyfit app, available online and via mobile, is used to assess working conditions, centred specifically on job satisfaction and stress, both of which are key factors taken into consideration for individual and collective success.

This ethical approach guarantees anonymity. The questions are written by specialists, and stressful situations are analysed in accordance with a scientific method certified by Clermont-Ferrand University Hospital Centre.

The app paints a clearer picture of employee expectations and needs in terms of quality of life at work and helps Companies improve, plan ahead and take action.

#### **Article 7.4 Staff Representatives**

The Parties also reiterate the role played by the members of the Social and Economic Committee (“CSE”) and the Occupational Health and Working Conditions Committee (“CSSCT”)/Central CSSCT, where applicable, in preventing risks, in particular through the single risk assessment document (“DUER”) and the annual programme for risk prevention and improvement of working conditions on an individual or collective basis. They are also intermediaries responsible for bringing situations that call for it to Management’s attention.

#### **Article 7.5 Occupational physician**

Occupational physicians also play an important role in preventing occupational risks. Subject to medical secrecy, they oversee the health of Group employees and advise the employer on issues relating to working conditions.

#### **Article 7.6 Prevention of sexual harassment and sexist behaviour**

The Parties reiterate that prevention of sexual harassment and sexist behaviour is a priority. Accordingly, “Sexual Harassment” officers have been appointed for Companies with more than 250 employees. These officers work in the Human Resources division. “Sexual Harassment” officers are also appointed from the ranks of staff representatives on each CSE.



For signatory Companies without a “Sexual Harassment” officer, the Parties have agreed that the contact details of the FDJ SA officer are made available to all employees of the entities in question.

## **SECTION 3 - DIVERSITY**

The signatories of this Agreement have stressed the importance of encouraging all Group employees to continue working to change perceptions and combat stereotypes, which are obstacles to genuine professional equality. Today, thanks to the professionalism and the individual and collective engagement of each employee, the Group's model as a Responsible Company has evolved to embrace humanistic values, meeting one of the prerequisites of France's "Mieux Vivre Ensemble" (Living together in Harmony) objective.

The Parties therefore wish to maintain and deploy this policy while undertaking to better integrate persons with disabilities, youth, juniors/seniors and women, while promoting the diversity of social backgrounds without discrimination as to sexual orientation, , thus ensuring successful inclusion synonymous with a winning Company in terms of performance and employer appeal.

### **Article 9. Disability**

FDJ Group has implemented a policy in favour of persons with disabilities for many years. Its employment and civic initiatives underscore its determination to integrate persons with disabilities in the workplace and thus promote equal opportunities for the greatest number of people.

The Parties to this Agreement wish to continue their efforts in this area through various mechanisms.

#### **Article 9.1 Employment of persons with disabilities**

##### *9.1.1 Direct employment rate*

Recruitment of persons with disabilities is an integral part of the Group's corporate social responsibility policy. Hiring employees with disabilities speaks to its dedication to combating exclusion and discrimination.

Today, signatory Companies having recruited employees with disabilities have seen for themselves how it promotes mutual support, team spirit and cohesion, all of which are fundamental to a company and essential for its operation.

Based on this observation, the Parties to this Agreement intend to uphold measures promoting the employment of persons with disabilities, with the goal of achieving a Group direct employment rate of 6% by 2025.

##### *9.1.2 Indirect employment rate*

FDJ Group also intends to continue its initiatives in favour of calling on the services of the protected sector, by significantly increasing purchases from EAs (disability-inclusive companies) and ESATs (establishments offering employment to disabled persons with special needs and unable to work in an ordinary setting), thus promoting the development of their business.

### 9.1.3 Other types of initiatives promoting the recruitment of persons with disabilities

The Parties reiterate that FDJ SA is co-founder of Hangagés, an association comprised of companies seeking to sponsor joint projects centred on disability. FDJ Group plans to maintain this partnership over the long term and extend it to the signatory Companies in a bid to raise awareness of issues surrounding disability, encourage best practices in this regard, and facilitate the recruitment of applicants with disabilities.

Furthermore, and as always in accordance with the Group's civic commitment, the Parties intend to keep their doors open to persons with disabilities who are interested in completing an internship or finding a job (long term/short term contract) with FDJ Group. To that end, they will rely on existing partnerships with institutions such as Tremplin, an association that supports students in secondary school and university and helps them launch their career, and Mozaïk RH, a recruitment firm specialising in inclusive hiring.

In addition to these partnerships, FDJ Group also plans to underscore its strong ambition by adopting a proactive approach to the employment of persons with disabilities.

The Group has therefore signed the Manifesto for the Inclusion of Persons with Disabilities in Businesses, alongside a hundred other French companies. The manifesto, signed in November 2019, aims to ensure better integration of persons with disabilities in businesses.

### **Article 9.2 Additional leave for the employees with disabilities**

Up to 3 days of additional leave are granted per year to employees recognised as disabled, upon presentation of supporting documentation (medical exam, surgery, etc.).

This additional leave is established for all Companies falling within the scope of this Agreement.

### **Article 9.3 Disability Officer**

In accordance with legal provisions, the Parties reiterate that a Disability Officer has been appointed in the Human Resources Division of FDJ SA and FDP, both of which have a workforce of more than 250 employees.

The list of Disability Officers is available on their display panels, and on FDJ SA's social media platform. It will be provided to signatory Companies without a Disability Officer, which in turn will make the list available to their employees.

The Disability Officer ensures that all Group Companies take part in pro-disability initiatives. In addition to the Disability Officer's duty to guide, inform and support persons with disabilities, the Parties would like to reiterate that the members of CSEs and CSSCTs, where applicable, also play a major role in integrating and contributing to the career development of employees with disabilities, particularly with regard to working conditions (special furniture, ergonomic chairs, etc.).

#### **Article 9.4 Improving and personalising the acclimation and inclusion of persons with disabilities**

The conditions in which employees with disabilities are acclimated and included in the Group are key considerations to be addressed for their successful integration on the job, both from their point of view and that of the team they will be joining.

To ensure their successful integration, the FDJ SA Disability Officer supports them every step of the way.

The Disability Officer may need to speak with new employees before they start working to make sure everything they need will be in place when they arrive, and also ensures that any recommendations issued by the occupational physician during the hiring exam are addressed.

To facilitate the new employee's arrival and integration, the Disability Officer sees that the workstation is tailored to the employee's needs and, where applicable and on the advice of the occupational physician, provides any necessary ergonomic furnishings and equipment (special chair, IT equipment - screen, keyboard etc. - and desk).

As the preferred contact of employees with disabilities, the Disability Officer can, if necessary, apply for funding for special equipment from Agefiph (French association that manages the Fund for the Professional Integration of Persons with Disabilities).

And as the preferred contact on all matters relating to disability, the Disability Officer also oversees the deployment of awareness-raising initiatives aimed at changing perceptions of disability and facilitating the integration of persons with disabilities, targeting:

- all Group employees (Duoday, theatre presentations, quizzes, etc.);
- Group Management teams with the "T'handi quoi" quiz.

The Disability Officer can also arrange support for managers and their teams in acclimating employees with disabilities, thus ensuring their successful integration. This support is provided by UNIRH THRANSITION, a team of psychologists specialising in acclimation of persons with disabilities in a corporate setting.

The Disability Officer can be reached by email at the following address: [fseneque@lfdj.com](mailto:fseneque@lfdj.com)

#### **Article 9.5 Communication and awareness**

Ensuring that all Group employees are aware of disability-related issues is an integral part of the Disability policy and, in general, the values advocated by the Group in terms of inclusion and diversity.

Through a variety of measures included in its Disability policy, FDJ Group has reaffirmed its determination and strong ambition to promote equal opportunities for as many people as possible, primarily through various communication initiatives, awareness-raising campaigns and partnerships conducted each year such as:

- the Duoday programme;
- Awareness-raising initiatives such as theatre productions to combat stereotypes and discrimination against persons with disabilities;

- “T’handi quoi” conferences;
- Participation in International Disability Day.

## **Article 10. Inclusion**

In addition to its Disability commitments, Group Management wishes to continue the diversity undertakings that help create an inclusive framework in which all employees feels welcome and accepted in their role, business line and environment, and are thus able to optimise their contribution to the Group's sustainable performance and strategy.

These commitments also aim to strengthen the Group’s appeal to all Company stakeholders and to attract talented employees from multiple backgrounds, which is key to the sustainability of the Group's development and innovation model.

### **Article 10.1 Diversity and inclusion drivers**

The Parties reiterate that the Group boasts a variety of diversity and inclusion drivers in its own ranks, who not only help deploy the Professional Equality Policy but also the FDJ Group Inclusive Policy. These include:

**The Diversity Team**, responsible for promoting the Group’s diversity policy and ensuring that it is properly implemented by Group managers and entities, particularly in the following areas:

- Gender equality in the workplace;
- Disability;
- Inter-generational initiatives;
- Social diversity/diversity of social backgrounds;
- Prevention of discrimination in all forms.

FDJ Group’s **Diversity Network**, “All’In”, working to promote gender equality. All’In, created in 2017 and sponsored by the Chairwoman and Chief Executive Officer and the Deputy CEO in charge of Technology and International Operations carries out concrete initiatives aimed at raising awareness of the importance of equality, learning from the experiences of male and female colleagues, and overcoming hang-ups and stereotypes.

FDJ SA employees can find all this information on the “Diversity and Quality of Life at Work” page of the Company’s social media platform.

In order to relay this information to Companies without their own social media platform, the Parties have suggested that the list of employees on the Diversity Team be provided to them, to in turn be made available to all Group employees.

Lastly, the Parties would like to reiterate that the Group has a duty to enable all employees to give their best, by ensuring equality in the management and treatment of all employees. To that end, the Group has implemented a responsible management model (coach, leader and performance manager) that promotes creativity and initiative, and relies on feedback and collective intelligence. This model will be reiterated and relayed to the signatory Companies.

## **Article 10.2 Initiatives**

Multiple initiatives have been undertaken to promote diversity over the last several years. FDJ Group reiterates its commitment to all such initiatives in this Agreement, with the intention of continuing them over the long term. These initiatives focus on various issues, such as:

### **10.2.1 Inter-generational initiatives**

Because employing a diverse range of talented people is an opportunity to develop its performance, FDJ Group undertakes to:

- Foster cooperation between generations:
  - o programmes, such as mentoring designed to encourage different generations to work together (work-study participants, juniors, seniors);
  - o dedicated training courses Group employees over the age of 45, required to have taken at least one employability training course over the last three years
  - o ensure that 5% of the Group workforce is made up of work-study participants.

### **10.2.2 Social diversity**

FDJ Group undertakes to ensure equal opportunities in business:

- Increased inclusion of persons from priority districts, in keeping with the commitments made by the company in joining the PAQTE initiative;
- Partnership with Nos Quartiers ont du Talent;
- Partnership with recruitment firm Mozaïk RH, which encourages companies to steer their HR practices towards 100% inclusive recruitment, in addition to partnerships with associations Tremplin and Hangagés.
- Multiple HR partnerships and with the FDJ Foundation addressing:
  - o Social integration;
  - o Education;
  - o Professional integration;
  - o Equal opportunities.
- Further undertakings for women's rights:
  - o International Women's Day (8 March 2021);
  - o "Digital Women's Day";
  - o Signing of the SISTA Charter on 15 October 2020 to promote diversity in digital media.

## **SECTION 4 - GENERAL PROVISIONS**

### **Article 11. Term of the Agreement**

This Agreement is entered into for a term of four years and will take effect from the day after it is filed with DIRECCTE in its place of signing.

### **Article 12. Oversight of the Agreement**

In addition to the oversight established with the signing of this Agreement, a Professional Equality/Diversity/QLW Committee has been established at Group level. The Committee is made up of six representatives, selected from among the elected members of the signatory Companies. The Committee may also include a member of the All'In network. It will meet once a year to discuss the application of this Agreement and the review of its performance.

### **Article 13. Revision**

This Agreement may be revised in accordance with the legal and regulatory provisions in force at the time of revision.

### **Article 14. Publication of the Agreement**

This Agreement will be filed in accordance with the legal provisions in force with DIRECCTE des Hauts de Seine and the Clerk's Office of the Boulogne-Billancourt Labour Tribunal.

Drafted in 7 original copies, in Boulogne-Billancourt, on January 15<sup>th</sup>, 2021.

### **For the signatory Companies:**

Charles LANTIERI  
Deputy Chief Executive Officer

Pierre-Marie ARGOUARC'H  
Director in charge of Customer  
Experience and Transformation

### **For the Group Trade Unions**

- CFDT, represented by Mr. Gabriel MEDINA, Group Union Delegate
  
- CFE-CGC, represented by Mr. Karim DAHDOUH, Group Union Delegate
  
- FO, represented by Mr. Jean-Frédéric JAUSSELME, Group Union Delegate