

Diversity, Equity and Inclusion Policy 2026-2030

Include. Empower. Progress.

◆ Conviction

As the successor to the French National Lottery, created in 1933 in a spirit of solidarity towards war veterans and severely injured servicemen, FDJ UNITED is committed to reflecting the diversity of society and fostering diversity, equity and inclusion across its activities, practices and relationships with stakeholders.

In line with its purpose, "Leading the future of entertaining and responsible gaming through a business model that creates positive impacts for society", the Group:

- ◆ considers the impact of its activities on people and promotes the implementation of diversity, equity and inclusion principles;
- ◆ views diversity as a strength and inclusion as an ethical, strategic and organisational imperative;
- ◆ leverages the diversity of backgrounds, experiences and perspectives as a driver of sustainable performance, innovation and service quality;
- ◆ aligns its actions with internationally recognised human rights standards, including the United Nations Guiding Principles on Business and Human Rights and ILO Conventions.

◆ Commitment

In line with its Human Rights Policy and Sustainable Development Goal 10 (Reduced Inequalities), FDJ UNITED makes diversity, equity and inclusion a core pillar of its ESG strategy worldwide. FDJ UNITED acts to ensure that every individual, whether an employee, customer, partner, supplier or citizen, is respected, recognised and valued for the diversity of their backgrounds, experiences and perspectives.

The Group promotes these principles throughout its value chain and takes them into account in its relationships with partners and suppliers, notably through its selection, assessment and collaboration processes. It also contributes to their wider dissemination across its ecosystem and society. Diversity, equity and inclusion are key drivers of transformation across the Group's activities, practices and culture, supporting sustainable performance.

This policy applies to all companies controlled by FDJ UNITED in every country where the Group operates. It establishes a common framework to be implemented locally, taking into account applicable regulatory and cultural contexts. The Group also encourages the adoption of its principles within companies in which it holds a significant interest, while respecting the governance rules applicable to those entities. These commitments are implemented progressively and are based on a continuous improvement approach.

FDJ UNITED is committed to:

- ◆ applying a zero-tolerance approach to all forms of discrimination, harassment and violence, regardless of the grounds involved;
- ◆ making inclusion a shared responsibility, championed by leaders, embodied by managers and experienced by all employees in their daily work;
- ◆ promoting an inclusive culture founded on equity, respect for human rights and the dignity of every individual;
- ◆ identifying, assessing, preventing and mitigating adverse impacts and risks that may affect people's rights within its activities and value chain, while taking into account the diversity of individual situations and the potential intersection of different forms of discrimination;
- ◆ measuring and managing its commitments through ESG indicators aligned with non-financial reporting requirements, including the CSRD.

◆ Priorities

This policy is structured around seven priorities:

1. promote equal opportunities and increase the representation of women across professions and levels of responsibility, considering the size of the relevant talent pools;

2. foster an inclusive working environment that respects all individuals, regardless of gender identity or sexual orientation;
3. strengthen the inclusion of persons with disabilities and improve consideration of neurodiversity;
4. enhance the accessibility of environments, including digital environments, by embedding accessibility from the design stage and throughout their lifecycle;
5. value diverse backgrounds, cultures and social origins, notably through inclusive recruitment practices;
6. recognise and support all generations while encouraging intergenerational cooperation;
7. support employees through key life events, including parenthood, caregiving responsibilities and illness.

◆ Enablers

FDJ UNITED implements this policy through the following enablers:

- ◆ an inclusive culture embedded in management practices and leadership expectations, supported by regular and tailored training initiatives to foster awareness and ownership among all employees;
- ◆ fair and transparent processes throughout the employee lifecycle, including recruitment, performance assessment, promotion and compensation, supported by measurable objectives monitored over time;
- ◆ open social dialogue, combined with accessible, confidential and non-discriminatory reporting mechanisms. Reported situations are addressed appropriately, in accordance with confidentiality, fairness and non-retaliation principles, and corrective actions are taken where necessary;
- ◆ the progressive integration of equity, non-discrimination and bias prevention considerations into the use of technologies, including artificial intelligence;
- ◆ a measurable and sustainable approach based on the monitoring and disclosure of key indicators integrated into the Group's ESG reporting, overseen by governance bodies, and supported by quantitative and qualitative objectives as well as the evaluation of tangible outcomes for employees and stakeholders.

◆ Governance and implementation

This policy forms part of FDJ UNITED's Human Rights Policy and constitutes its dedicated Diversity, Equity and Inclusion framework. It is jointly overseen by the Human Resources and Transformation Department and the Sustainability and Engagement Department.

The policy is sponsored by Executive Management and implemented with the support of the Executive Committee and the relevant functions across the Group. The Board of Directors, notably through the CSR and Responsible Gaming Committee, reviews progress on a regular basis. Achievements and progress are communicated transparently to internal and external stakeholders.

Every manager plays a key role and is responsible for supporting the policy's day-to-day implementation. The policy is embedded in management practices and may be considered in performance assessments. Local representatives may be designated where appropriate within Group companies to support local deployment.

The policy is accessible to all employees and stakeholders and is communicated both internally and externally, notably through the Group's corporate communication channels and awareness-raising initiatives.

It complements the laws and regulations applicable in the countries where the Group operates and aligns with internationally recognised human rights and non-discrimination standards. As part of a continuous improvement approach, it may be reviewed to reflect evolving challenges and practices within the Group.