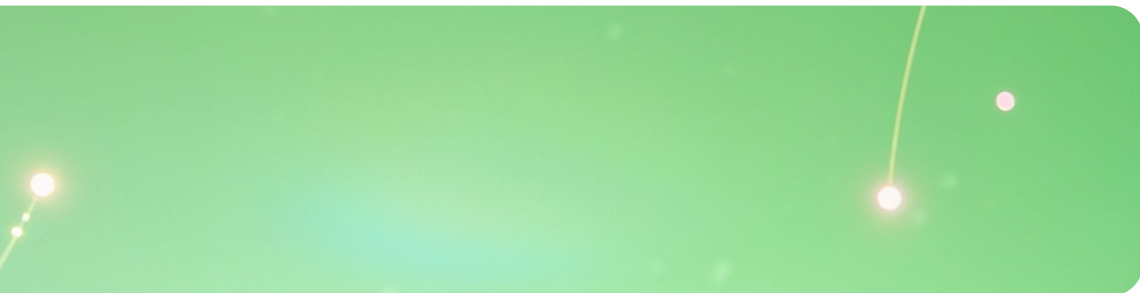


# REDEFINING SUSTAINABLE POSSIBILITIES

SUSTAINABILITY REPORT 2025

**GAMING<sup>1</sup>**



DISCOVER OUR  
COMMITMENTS [HERE](#)



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# ABOUT THIS REPORT

This fourth ESG report from GAMING1 presents an analysis of our environmental, social and governance performance for the period from 1 January to 31 December 2025. It applies to the Group's entire consolidated scope, including both our online activities and our gaming establishments, in Belgium and internationally.

Over the past few years, we have gradually strengthened our approach in order to improve the quality of data collection and to ensure an increasingly comprehensive and relevant assessment. In anticipation of obligations linked to the European CSRD, we have also incorporated several structuring elements into our reporting approach.

One of the main elements is the double materiality analysis, which enables us to identify the sustainability issues that are most significant for GAMING1, taking into account both their impacts on society and their financial implications.

The priorities identified relate in particular to player protection, combating climate change, employee well-being and the development of our corporate culture.

These focus areas reflect our determination to reduce our environmental footprint, strengthen our position as a benchmark player in responsible gaming, and offer an innovative, stimulating working environment that is attentive to everyone's well-being.

# MESSAGE FROM OUR MANAGEMENT

The year 2025 proved to be a year of maturity: maturity in our commitments, maturity in our strategic choices, and maturity in our conviction that economic growth and responsibility are not opposing forces, but complementary ambitions.

In an increasingly contrasted international context, where some voices attempt to reduce ESG to a temporary constraint rather than a structural requirement, we at GAMING1 have chosen the opposite path: to deepen, anchor and accelerate.

The question we continue to ask ourselves every day remains the same: "How can we become better for our players, our customers, our employees and the world?"

This ambition is reflected in particular in our approach to responsible gaming. The partnerships established with several Belgian universities to advance research into the mechanisms underlying harmful gambling behaviours continue to bear fruit, directly informing our ROBIN strategy and the development of our technological prevention tools.

Artificial intelligence, which we have deliberately put at the service of responsible gaming, is now a concrete operational lever. It allows us to detect risky behaviour earlier, intervene in a more relevant way, and support players with greater accuracy. This support is reflected in the provision of increasingly innovative moderation and awareness tools.

This year, we are particularly proud to have deployed new mechanisms that complement existing tools, such as the Activity Report and Reality Check. These functionalities, still very uncommon in our sector and particularly innovative, illustrate our desire to go beyond the market's usual standards in player protection.

“

*"How can we become better for our players, our customers, our employees and the world?"*

They allow players to access, at any time, a detailed summary of their gaming session, including stakes, losses, winnings and time spent, as well as automatic and adjustable alerts regularly informing them of the time elapsed since the beginning of their session.

Through these initiatives, our objective remains unchanged: to strengthen player awareness and give them more means to stay in control of their gaming behaviour.

The continued improvement of our EcoVadis score, with an increase of 6 points this year, as well as the retention of our silver medal in a context of increasingly demanding criteria, also demonstrate the consistency and solidity of our commitments.



**NICOLAS LÉONARD**  
Board Member

This recognition reflects not only the efforts made in responsible gaming, but also the concrete actions taken in the environmental and social fields, whether in reducing our environmental impact, supporting employee well-being, or contributing more broadly to society.

We are fortunate to be able to invest, innovate and build. At GAMING1, we intend to make full use of this opportunity, not because of a regulatory obligation, but because we sincerely believe that the choices we make today shape the legitimacy of our sector tomorrow.

This is undoubtedly the greatest challenge of ESG: to sustainably align economic performance with collective responsibility.

**Nicolas Léonard**

# ABOUT GAMING1

Founded in 1992, the GAMING1 Group was born in Liege, where it developed its activities around entertainment and leisure. Over time, the Group has gradually expanded its presence beyond Belgium's borders, with a solid presence in several countries, including France, Switzerland, Portugal, the Netherlands and Spain.

**GAMING1's activities are structured around three main pillars:**

## The digital gaming division

It brings together 18 online casino and sports betting sites operating in different markets, as well as a technology hub based in Liege, recognised for its expertise in platforms and game development. This digital division offers a complete range of services for both B2B and B2C customers.

## Land-based Gaming

It covers all activities operated in our physical establishments, including the casinos in Spa and Namur, 30 gaming halls in Belgium, 7 casinos and one poker club in France, as well as 2 casinos in Switzerland.

## Entertainment activities

These are developed by the Group and include Bowling Circus, ODDS brands and the Circus Casino Resort in Namur, inaugurated in 2022.

Our ambition is to offer a gaming experience that is both recreational and safe, in line with the requirements of regulated markets, while actively promoting responsible gaming. To achieve this, we rely on advanced technologies, including our own solutions, as well as on a strong physical and partner network, enabling us to innovate and strengthen our position in national and international markets.

1992

start of the  
adventure

18

Casino and sports  
betting sites

30

Gaming halls  
in Belgium

DISCOVER OUR  
BRANDS HERE



# OUR OFFICES

GAMING1 is a team of 1,379 passionate experts spread across several European countries. From Liege to Malta, from Paris to Bucharest, our hubs are much more than offices: they are places of innovation, collaboration and commitment.

Together, we imagine the next level of entertainment, while embodying our key values: fun, boldness, integrity, team spirit and performance. This collective dynamic is reflected in revenue of €489 million, demonstrating our continued growth and long-term vision.

## A head office in the heart of the Cité Ardente

Located in the vibrant Guillemins district, just steps from the station, our Liege hub is the nerve centre of GAMING1. Inaugurated in 2021, the Liege hub brings together 362 talents across 50 different professions, from the most creative to the most technical: AI, cybersecurity, data science, IT architecture and more. These are all key skills for shaping a user experience that is fluid, innovative and highly secure in regulated markets.

Our offices, designed to stimulate creativity and synergy, include high-tech meeting rooms, a stand for our assemblies and conferences, and our famous GAMING1 Cafe, a place for living and sharing where the monthly Breakfasts are held - privileged moments of exchange with management



## A strategic presence in Malta

The GAMING1 Group has been present in Malta since 2014 through an operational subsidiary. This strategic location reflects Malta's position as a pioneer in the iGaming industry: in 2004, the country became the first Member State of the European Union to legally regulate remote gaming, becoming a reference centre for the sector in Europe.

The establishment of our offices on the island, combined with the obtaining of a licence from the Malta Gaming Authority, enabled GAMING1 to support the development of its online activities, both in Belgium and internationally. Today, the gaming industry has a major place in the Maltese economy: in 2023, it represented nearly 12% of the country's GDP, with more than 300 active companies and over 10,000 direct jobs.

€489M

Turnover

1,379

employees across Europe

362

employees at the Liège HQ

## A strong foothold in France and Switzerland

Present in France since 2016 through Circus Casino France, GAMING1 has recorded sustained growth there, driven by casino acquisitions and the opening of new establishments, including Club Circus Paris, dedicated to poker.

The Group now operates 9 casinos, including 2 in Switzerland, as well as several restaurants and two hotels. Since 2022, the acquisition of Caps International (SFM) has also enabled the internalisation of machine distribution and maintenance, strengthening our expertise in the French market.

Based in Paris, the head office manages operations in France and Switzerland and brings together nearly 430 employees with varied profiles. This organisation enables us to offer high-quality gaming experiences, both on-site and in support functions.

In Switzerland, GAMING1 operates the casinos of Davos and Crans-Montana, two acquired establishments that illustrate our commitment to local roots and excellence in a market recognised for its responsible gaming standards. With concessions until 2044, these locations are built for the long term. Operated in close connection with the French hub, they rely on a team of around 90 employees committed to offering a premium and responsible experience.

## Opening of a new hub in Romania

A newcomer to the GAMING1 adventure, our Bucharest hub, inaugurated in March 2025, is dedicated to our 777 brand, which is expanding rapidly and is present in Belgium, Spain, the Netherlands and Switzerland.

Located in the AFI Tech Park, this human-sized competence centre is designed to foster cooperation and cohesion. The hub employs 43 people and is set to grow.

It reflects our commitment to providing high-quality services. Our experts focus on key functions: customer service, risk management, platform integration and 777 brand operations.

## Operational support from Portugal

Launched at the end of 2022, our satellite in Portugal is part of our ambition to develop within a high-potential technology ecosystem.

Specialised in online gaming activities, this location supports our growth in a dynamic market, in partnership with the main national operators.

Split between Lisbon and Porto, our team of around 20 experts - developers, architects and testers - works entirely remotely, in close collaboration with the Liege hub.



430

employees  
in France and  
Switzerland

63

experts in Portugal  
and Romania

# OUR VALUES

At GAMING1, our identity is built on five fundamental values that guide our vision and our actions, both towards our customers and our employees. They form the foundation of our corporate culture and influence the way we collaborate every day.

## Team spirit



Collective success is at the heart of how we operate. Working together towards shared goals fosters cohesion, stimulates creativity and contributes to a positive working environment. By encouraging collaboration and mutual support, we meet challenges with efficiency and commitment.

## Boldness



We encourage initiative and creativity at every level of the organisation. Daring to innovate, proposing new ideas and exploring different approaches are part of our DNA. This ability to move beyond established frameworks enables us to adapt and progress continuously.

## Integrity



We believe that mistakes are an integral part of the learning process, provided they are recognised and accepted. Integrity guides all our decisions and behaviours, placing ethics, transparency and respect at the centre of our relationships with employees, partners and customers.

## Fun



Beyond the entertainment we provide, we seek to cultivate an enjoyable and motivating work environment. Enthusiasm, pride in achievements and the quality of human relationships are all levers that nurture our teams' daily engagement.

## Performance



The pursuit of excellence is an essential driver of our development. We constantly strive to improve our practices, optimise our processes and offer high-quality gaming experiences. Our objective is to reach the highest standards in innovation, efficiency and satisfaction.



# AN ACTOR ANCHORED IN THE WALLOON COMMUNITY

With its Liege roots, GAMING1, an entity of Ardent Group, actively and responsibly contributes to the dynamism of the Walloon economic fabric. The Group generates tens of millions of euros in gaming-related tax revenues and supports nearly 1,000 jobs in Belgium. Beyond this economic impact, our commitment also extends to the social, cultural and sporting spheres. This year again, we implemented several initiatives and organised various events aimed at supporting and energising local life.

**April**

## 15 KM OF LIEGE METROPOLE

GAMING1 supported 78 of its Next-Levellers in this challenge, which is particularly close to our hearts.

From 7 km to 42 km events, our teams took on the different routes with enthusiasm and determination, proudly wearing T-shirts in the Group's colours (a symbol of strong team cohesion).



**September**

## PRIX ARDENT

The 8th edition of the Prix Ardent, launched by Ardent Group, honours committed associations and municipalities driven by the same ambition: to act for others.

This competition offers them the opportunity to win a €10,000 grant to bring their project to life. Each year, six winners are rewarded, while all the initiatives benefit from strong media visibility. The results of this edition will be announced in early 2026.



## October

### PINK OCTOBER

Our employees in France raised more than €4,000 in support of this annual campaign to raise awareness of breast cancer screening and raise funds for research.

In the same spirit, our French establishments also supported other associations such as Telethon, ESAT and Les Petites Etoiles, and took part in the Gentleman Tour. We thank them for their commitment and social involvement.



## Décembre

### SUPPORT FOR ASBL ENTREVUES

As the end of the year approached, GAMING1 offered its employees jars of honey from its own hives, installed on the roof of the Liege hub under the name Honey 1.

On this occasion, each purchase made it possible to vote for a local association. Thanks to team mobilisation, the proceeds generated by the sale enabled €460 to be donated to ASBL Entrevues, a Liege-based guide dog school working to improve the mobility of visually impaired people and strengthen their autonomy.



## November

### CHARITY POKER TOURNAMENT

As every year, our poker tournament organised at the Circus Casino Resort in Namur brought Group employees together for a good cause.

In 2025, we set a new record with 265 participants and €8,225 raised for Foyer Saint-Augustin, a mutual-aid service for low-income and vulnerable people.



### All year round

### GIVING BLOOD

Every four months, we organise a blood collection in collaboration with the Red Cross.

In 2025, 57 bags of blood were collected, helping to save lives. A huge thank you to our generous donors.



# OUR 2025 ESG HIGHLIGHTS

## EcoVadis

For the fourth consecutive year, GAMING1 was awarded the silver medal for its ESG strategy, ranking among the top 7% of companies assessed worldwide, with a score of 77/100.

This result, up 6 points compared with 2024, reflects our continuous efforts and commitment to sustainability.

CONSULT OUR CERTIFICATE HERE



## Robin

Our Responsible Gaming strategy, called ROBIN - a contraction of Risky Online Behaviour Indicators - is part of a continuous development approach aimed at strengthening player support and protection.

Designed as a true gaming companion and a reliable reference point, ROBIN continuously evolves through the deployment of new tools and functionalities that promote controlled and responsible gaming.

In 2025, this momentum was reflected in particular in the provision of two new moderation tools for players: the Activity Report and the Reality Check, enabling better monitoring of gaming activity and stronger awareness of risky behaviour.

## MSCI

This year, we chose to enrich our ESG analysis by also requesting an assessment from MSCI, one of the leading international providers of non-financial ratings.

This approach allows us to benefit from a complementary and recognised view of our practices. We obtained an A rating, with a particularly positive mention for the Labor Management pillar, highlighting the quality of our practices in human resources management and working conditions.



## Top Employer

GAMING1 is honoured to have been certified as a Top Employer for more than five years. This recognition demonstrates our ongoing commitment to providing a high-quality working environment. This year again, we achieved excellent results, reflecting our efforts to offer an innovative, stimulating professional environment that is attentive to employee well-being.



## 2025 carbon footprint

For the fourth consecutive year, we assessed GAMING1's carbon footprint. After progressively expanding the scope of our analyses, this new assessment covers all our operations, both online and physical, in Belgium and internationally, without exception. It enables us to identify our main sources of emissions in order to implement targeted actions to reduce them gradually.

## Cafeteria plan

In 2025, the HR department actively worked on the implementation of a cafeteria plan enabling Belgian employees to benefit from more flexible and personalised remuneration. This scheme offers the possibility of converting part of the year-end bonus into benefits tailored to each person's needs. Through this initiative, GAMING1 strengthens a modern, attractive and human-centred employee experience.

## Opening of our G1 Fitness Club

This year, a sports room was fully designed and fitted out within our head office in Liege. Open 7 days a week, it has eight cardio machines and a complete strength-training area, accessible to all our employees. This initiative aims to promote the well-being and health of our teams, while fostering team spirit and a good work-life balance.



# DOUBLE MATERIALITY ASSESSMENT

## Methodology for identifying and evaluating the impacts, risks and opportunities of materiality

In 2025, we conducted a double materiality analysis for the third time, in line with the requirements of ESRS 1, in order to identify the most significant sustainability issues for the entire GAMING1 Group. This approach is based both on assessing the impacts of our activities on the environment and society (impact materiality) and on analysing the financial risks and opportunities associated with sustainability issues (financial materiality). The results of this analysis are updated annually.

This assessment was structured around six key steps:

1

### Definition of the goal and scope

The first step consisted of identifying the main ESG issues related to our activities, covering our online operations, our gaming establishments and all our offices.

2

### Identification of relevant subjects

We then analysed all the sub-sub-topics defined by ESRS 1 and cross-referenced them with the results of our internal analysis in order to adjust this list to the specific characteristics of our sector and activities.

3

### Classification of subjects

In accordance with the ESRS 1 architecture, the themes were organised into three broad categories (Environment, Social and Governance) in line with the pillars of our ESG approach.

4

### Evaluation of impacts and importance

Using a matrix incorporating risks, opportunities and impacts, we assessed 34 themes in order to identify the most significant for our activity. At the end of this analysis, 12 themes were retained as priorities. The themes not retained have an impact considered to be zero or limited for the Group, particularly on topics such as water consumption, air quality and animal welfare.

5

### Prioritization of challenges based on stakeholder feedback

The company adopted an approach that is both market-oriented and risk-based in order to identify and prioritise its ESG issues. The main stakeholders were identified by taking into account the Group's activities, its value chain and sector practices. These include players, employees, regulators, business partners and shareholders.

These stakeholders were then mapped according to their level of influence and interest, and divided into four categories: "manage closely", "meet their expectations", "keep informed" and "take into account". This approach made it possible to integrate their expectations in a structured way and to prioritise the most relevant ESG themes in our double materiality analysis.

6

### Validation by management

The results of the analysis were presented to management for validation. This stage made it possible to confirm the categorisation of stakeholders and the prioritisation of ESG issues for GAMING1, ensuring their consistency with the Group's strategic orientations and management expectations.



## INTERACTION WITH STRATEGY AND COMPANY MODEL

The results of our double materiality analysis are closely linked to GAMING1's strategy and business model. The social impacts associated with our entertainment activities encourage us to offer a gaming experience that is both attractive and responsible.

With this in mind, we operate exclusively in fully regulated markets, ensuring compliance with legal requirements and offering our users a secure and supervised gaming framework. To discover an overview of our operations, [CLICK HERE](#).

Our ability to remain an attractive employer also depends on the attention paid to individual well-being, both within the company and beyond. This commitment is an essential lever for stimulating innovation and supporting our development in a constantly evolving sector.

In addition, our analysis highlights a relatively limited environmental impact, due to the predominantly digital nature of our activities. Nevertheless, fully aware of the issues linked to climate change, we continue our efforts to reduce our carbon footprint and strengthen the integration of responsible practices across all our operations.

Finally, ethics and transparency occupy a central place in our corporate culture. Operating in a highly regulated sector, we comply with strict requirements defined by regulatory authorities, thereby ensuring responsible and fair conduct of our activities.

## INTEGRATION OF SUSTAINABILITY IN OUR STRATEGY

To assess the resilience of our strategy and business model, sustainability is fully integrated into our annual strategic review. Our ESG Committee, composed of members of our Board of Directors, meets each year to define our ESG roadmap by analysing short- and long-term strategic risks and opportunities, in order to ensure that we continue to meet society's expectations.

These discussions include, in particular, the assessment of our ESG ratings, the prioritisation of sustainability issues and the monitoring of policies implemented.

Our strategic reflections are based on contributions and recommendations from across the organisation, as well as from our external stakeholders. We pay particular attention to topics likely to have an impact on our long-term vision and to emerging trends, which may lead to strategic adjustments when necessary.

Sustainability is therefore integrated into key functional strategies and is the subject of regular discussions with executive management.

“

*“Our ability to remain an attractive employer also depends on the attention paid to individual well-being.”*

## ANALYSIS OF THE MATERIALITY MATRIX

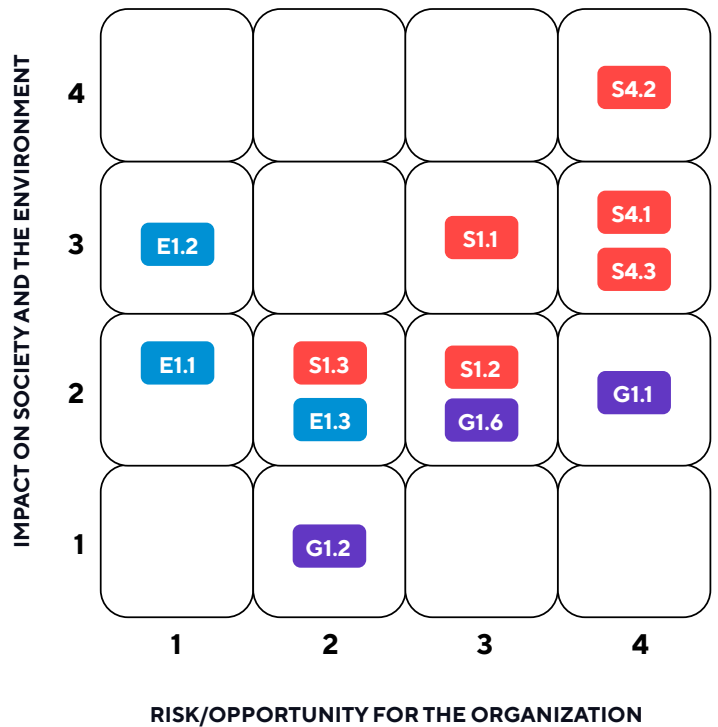
The materiality matrix below highlights the sustainability topics that are essential for GAMING1. Among these, the safety and well-being of our players, the compliance of our products, working conditions for our employees and our corporate culture are among our strategic priorities.

Other topics, such as climate change, labour rights and equal opportunities, are also important because our activity has an impact on these aspects.

However, the risks and opportunities associated with them do not directly affect us in a significant way, and our overall impact on these topics remains limited.

Our approach is therefore to focus our efforts primarily on the issues located in the upper-right part of the table, where our impact and responsibility are greatest. Nevertheless, we remain committed to taking action on all identified topics in order to minimise our negative externalities and make a positive contribution to sustainability issues.

- E1.1    Adaptation to climate change
- E1.2    Mitigation of climate change (GHG emissions)
- E1.3    Energy (conso)
- S1.1    Work conditions
- S1.2    Equal treatment and opportunities for all
- S1.3    Other work rights
- S4.1    Impacts linked to information
- S4.2    Players' personal security and responsible gaming
- S4.3    Offering consumers and final users a competitive product that complies with regulatory requirements
- G1.1    Company culture
- G1.2    Protecting whistleblowers
- G1.6    Corruption and bribes



# CAPITALISE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015, aim to promote a sustainable future for the planet and its inhabitants by 2030. These 17 goals address major economic, social and environmental issues, encouraging governments, businesses, NGOs and all social actors to act in response to urgent global challenges such as poverty, inequality, hunger, access to education and climate change. The aim is to create a fairer, more inclusive and environmentally respectful world.

## What are the goals on which GAMING1 can have the most significant impact?



GAMING1 places player protection and employee well-being at the centre of its priorities. We are committed to offering a safe gaming environment by encouraging responsible practices so that gaming remains a leisure and entertainment activity.

At the same time, we pay particular attention to the mental and physical health of our employees. This commitment also extends beyond the company through support for various associations and sports clubs, thereby contributing to the well-being of society as a whole.



We strive to offer our employees a pleasant, inclusive and respectful working environment, accompanied by competitive remuneration packages that value their contribution. We also invest in training and skills development so that everyone can flourish and progress throughout their professional journey.



To guarantee reliable, high-performing and resilient infrastructure, we invest in sustainable, high-quality facilities. At the same time, we support scientific research and continuously strengthen our technological capabilities, with the aim of improving our products and, above all, ensuring the safety of our users.



As part of reducing our environmental footprint, we are committed to promoting responsible consumption, both within our operations and throughout our supply chain. Aware of the urgency related to climate change, we intend to deploy a structured roadmap to support our decarbonisation trajectory.



To ensure a fully legal and ethical gaming environment, we have implemented strict internal policies aimed at preventing corruption, money laundering, illicit financial flows and all forms of fraud.

We are committed to upholding high ethical standards and ensuring rigorous compliance with regulatory requirements in all jurisdictions where we operate and across all our activities.



DISCOVER THE 17  
GOALS HERE.



# ENVIRONMENT





# CLIMATE CHANGE

As an entertainment player operating both online and within our gaming and sports betting establishments, GAMING1 is fully aware of its impact on the climate and the environment.

This impact is subject to a rigorous annual assessment through the production of our carbon footprint, and we are committed to reducing it continuously, in the conviction that sustainability is now an unavoidable requirement.

Although our sector is not among the most emission-intensive, we nevertheless aim to position ourselves as a benchmark player and to actively contribute to the transition towards a more responsible model.

# Evaluation of our impacts, risks and opportunities linked to the environment

## IDENTIFICATION PROCESS FOR IMPACTS, RISKS AND OPPORTUNITIES

In order to identify and measure our climate impacts, each year we carry out a complete carbon footprint assessment in accordance with the GHG Protocol, covering both our direct and indirect greenhouse gas emissions as well as our energy consumption across all our sites. This approach enables us to accurately assess our carbon footprint and identify our main sources of emissions.

We also analyse current and potential climate impacts related to our activities, in order to guide our actions in line with our corporate strategy and decarbonisation trajectory. By integrating these elements into our decision-making processes, we strengthen our ability to reduce our environmental impact while improving our resilience to climate-related issues.

### IMPACT 1: ENERGY CONSUMPTION LINKED TO OPERATIONS

#### — RISKS

- Volatility of energy costs
- Risk of disruption in energy supply

#### + OPPORTUNITIES

- Investment in renewable energy sources
- Optimisation of energy efficiency to reduce the carbon footprint

### IMPACT 2: GHG EMISSIONS LINKED TO ALL OUR OPERATIONS

#### — RISKS

- Strengthening of environmental regulations and increased constraints

#### + OPPORTUNITIES

- Adoption of more sustainable technologies and practices to improve energy resilience

### IMPACT 3: VULNERABILITY TO THE EFFECTS OF CLIMATE CHANGE ON OUR OPERATIONS AND INFRASTRUCTURE

#### — RISKS

- Damage to our establishments, offices and data centres following a natural disaster
- Lower attendance on days with unfavourable weather conditions
- Reputational risks in the event of inaction
- Financial repercussions

#### + OPPORTUNITIES

- Greater attractiveness to investors by meeting ESG expectations
- Innovation in products and technologies with more sustainable solutions
- Strengthening of the company's reputation and stakeholder trust
- Long-term cost reduction through greater resilience
- Improved taxation through incentives for sustainable companies

## Our commitment

As part of its commitment to combating climate change, GAMING1 is pursuing a decarbonisation approach aligned with the objectives of the Paris Agreement, which aims to limit global warming to well below 2°C above pre-industrial levels, with an enhanced ambition of 1.5°C.

To contribute to this collective effort, we are working on establishing a structured transition plan, supported by concrete actions designed to progressively reduce our greenhouse gas emissions and support our decarbonisation trajectory.

This commitment forms part of a broader environmental approach aimed at limiting the impact of our activities on the environment, in particular through better control of our energy consumption, the reduction of different forms of pollution, the preservation of air, water and biodiversity quality, and a more responsible use of natural resources.

# 1.5°C

Temperature  
limitation objective

“This commitment forms part of a broader environmental approach aimed at limiting the impact of our activities on the environment.”

DISCOVER THE PARIS  
AGREEMENT [HERE](#)



## Actions and transition plan to mitigate climate change

As part of reducing its climate change-related impacts, GAMING1 plans to formalise a transition plan by 2027. For each scope, it will specify the emission reduction targets we set ourselves, in line with the ambitions of the Paris Agreement and our long-term decarbonisation trajectory.

Aligned with the Group's overall development strategy and taking into account our growth prospects, this plan will allow us to further structure and strengthen our sustainability actions. In parallel, several concrete initiatives in favour of the environment and biodiversity have already been implemented, particularly this year :



### CLEAN-UP DAYS

This year again, GAMING1 organised public space clean-up days, both in its Belgian hub and in Malta. In collaboration with Be WaPP in Belgium and Nature Trust - EEE Malta, our employees collected more than 34 bags of waste in just a few hours, in the Guillemins district and on a Natura 2000 listed beach.

Beyond the concrete action, these moments are also an opportunity to mobilise together for a cleaner environment, protect biodiversity, preserve water and soil quality, and recall the very real daily impact of our waste.

Our teams in France are also part of this momentum and will organise similar actions on ski slopes, beaches, as well as in natural areas and streets in the South region. This is a simple but collective and positive initiative, illustrating that everyone can contribute, at their own level, to making a difference.

### BEE HIVES

We installed two beehives on the roof of our Liege hub, in partnership with Bur-bee, a local company specialising in corporate beekeeping.

Nearly 160,000 bees are now part of the GAMING1 family. Even in an urban environment, these valuable pollinators play an essential role for biodiversity. By foraging, they contribute to plant reproduction, promote flowering in surrounding green spaces and support local ecosystems by strengthening the diversity of plant species. Their presence is also a great opportunity to raise awareness of the importance of preserving pollinators.

This year, we harvested our first jars of honey. They were sold and all the funds collected, €460, were donated to the Entrevues association, a Liege-based non-profit organisation that trains guide dogs to improve the mobility of visually impaired people and strengthen their autonomy.



### BATTERY COLLECTION POINT

We called on Bebat to install a battery collection point at the entrance to our head office. Accessible both to our employees and to other companies in the building, this scheme makes it easier to deposit used batteries in a practical and secure setting.

This initiative helps reduce hazardous waste by preventing batteries from being thrown away with household waste, where they can release toxic substances. Recycling them also helps preserve valuable natural resources, such as lithium and cobalt, while limiting the environmental impact associated with extracting these materials.

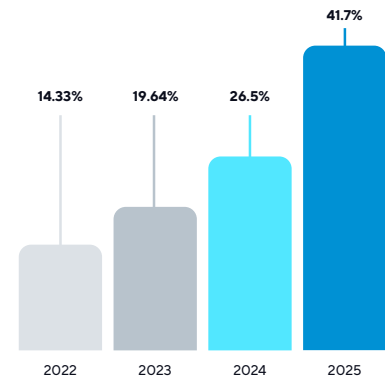
## PROMOTION OF SOFT MOBILITY

Our head office benefits from a strategic location, in the immediate vicinity of the station, tram and numerous bus stops, making public transport easier for our employees and helping to reduce their carbon footprint.

For those who prefer the car, we are gradually replacing our thermal vehicle fleet with electric and hybrid vehicles. This transition is also underway for our offices in France and Switzerland. The share of electrified vehicles is increasing rapidly within our fleet, now highlighted in our catalogues and made more attractive to our employees.

In addition, at our Liege head office, five electric bicycles are made available and can be reserved by employees for short journeys, offering a practical and sustainable alternative for everyday travel.

Percentage of hybrid/  
electric vehicles in our fleet



## MOBILITY PLAN

Employees based in Belgium whose function entitles them to a company car can choose to give up this vehicle in favour of a mobility budget.

This budget allows them to build a personalised, more sustainable transport solution adapted to their needs. Options include electric cars, public transport passes, shared mobility services, bicycles, scooters, or reimbursement of housing costs near the workplace or related to teleworking.

This initiative aims to promote more environmentally friendly modes of transport, while offering greater flexibility to our employees.

Our main objective is to reduce dependence on individual thermal vehicles, limit CO2 emissions linked to business travel, and encourage more sustainable alternatives. In 2025, 110 employees chose this scheme, compared with 51 in 2024.



*“The mobility plan aims to promote more environmentally friendly modes of transport, while offering greater flexibility to our employees.”*

## REINFORCING OUR RESPONSIBLE PURCHASING POLICY RESPONSABLES

In 2024, we developed a Supplier Code of Conduct designed to formalise our environmental, ethical and social requirements.

This document was recently distributed to all our consultants and freelancers, as well as to our 40 most important suppliers. By signing it, our partners undertake to respect these principles; otherwise, we reserve the right to reassess our collaboration.

Our objective is that, by 2027, this Code of Conduct will be signed by suppliers representing 50% of our purchasing spend and whose annual expenditure exceeds €10,000. To date, this rate stands at 16.12%, and we are actively continuing our efforts to increase this proportion in the years ahead.

At the same time, we are strengthening our teams' expertise in responsible purchasing. One of our main buyers, representing 25% of the team, completed 16 hours of training dedicated to sustainable purchasing in order to optimise our sustainable procurement processes. This approach reflects our desire to refine our selection criteria and prioritise partners aligned with our sustainability commitments.

110

employees chose the mobility plan in 2025

16.12%

of suppliers have signed the Code of Conduct



55,560

sheets of paper saved in 2025

109,454

hours of collaboration via Teams

## PAPERLESS PHILOSOPHY

GAMING1 is committed to a "zero paper" approach, supported by advanced digitalisation of all its activities, including administrative processes. In this context, we work in particular with DocuSign, which enables our internal and external stakeholders to sign contracts and documents electronically, without printing.

This approach allowed us to save 55,560 sheets of paper in 2025, the equivalent of 43,958 litres of water and 1,788 kg of wood. It therefore makes a concrete contribution to reducing our environmental impact, while improving the efficiency and fluidity of our day-to-day processes.

## ENCOURAGING REMOTE MEETINGS

In 2025, thousands of remote meetings were organised, representing a total of 109,454 hours of collaboration via Teams. This volume is part of the 50% teleworking policy offered to all our employees.

Beyond the flexibility they provide, these practices significantly reduce business travel, both nationally and internationally, and thus help reduce our carbon footprint while promoting more agile and efficient ways of working.

## OUR SUSTAINABLE BUILDINGS

Our offices in Liege and Malta are located in carefully selected buildings, both certified BREEAM after construction.

This recognised certification assesses the environmental performance of buildings according to several criteria, including energy efficiency, water management, greenhouse gas emissions, indoor air quality, the use of sustainable materials and waste management.

We are proud to have achieved a "Very Good" rating, demonstrating our commitment to more sustainable and environmentally friendly buildings.



## OPTIMISING ENERGY PERFORMANCE

Across all our hubs, meeting rooms and common areas are equipped with motion sensors that automatically switch off LED lighting when they are unoccupied. This system helps optimise our energy consumption by limiting waste caused by unnecessary lighting.

In addition, most of our gaming establishments are equipped with LED bulbs, recognised for their energy efficiency and long service life. In a spirit of continuous improvement of our installations, our head office has also been equipped with a more precise energy monitoring system, including monitoring of HVAC units - heating and ventilation - in collaboration with Energys, which is responsible for building maintenance.

All these actions are part of our overall approach to strengthening our energy performance and sustainably reducing our environmental impact.



## REUSABLE TABLEWARE AND WATER FOUNTAINS

To reduce our waste production, we installed water fountains on every floor of our offices and distributed reusable bottles to all our employees.

This year, we also took an additional step by permanently removing glass water bottles at the GAMING1 Cafe, replacing them with a water machine offering, among other options, sugar-free flavoured water.

In parallel, reusable tableware is available in all our kitchens in order to limit the use of single-use products. These concrete initiatives encourage more sustainable daily habits and help reduce our environmental footprint in a simple and effective way.

## THE CAPSULE PROJECT

For two years, we encouraged employees at our Liege hub to place the caps from their glass bottles in dedicated collection bins. After carefully storing them, and following the discontinuation of glass bottles, we were able to achieve the initial objective of this initiative by handing them over to the Natuurhulpcentrum association.

Based near Genk, this organisation collects certain recyclable materials to generate revenue, enabling it to fund its entirely free activities. The centre cares for wild animals day and night, while carrying out awareness-raising activities on environmental protection.



# Action plan for the future

## ACTION 1: switching to electric and hybrid cars (scope 3)

**Scope:** for our staff members with company cars, mainly in Belgium, France and Switzerland

Reach 80% electric and hybrid vehicles in GAMING1's vehicle fleet by 2030 in order to reduce our carbon footprint and promote more sustainable mobility.

The transition to electrified powertrains significantly reduces CO<sub>2</sub> and fine particle emissions, thereby contributing to better air quality and the fight against climate change. It also helps reduce our dependence on fossil fuels in favour of a more sustainable energy model.

### SUMMARY OF PROGRESS IN 2025

A 27.37% increase over four years, which we intend to continue in the years ahead. In 2025, the share of electric and hybrid vehicles reached 41.7%, compared with 26.5% in 2024, 19.64% in 2023 and 14.33% in 2022.

The mobility budget programme introduced in 2024 is a key lever for accelerating this transition towards more sustainable mobility solutions.

## ACTION 2: continue the progressive integration of renewable energy into our energy consumption

**Scope:** sites and activities under direct control

Our objective is to gradually increase the share of renewable and sustainable energy in our energy consumption.

This transition is an important lever for reducing our carbon footprint and reflects our desire to support the development of a more sustainable energy model.

### SUMMARY OF PROGRESS IN 2025

In 2024, 7.2% of our energy consumption came from renewable sources. In 2025, this share increased to 7.9%.

We wish to continue this gradual evolution, particularly through the installation of photovoltaic panels at our establishments where possible, as well as by assessing green electricity supply offers.

## ACTION 3: getting our suppliers to join our Supplier Code of Conduct

**Scope:** sites and activities under direct control

By 2027, we aim for 50% of our purchase spend, including suppliers and freelancers, to adhere to our Supplier Code of Conduct, in order to ensure alignment around shared essential values in ethics, the environment and social responsibility.

### SUMMARY OF PROGRESS IN 2025

By 2027, we aim for our Code of Conduct to be signed by suppliers representing 50% of our purchase spend - annual expenditure above €10,000. To date, this rate has reached 16.12%, and we are continuing our efforts to increase it.

In parallel, we are strengthening our sustainable purchasing skills: one of our main buyers, representing 25% of the team, completed 16 hours of training dedicated to sustainable purchasing in order to optimise our sustainable procurement practices.

## ACTION 4: develop a transition plan

**Scope:** sites and activities under direct control

By the end of 2026, we plan to publish our structured transition plan, supported by concrete actions designed to progressively reduce our greenhouse gas emissions and support our decarbonisation trajectory.

### SUMMARY OF PROGRESS IN 2025

Our ESG Committee decided to adopt a realistic internal transition plan, aligned with CSRD requirements and incorporating regular monitoring of progress against defined objectives. This plan will set progressive and realistic objectives for 2030 for scopes 1, 2 and 3, thus constituting a first structured step towards the decarbonisation of our activities.

# Performance

## GAMING1 2025 CARBON FOOTPRINT

Scope 1, 2 and 3 emissions	Unit	2022	2023	2024	2025
<b>Scope 1 GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>942</b>	<b>1,383.09</b>	<b>4,071.45</b>	<b>4,148.01</b>
Fixed combustion sources	tCO <sub>2</sub> e	269.54	276.74	2,547.47	3,207.85
Mobile sources with thermal engines	tCO <sub>2</sub> e	672.46	1,106.35	1,523.98	940.16
<b>Scope 2 GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>71</b>	<b>1,188.47</b>	<b>1,988.8</b>	<b>2,320.3</b>
Linked to electricity consumption	tCO <sub>2</sub> e	71	1,188.47	1,988.8	2,320.3
Linked to the consumption of steam, heat or cold	tCO <sub>2</sub> e	0	0	0	0
<b>Scope 3 GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>3,010</b>	<b>2,821.86</b>	<b>6,190.53</b>	<b>9,015.24</b>
Category 1: Purchased goods and services Upstream	tCO <sub>2</sub> e	1,134.77	1,373.21	4,406.36	7,056.6
Category 2: Capital goods Upstream	tCO <sub>2</sub> e	270.9	274.56	621.31	814.36
Category 3: Energy (related activities not included in Scopes 1 and 2) Upstream	tCO <sub>2</sub> e	240.8	271.88	93.46	88.4
Category 5: Waste treatment Upstream	tCO <sub>2</sub> e	9.03	4.04	227.87	128.85
Category 6: Business travel Upstream	tCO <sub>2</sub> e	180.6	89.21	48.35	62.93
Category 7: Employee commuting Downstream	tCO <sub>2</sub> e	1,023.4	415.46	426.75	394.73
Category 12: Use of sold products Downstream	tCO <sub>2</sub> e	90.3	76.78	366.43	469.37
Other indirect emissions	tCO <sub>2</sub> e	60.2	316.72	0	0
<b>Total GHG emissions – location based</b>	<b>tCO<sub>2</sub>e</b>	<b>4,023</b>	<b>5,393.42</b>	<b>12,250.78</b>	<b>15,483.55</b>
<b>Total GHG emissions – market based</b>	<b>tCO<sub>2</sub>e</b>	<b>4,016</b>	<b>3,933.07</b>	<b>10,168.52</b>	<b>13,074.85</b>

For the fourth consecutive year, we assessed GAMING1's carbon footprint by carrying out a full assessment of our CO<sub>2</sub> emissions. In 2022, this exercise mainly covered our head office in Liege and our online activities. In 2023, we expanded the scope to include our gaming establishments in Belgium and our offices in Malta.

This year, as last year, all our national and international activities are covered. The scope includes our land-based operations in France and Switzerland, integrated since the previous year, as well as, for the first time this year, our offices in Romania. This carbon footprint therefore provides a representative view of the entire GAMING1 Group.

This assessment enables us to clearly identify our main sources of emissions:

- Purchases of products and services: 7,056.6 tCO<sub>2</sub>e
- Fixed combustion sources: 3,207.85 tCO<sub>2</sub>e
- Electricity consumption: 2,320.3 tCO<sub>2</sub>e
- Thermal-engine mobile sources: 940.16 tCO<sub>2</sub>e

The increase in this footprint is mainly explained by the expansion of the analysis scope, which now includes our new Bucharest hub, as well as by the development and maintenance of our new mobile applications, alongside other factors linked to the growth of our activities.

It also reflects the continuous improvement in the quality and precision of our data collection, which is becoming more complete year after year.

Despite this expansion and improved coverage of our emissions, we remain fully committed to controlling and reducing our carbon footprint.

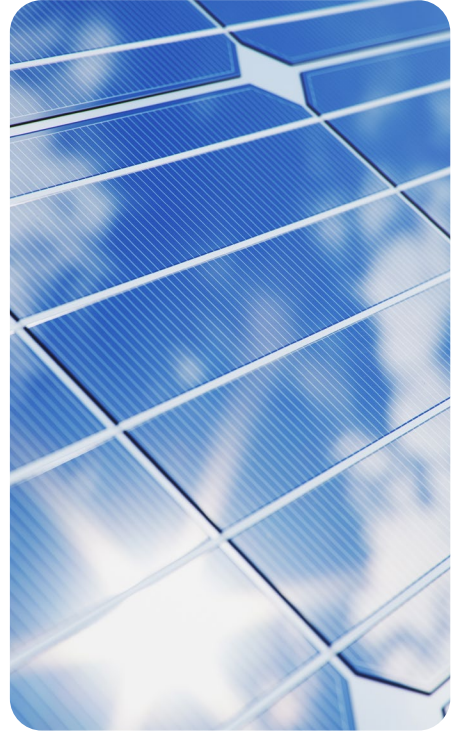
With regard to **purchases of products and services**, we are continuing to train and raise awareness within our Procurement department on responsible purchasing, in order to increasingly integrate environmental issues into our sourcing decisions, with particular attention to short supply chains and ethical and sustainable purchasing practices.

In parallel, we are strengthening dialogue with our main suppliers in order to align around shared values in sustainability. Convinced that the environmental transition is a collective responsibility, we encourage all our partners to reduce their own impact, thereby indirectly helping to reduce the footprint of our value chain.

With regard to **electricity consumption**, we began our energy transition in 2023 with the installation of solar panels at our largest gaming site, the Circus Casino Resort in Namur, Belgium. Deploying this type of initiative at other sites, particularly in Belgium, France and Switzerland, is now among our priorities.

As part of this momentum, photovoltaic panels will be installed in 2026 on the roof of our head office in Liege, in order to strengthen the energy efficiency of our infrastructure and offer more sustainable work environments. Similar projects are also planned at some of our establishments in France and Switzerland over the next two years.

We also wish to explore green electricity supply solutions to support our carbon footprint reduction objectives. Finally, with regard to **our thermal-engine mobile sources**, our objective is to increase the share of electric and hybrid vehicles in our vehicle fleet to 80% by 2030. This development will significantly reduce our fossil fuel consumption and, consequently, our carbon footprint.

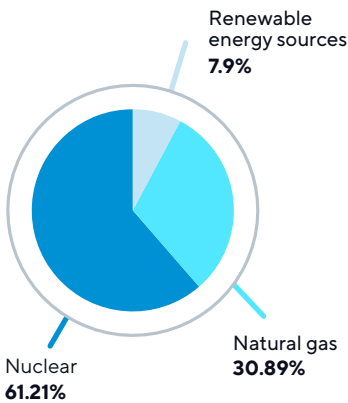


## PROGRESS ON ENERGY CONSUMPTION

In 2025, energy consumption linked to our operations increased by 5.51%, despite our efforts to control its evolution. This increase is mainly explained by the expansion of the analysis scope, which now includes our new Bucharest hub, as well as by the development and maintenance of our new mobile applications, in line with the growth of our activities.

It also reflects the continuous improvement in the quality and precision of our data collection, which has become more complete and reliable over the years.

Origin of our energy



	2022	2023	2024	2025
Total energy consumption of our own operations	428,101.6 kWh*	6,911,894.87 kWh*	15,799,517 kWh	16,671,000 kWh
Total renewable energy consumption by our own operations	0 kWh*	46,208.7 kWh*	1,139,957 kWh	1,317,804 kWh

\*Reduced scope

## ACCOUNTING POLICIES RELATED TO THE GAMING1 CARBON FOOTPRINT

### Scope 1 GHG emissions

Scope 1 emissions are reported in accordance with ESRS and the GHG Protocol. They cover greenhouse gas emissions generated directly by our activities, divided into five main categories, two of which are relevant to our company: stationary combustion sources, such as boilers, and thermal-engine mobile sources, including company vehicles.

### Scope 2 GHG emissions

Scope 2 emissions are reported in accordance with ESRS and the GHG Protocol. This scope covers indirect greenhouse gas emissions linked to purchased energy consumption. It mainly includes electricity used to power servers and data centres for online platforms, as well as electricity needed to operate physical infrastructure such as lighting, ventilation, air conditioning and equipment in casinos, offices and other sites.

### Scope 3 GHG emissions

Scope 3 emissions are reported in accordance with ESRS and the GHG Protocol. This scope covers all indirect emissions generated throughout the value chain, excluding those related to purchased energy - Scope 2. Generally the most significant, these emissions are divided into several categories, the main ones applicable to our activity being as follows.



#### Category 1

##### Purchases of products and services

Includes emissions associated with the manufacture, transport and distribution of products and services purchased by the company. This includes raw materials, equipment, software, consulting services, marketing and more.

#### Category 2

##### Immobilization of assets

Concerns emissions linked to the acquisition and maintenance of the company's long-term infrastructure and equipment, such as buildings, company vehicles and IT servers.

#### Category 3

##### Energy-related activities not included in Scopes 1 and 2

Takes into account emissions resulting from upstream stages in the production of energy consumed by the company, such as extraction of fossil fuels or distribution of electricity.

#### Category 5

##### Waste processing

Includes emissions linked to disposal, recycling or treatment of waste generated by the company, whether office, industrial or electronic waste.

#### Category 6

##### Professional travel

Covers emissions associated with employee business travel, whether by plane, train, car or other means of transport.

#### Category 7

##### Employee commuting

Assesses the impact of employees' daily journeys between their home and workplace, depending on the modes of transport used.

#### Category 12

##### Use of sold products

Measures the carbon footprint of products or services throughout their use by customers, for example the energy consumption of electronic equipment.

This categorisation allows us to better direct our actions by prioritising those with the most significant impacts, in order to reduce our carbon footprint and contribute concretely to environmental protection.

# SOCIAL





# PLAYER PROTECTION AND RESPONSIBLE GAMING

At GAMING1, above all we offer an entertainment experience, whether online or within our casinos and gaming halls. Our ambition is to create moments of enjoyment and escape for our players.

However, we are aware that gaming may lead to problematic gambling behaviours for a minority of people. That is why player protection is a central pillar of our commitments.

# Evaluation of our impacts, risks and opportunities linked to player protection

## IMPACT 1: PROTECTION OF PRIVACY

### — RISKS

- Data leakage compromising the confidentiality of personal information
- Cyberattacks threatening the integrity and availability of systems
- Increasingly strict regulations that may affect economic performance
- Legal risks leading to potential proceedings and financial penalties
- Potential closure of certain operations in the event of non-compliance

### + OPPORTUNITIES

- Strengthen our resilience to digital threats by improving our cybersecurity and data protection practices
- Guarantee an online environment that complies with regulatory requirements and ensures security and protection for consumer data

## IMPACT 2: EFFECTS ON THE HEALTH AND WELL-BEING OF PLAYERS

### — RISKS

- Impact on public health if we do not fully recognise our societal role and our responsibility to raise player awareness of the risks associated with excessive gaming practices
- Potential legal proceedings in the event of non-compliance with applicable regulations
- Damage to the company's reputation if our responsible gaming commitments are not sufficiently visible and effective

### + OPPORTUNITIES

- Increased awareness of this issue
- Strong positioning as a responsible operator and sector benchmark in player prevention and protection
- Assurance of operating exclusively in regulated markets, a guarantee of reliability and compliance

## IMPACT 3: GETTING A SAFE GAMING EXPERIENCE

### — RISKS

- A lack of anticipation of regulatory changes could affect our operations
- Risk of legal proceedings if protective measures are not sufficiently aligned with applicable standards

### + OPPORTUNITIES

- Improvement of the overall player experience, strengthening satisfaction, engagement and loyalty
- A more participatory approach by integrating player feedback into the continuous improvement of our products and services
- A driver of innovation to develop advanced analysis and prevention technologies to better protect players and reduce gambling-related risks.

## GAMING1: a firm commitment to protecting our players

Responsible gaming has been at the heart of our strategy for many years. Offering a quality entertainment experience goes hand in hand with our commitment to preventing gaming-related risks.

We are aware that some players may develop problematic behaviours, and we actively work to anticipate and limit them in order to guarantee a healthy and secure gaming environment.

Aware of our societal role, we fully accept our ethical responsibility by fighting against the excesses of excessive gaming. To address these issues, GAMING1 has adhered to the Duty of Care, an agreement led by BAGO (the Belgian Association of Gaming Operator) of which the Group is a member, aimed at framing and strengthening operators' responsibility in responsible gaming.

### This framework provides for the implementation of tools and processes enabling operators to:

#### Detecting

any changes in behavior that could lead to problem gambling;

#### Alerting

players about their gaming activity;

#### Supporting

players by providing them with the necessary moderation tools.

Operators are required to make all necessary resources available to players to help them adopt responsible gaming practices and prevent gambling-related harm.



**Emmanuel Mewissen**  
Vice President of BAGO & CEO of GAMING1

## A LEGAL AND SECURE FRAMEWORK FOR PLAYERS

We are actively committed to guaranteeing a legal and secure gaming environment. As a member of BAGO, our CEO, Emmanuel Mewissen, works closely with other sector stakeholders and with the Belgian Gaming Commission to promote a responsible and regulated gaming offering.

In Belgium, the government imposes a strict regulatory framework aimed at combating illegal gambling, based in particular on:

- A prohibition clause, banning the organisation, participation in and promotion of games of chance without a licence
- A blacklist of banned sites, regularly updated in order to block access to illegal platforms.

These unregulated sites do not comply with legal obligations regarding player protection, such as the minimum age of 21, deposit limits, advertising restrictions and bonus supervision.

By escaping all regulation and taxation, they expose players to increased risks, both financial and legal.

## COMMITMENTS TO REGULATED MARKETS

GAMING1 is committed to operating exclusively in regulated markets, both in Belgium and internationally.

By strictly respecting the legal frameworks in force in each of these jurisdictions, we contribute to a safer and more responsible gaming sector, while guaranteeing players a transparent, supervised and protective environment.

## DATA PROTECTION AND CYBERSECURITY

The security of our players' data is an absolute priority. We are committed to strictly complying with the requirements of the General Data Protection Regulation (GDPR) by ensuring that players have full control over their personal information.

We also implement robust measures to protect ourselves against cyber threats, thereby ensuring the confidentiality, integrity and security of data throughout the gaming experience.

“

*“We contribute to a safer and more responsible gaming sector, while guaranteeing players a transparent, supervised and protective environment.”*

# Our actions

## DUTY OF CARE

At GAMING1, the implementation of the Duty of Care is based on three pillars:

### 1. Moderation tools

Players must be able to moderate their gaming activity through configuration tools directly accessible in the interface. These tools include:

- Deposit limits
- Loss limits
- Stake limits
- Pause periods
- Self-exclusion
- Game time settings
- Game time notifications

Providing a complete catalogue of moderation tools is a key element of our responsible gaming strategy, allowing each player to adopt the measures best suited to their situation. This offering is continuously enriched through the regular development and deployment of new tools and features aimed at further strengthening prevention and player support.

At the end of 2025, an average of 205,104 limits were active across all our platforms, whether resulting from local legal requirements imposing certain default parameters or from players' voluntary choices.

### 2. Awareness

Our awareness strategy is aimed at both internal stakeholders (staff members) and external stakeholders (players).

#### 2.1. Internal awareness

GAMING1 demonstrates its commitment to responsible gaming through dedicated governance, with specialized teams and experts.

A mandatory training program is available to all employees, organized in three levels:

- **Awareness training:** an e-learning module already in place, intended for all employees, to be completed during onboarding and renewed each year ;
- **Intermediate training:** for staff in direct contact with players (customer service agents, VIP managers, gaming hall staff) ;
- **Advanced (certified) training:** provided by external experts for teams dedicated to responsible gaming.

Internal communication is also a key lever, in particular through "Responsible Gaming Talk About" sessions and a dedicated monthly newsletter sharing, among other things, concrete examples of non-compliance, explanations of our strategy, and information on regulatory developments.

The Responsible Gaming team also works closely with the marketing department to ensure that campaigns:

- Fully comply with regulatory obligations;
- Are designed and deployed responsibly, integrating awareness and player protection issues.

205,104

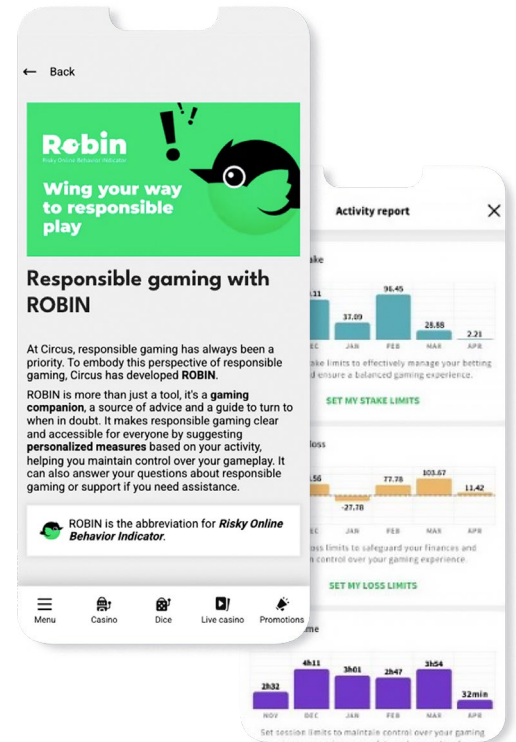
limits are active



## External awareness

Players must be able to be informed of their gaming activity at any time. This is ensured through several mechanisms:

- Dedicated responsible gaming sections directly accessible in the player interface;
- General or personalised communications sent by e-mail;
- Direct interventions via Customer Service and the Responsible Gaming team;
- A personalised activity report allowing players to track all stakes, losses, winnings and average session time, displayed automatically upon login every 7 days and accessible at any time in account settings;
- Reality Check, a system of automatic and configurable alerts informing the player of the time spent on casino games since login;
- A self-assessment allowing players to step back and reflect on their gaming behaviour. Offered by a third-party site, this assessment guarantees full confidentiality, with GAMING1 having no access to the results under any circumstances.



### 3. Proactive detection technology

Targeted responsible gaming communication and player-tailored recommendations rely on the use of advanced analytical technologies.

With this in mind, since 2018 we have relied on powerful analysis tools. GAMING1 developed, in collaboration with Dr Xavier Noël, a recognised psychologist and expert in behavioural health at the Université libre de Bruxelles, an innovative artificial intelligence-based system aimed at detecting problematic gaming behaviour.

This prevention system analyses gaming habits based on data lawfully collected by operators and identifies indicators of risky behaviour. It takes into account several key parameters, such as playing time, amounts deposited and wagered, session frequency and betting patterns. These data are then processed to assess the player's risk profile on a scale from 0 to 5.



**Dr Xavier Noël**  
Doctor in Psychology, psychotherapist and behavioural health specialist

**Informative**  
Low risk

**Social gamblers**

Social gamblers (0) are considered as «recreational» players who occasionally gamble (entertainment).

Operational since 2019 and in constant development thanks to the expertise of our data analysts and scientific collaboration with the psychology department of the University of Liege, this system automatically triggers an alert when risky behaviour is detected. It first generates automated and then personalised messages, and makes a range of self-moderation tools available.

The player remains able to activate these measures themselves, such as deposit limits, loss limits, pause periods or self-exclusion, but targeted restrictions may also be implemented when the situation requires it.

# Robin

Risky Online Behavior INDicator

In 2024, our responsible gaming strategy was named "ROBIN", in reference to the robin, a small bird associated with positive symbols in many cultures.

It is notably perceived as a protector against storms in Norse mythology, a symbol of renewal and good fortune, and a natural regulator appreciated by gardeners.

In Christian tradition, it is also considered a messenger of benevolence.

## ROBIN AT GAMING1

ROBIN stands for "Risky Online Behavior Indicators" and embodies our approach to responsible gaming. It monitors players' activity, informs them and provides them with tailored recommendations so they can stay in control.

In certain cases, and always with the aim of protecting the player, ROBIN may ask a player for documents proving that they are playing within reasonable financial limits (financial accessibility check).

### The key principles of ROBIN

- ROBIN embodies the three pillars of our responsible gaming strategy: it analyses player activity through proactive detection mechanisms, alerts players in the event of risk and offers tailored recommendations through moderation tools.
- Benevolent and empathetic, ROBIN supports players without being intrusive. It also plays an educational role by providing dedicated sections, activity reports and awareness content.
- A true trusted ally, ROBIN provides relevant advice, always in the player's interest, without any commercial objective or judgement. Permanently accessible on the interface, it relies on advanced detection and moderation technologies.
- ROBIN aims to apply to all our brands and embodies our vision of responsible gaming beyond GAMING1 technology alone. It adapts to all communication channels: website, chatbot, human interactions and more. Any entity linked to responsible gaming therefore bears ROBIN's "wings".



### Informative

Low risk



#### Social gamblers

Social gamblers (0) are considered as «recreational» players who occasionally gamble (entertainment).

#### Regular at-risk gamblers

Regular at-risk gamblers (1-2) are players gambling on a regular basis and for whom gambling is their main source of entertainment.



### Incitative

Medium risk



#### High risk gamblers

High risk gamblers (3-4) are players who consider gambling as an escape from everyday life.



### Incitative & restrictive

High risk



#### Very high risk gamblers

Very high risk gamblers (5) are players for which gambling has a negative impact on their daily life (financial, psychological, etc).

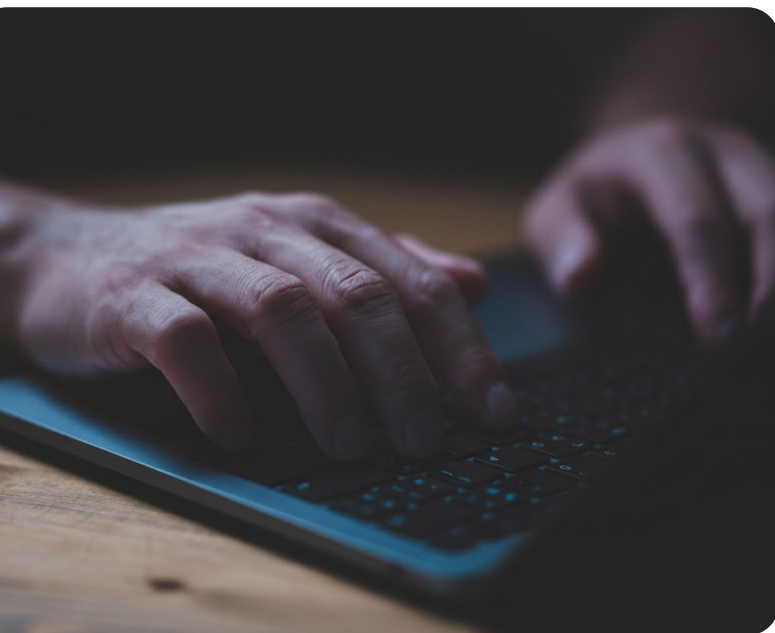
Levels	Player type	Approach type	Specific communication	Player tracking
0	Recreational player	Informative and automated	General awareness	Automated: reminder every 6 months
1	Recreational player	Informative and automated	General awareness	Automated: reminder every 6 months
2	Leisure player	Informative and automated	Education about moderation tools	Automated: reminder every 6 months
3	Low risk player	Informative and personalized	Customized with highlight on the moderation tools	Automated: reminder every 4 months
4	Moderate risk player	Informative, personalized and incentive	Personalized depending on the identified symptom	Pop up with player acceptance to carry on playing. Automated: reminder every 2 months
5	At risk player	Informative, incentive and restrictive	Phone call with the player	Pop up with Player acceptance to carry on playing. Phone call or live chat interaction with player to determine player state of mind

## ACADEMIC PARTNERSHIPS TO FURTHER RESEARCH ON DEPENDENCY

Aware of the importance of scientific research to better understand and prevent risky behaviour, we renewed our partnership with the Université libre de Bruxelles (ULB). This financial support, amounting to €128,571 for the 2024-2026 period, is in addition to the €230,000 already invested in previous years.

This collaboration aims in particular to deepen the understanding of behavioural mechanisms associated with excessive engagement, with potential applications to other areas such as social media or video game use. This work enables us to better identify risk factors and develop suitable solutions to effectively support those concerned.

In the same spirit, in 2025 we recruited a doctoral student in clinical psychology as a responsible gaming analyst. Her work focuses on analysing risky gaming behaviour, assessing our ROBIN detection system and reviewing our communication strategies with players. The objective is to strengthen the scientific validation of our systems, identify concrete areas for improvement, and help sector practices evolve on the basis of evidence-based data.



“

*“This work enables us to better identify risk factors and develop suitable solutions to effectively support those concerned.”*

## OUR FIGHT AGAINST UNLICENSED SITES

For several years, we have chosen to actively contribute to the fight against illegal gambling by making regular reports to the Gaming Commission.

We are also committed to raising awareness among the public and policymakers about this issue by regularly publishing articles in the media.

By highlighting the risks associated with platforms that do not comply with legal obligations relating to advertising, player protection, age limits, payment methods and increased exposure to fraud, we contribute to an informed debate and a better understanding of the sector's regulatory challenges.

## GAMING1 HAS BEEN ISO27001 CERTIFIED SINCE 2018

Last year, we renewed our ISO 27001:2022 certification, the most recent version of this reference standard. This certification, complemented by annual surveillance audits of our processes and control systems, demonstrates our ongoing commitment to protecting the personal and confidential data of our users.

As part of this, a surveillance audit was conducted in early 2025 and completed successfully, confirming the robustness of our practices. This approach enables us to continuously improve information security within our organisation, while strengthening our resilience against cyberattacks and data breach risks.

€230,000

already invested in previous years

€128,571

for the years 2024, 2025 and 2026

## Action plan for the future

### ACTION 1: increase the participation rate for Responsible Gaming training

Each new employee completes comprehensive responsible gaming training, which is then renewed every year. Our objective is to achieve an annual participation rate of at least 80%, in order to guarantee a high level of awareness across all our teams.

#### SUMMARY OF PROGRESS IN 2025

The team is currently working on a complete redesign of the training programme, structuring it into three levels according to the degree of employee interaction with players. This development aims to provide content that is better adapted to different profiles and responsibilities.

This year, the participation rate in the standard training reached 68.59%, compared with 67.04% in 2024. To continue this progress, more regular reminders will be introduced in 2026 for employees who have not yet completed their training.

A new booklet should also be rolled out by the end of 2026. It will be given to all new employees to raise awareness of the importance of our responsible gaming strategy and introduce them to it from the start.

### ACTION 2: strengthen moderation tools

Our moderation tools are continuously evolving in order to better meet player needs and offer them ever greater control over their gaming behaviour.

#### SUMMARY OF PROGRESS IN 2025

In 2025, we introduced a game time notification as well as a detailed report on player activity. As part of continuous improvement, the Responsible Gaming unit plans to go even further in 2026 with the deployment of two major new features: stake limits and exclusion by game type.

### ACTION 3: continuously develop our Responsible Gaming strategy

Protecting our players from gaming-related risks is an essential responsibility. That is why we actively continue to develop new tools, strengthen our policies and implement awareness actions in order to prevent and limit these risks on an ongoing basis.

#### SUMMARY OF PROGRESS IN 2025

ROBIN strengthens and structures our responsible gaming strategy. It is currently deployed on Circus.be, Circus.nl and our online site in Portugal, and will be gradually extended to all new GAMING1 operations in Belgium and even beyond.

To support this momentum, a Responsible Gambling Committee was created in 2025 to align the Group's overall responsible gaming strategy and support each operation towards the "next level" in terms of responsible gaming tools and processes.

# Our performance

## CUSTOMER SERVICE THAT LISTENS TO PLAYERS

Our commitment to players is reflected in accessible and responsive assistance. Our customer service is available 7 days a week, from 8 a.m. to midnight, by e-mail and chat, with an average response time of 15 minutes. After each interaction, a satisfaction survey is sent to assess the quality of our services.

	2022	2023	2024	2025
Email support satisfaction rate*	76.33%	79.10%	77.7%	69.5%
Chat support satisfaction rate*	79.81%	80.10%	83.91%	81.10%

\*Average data collected for the Circus.be operation



**81.10%**  
satisfaction rate by chat

**15 min**  
average response time

**16/25**  
of the most visited sites operate without licences

**1,300**  
reports to the Commission in 2025 alone

## OUR FIGHT AGAINST ILLEGAL WEBSITES

A study conducted in collaboration with Yield Sec in June 2024 revealed that 16 of the 25 most visited gambling sites in Belgium operate without a licence, capturing more than 60% of traffic by themselves. This finding highlights the urgent need to step up the fight against these illegal platforms, which evade all regulation and offer no guarantee of protection for players.

As a legal operator committed to the integrity of the sector and consumer protection, we regularly report advertisements linked to these illegal platforms to the Gaming Commission. This approach reflects our desire to actively contribute to concrete actions aimed at limiting their growing influence.

Thus, in 2023 and 2024, we submitted a total of 1,055 reports to the Commission. In 2025, this figure already exceeds 1,300 reports, demonstrating our ongoing commitment to acting responsibly and in close cooperation with the supervisory authority.

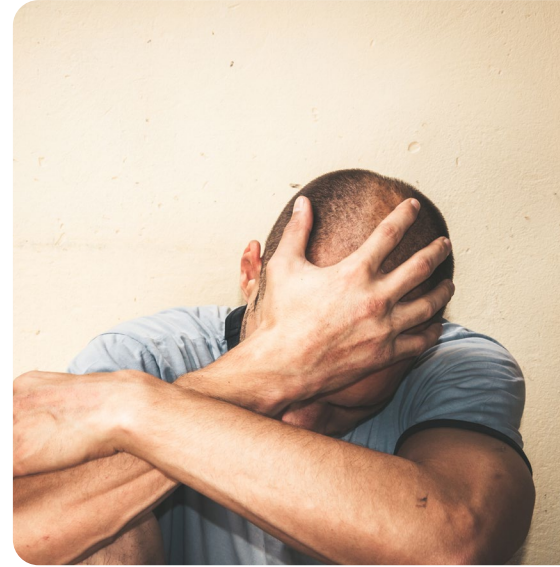
## OUR INTERVENTION WITH AT-RISK PLAYERS

Depending on the identified risk level, our teams adapt support to offer more or less personalised follow-up. The objective is to keep players within socially responsible gaming practices, corresponding to categories 0 to 3, while taking into account their preferences, lifestyle and individual capacities.

Our approach is based on active prevention, aimed at anticipating risky situations. We therefore seek to prevent players from developing problematic behaviours that could have repercussions for themselves and those around them.

	2022	2023	2024	2025*
Personalised messages and calls	1,913	5,080	4,894	3,020
Automated messages sent	122,000	202,002	349,383	314,931

\*The 2025 figures include Circus.be, our platforms in partnership with Belgian operators, Circus.nl, 777.be and 777.nl.



This positive evolution compared with the previous year, which already showed good results, is explained by the implementation of rigorous measures, the deployment of new moderation tools and a range of initiatives aimed at better supervising and supporting players.

In parallel, we continue to strengthen our responsible gaming strategy through concrete actions aimed at reducing the proportion of players identified as at risk.

**For our main operation, Circus.be, the percentage of players by risk category evolved as follows:**

Risk level	2022	2024	2025	Change
0	62.28%	95.25%	95.82%	+0.57%
1	18.37%	2.86%	2.6%	-0.26%
2	7.73%	0.73%	0.57%	-0.16%
3	7.70%	0.71%	0.59%	-0.12%
4	2.89%	0.38%	0.35%	-0.03%
5	1.03%	0.07%	0.07%	+0%

“

*This positive evolution is explained by the implementation of rigorous measures, the deployment of new moderation tools and a range of initiatives aimed at better supervising and supporting players.”*



# OUR STAFF MEMBERS

As a company active in games of chance, both in our land-based establishments and on our online platforms, we rely on varied talents and innovative ideas to ensure our development. Our teams bring together a wide range of profiles, from employees in casinos and gaming halls to commercial, administrative and technical functions, including developers. Together, they are the driving force behind our activity and contribute to its dynamism every day.

The well-being of our employees is at the heart of our priorities. We are committed to offering them a stimulating and fulfilling work environment, conducive to developing their skills, achieving their ambitions and recognising their contribution throughout their journey at GAMING1.

# Evaluation of impacts, risks and opportunities linked to our workforce

## IMPACT 1: EFFECTS ON THE QUALITY OF LIFE OF OUR STAFF MEMBERS

**− RISKS**

- Operational dysfunctions affecting efficiency and business continuity
- High turnover leading to loss of skills and increased recruitment costs
- Deteriorated social climate that may lead to internal tensions or strikes
- Legal risks related to potential disputes or litigation

**+ OPPORTUNITIES**

- Strengthen employee satisfaction and engagement
- Attract and retain the best talent
- Improve reputation and employer brand image, a key asset in a competitive market
- Optimise productivity and overall performance through motivated and well-supported teams

## IMPACT 2: DELIVERING AN INCLUSIVE AND EQUITABLE CULTURE

**+ OPPORTUNITIES**

- Deploy a structured DEI policy to promote equal opportunities and diversity within teams
- Strengthen the company's reputation as a responsible and committed employer
- Support the brand's international development by meeting societal expectations and global standards
- Stimulate performance and innovation by encouraging varied perspectives and enriched collaboration

## IMPACT 3: RESPECT FOR FUNDAMENTAL RIGHTS

**− RISKS**

- Exposure to legal proceedings in the event of non-compliance with regulations
- Damage to reputation and loss of stakeholder trust

**+ OPPORTUNITIES**

- Strengthen monitoring and controls among our suppliers to ensure respect for human rights and ethical standards

## Our commitment

At GAMING1, we rely on five fundamental values: team spirit, boldness, performance, fun and integrity. These principles structure our corporate culture and guide our actions at every level of the organisation.

Integrity is central to our commitment to employees. We strive to offer a healthy, respectful and fulfilling work environment, paying particular attention to their mental and social well-being.

These commitments are formalised in our Code of Conduct, which defines the principles and responsibilities applicable within GAMING1.



### NON-DISCRIMINATION

GAMING1 rejects all forms of discrimination, whether direct or indirect. We ensure that there are no discriminatory practices at any stage of the professional journey, whether in recruitment, career management or any other decision-making process.

This commitment also extends to our relationships with all our stakeholders, in order to ensure ethical and respectful conduct in all our professional interactions.

### A RESPECTFUL AND HARASSMENT-FREE WORK ENVIRONMENT

We have a responsibility to guarantee a respectful work environment, free from all forms of harassment, intimidation or humiliation. Any inappropriate behaviour is strictly prohibited.

Our employees have dedicated channels, including the Human Resources department and their management line, to report any concerning situation. Each report is handled appropriately, with measures adapted to the situations encountered.

### DIVERSITY AND INCLUSION

We value diversity, both within our teams and in our business relationships. At GAMING1, no criterion such as age, gender, ethnic origin, disability, sexual orientation, gender identity, beliefs, or political or union affiliation influences our decisions. We also respect religious pluralism and everyone's freedom to adhere to their convictions.

Our recruitment is based exclusively on candidates' qualifications, skills and attitude. We strive to provide everyone with fair professional development opportunities, thereby contributing to an inclusive, balanced and respectful work environment.

“

*“At GAMING1, no criterion such as age, gender, ethnic origin, disability, sexual orientation, gender identity, beliefs, or political or union affiliation influences our decisions.”*

## FREEDOM OF ASSOCIATION AND SOCIAL DIALOG

We strive to create a working environment that encourages listening and dialogue. Our employees can freely express their opinions and engage with management through dedicated tools and processes.

We fully respect everyone's right to join or not join a trade union and to associate freely. In accordance with applicable legislation, we also recognise the right to collective bargaining and are committed to promoting an open working climate based on mutual respect and trust.

## HEALTH AND SAFETY AT WORK

Ensuring a safe and healthy working environment is a priority. We strictly comply with European health and safety standards and implement the necessary measures to prevent occupational risks.

We are also committed to ensuring fair working conditions, particularly in terms of remuneration and working time. All our practices comply with national legal requirements, and we work to prevent any form of abuse related to working hours.

Furthermore, all Group employees are covered by collective agreements adapted to their country of activity, guaranteeing enhanced social rights as well as a structured social dialogue framework.

## RESPECT FOR FUNDAMENTAL RIGHTS

GAMING1 adheres to the principles of the Universal Declaration of Human Rights, the conventions of the International Labour Organization (ILO) and the guidelines of the United Nations and the OECD.

We apply a zero-tolerance policy towards human trafficking, child labour and forced labour. A "child" is defined as any person under the age of 15. These requirements also apply to all our suppliers, who are required to comply with these standards without exception.

We encourage our employees to report any violation of these principles and undertake to take appropriate measures in the event of non-compliance, which may include terminating relationships with the parties concerned.

“

*“We apply a zero-tolerance policy towards human trafficking, child labour and forced labour.”*



## Our actions

### SOCIAL DIALOG

We pay particular attention to listening to our employees by encouraging regular exchanges, both direct and indirect, through different mechanisms that guide our decisions.

Our main feedback channel is the Officevibe platform, which sends surveys to all employees every two weeks. These surveys provide a continuous view of team engagement levels and make it possible to collect feedback throughout the year.

Through open and closed questions, employees can express themselves freely and anonymously, while receiving responses from their managers, thereby facilitating a better understanding of their expectations and needs.

The image shows a mobile app interface for a survey. At the top, it says 'workleap Officevibe'. Below that is the question: 'Avez-vous la possibilité d'essayer de nouvelles idées qui vous aideraient dans votre travail?'. There are four response options, each with an icon of an open box and a text label: 'Pas du tout', 'Pas vraiment', 'À l'occasion', and 'Oui, absolument'. At the bottom of the screen, the 'workleap Officevibe' logo is displayed.



### GAMING1 IS CERTIFIED TOP EMPLOYER

For four years, we have been proud to be among the Top Employers, an internationally recognised certification awarded by the Top Employers Institute.

Granted following an in-depth assessment of our human resources practices, this distinction recognises our commitment to offering a stimulating and fulfilling work environment. It reflects our continuous improvement approach and strengthens our attractiveness to talent.

In addition, we have introduced "ComExpresso", an informal exchange moment organised every other Friday morning, during which each employee can meet one-to-one with the director of their choice. This space encourages ideas, suggestions and points of attention to be expressed in an open and accessible setting.

We also work closely with employee representatives. At the head office, these representatives, elected by their peers, sit on the Works Council and the Committee for Prevention and Protection at Work.

These bodies meet at least once a month to discuss economic and social matters, working conditions, occupational risks and well-being. In our other, smaller offices, dialogue takes place directly with the teams.

Finally, each month we organise a company breakfast at the head office, also accessible remotely via Teams. This convivial moment allows employees to talk over coffee and a pain au chocolat while listening to our directors share activity highlights, strategic developments, key figures and current projects.



## AN ONBOARDING DESIGNED FOR SUCCESSFUL INTEGRATION

Throughout the year, we welcome new employees and ensure they have the best conditions to get started. To this end, we have implemented an onboarding process structured around three objectives:

- Facilitate integration into our corporate culture
- Make newcomers operational quickly
- Ensure progressive skills development through appropriate training

From their arrival, new employees benefit from a complete integration pathway. Welcomed by their manager, they are supported by the HR team for a global introduction to the company.

This pathway includes, in particular, a presentation of our culture and values, the appointment of a dedicated sponsor to facilitate their integration, IT training to get started with tools, a tour of the premises and a presentation of their team.

Several times a year, a Welcome Day is also organised. During this day, the founders of GAMING1 and certain members of the Management Committee share their vision, our mission and values, as well as how our various departments operate.

This immersion is complemented by a visit to a gaming hall and a casino, making it possible to better understand our activities and products.



Integration continues beyond the first few days through key moments of exchange. After one month, an early-feedback interview is organised between the employee, their manager and the recruiter in order to collect their first impressions and adjust their pathway if necessary.

Between four and five months after arrival, an integration interview closes this process. It provides an opportunity to take stock, recognise successes and define the next objectives, with a view to the employee's full autonomy.

In addition to external recruitment, we actively encourage internal mobility within the company. This allows our employees to move into new roles, take on new challenges and develop their skills throughout their journey at GAMING1.

Internal mobility is an important lever for professional development, while strengthening the engagement and retention of our talent. In 2025, 23 employees benefited from this opportunity.

## SKILLS DEVELOPMENT

GAMING1 is the leader in the gaming industry in Belgium and aims to become a European benchmark player. To support this ambition, we invest in our talents and support them in their personal and professional development.

From their arrival, each new employee benefits from a personalised training programme, developed with their manager, to enable them to master their role quickly and collaborate effectively with the different teams.

Subsequently, an annual training plan is offered to all employees, bringing together the sessions organised within GAMING1. Some training courses, essential to our culture and expertise, are intended for everyone, while others are adapted to the specific features of roles.

In addition, an individual budget of €500 per year is allocated for external training, enabling each employee to develop their skills according to their needs.

Finally, an annual review is organised between each employee and their manager. This exchange makes it possible to review objectives achieved, align ambitions, assess adherence to the company's values, define new objectives and identify development and training needs.

€500

training budget  
per person

## DIVERSITY, EQUITY AND INCLUSION

At GAMING1, diversity, equity and inclusion occupy a central place in our identity. We place skills and potential at the heart of our recruitment approach, without distinction based on origin, culture or gender. This openness enables us to build teams rich in varied profiles, both in terms of nationalities and career paths.

This is demonstrated in particular by our female representation rate, which reaches 33.43%, well above the average for the IT sector, estimated at 20%.

We also work with Passwerk, a company specialised in valuing the skills of people on the autism spectrum. Since February 2023, two consultants have joined our quality control team as testers, bringing their expertise and contributing to enriching our collective.

More broadly, our work environment reflects our culture: an open, inclusive setting conducive to everyone's fulfilment, where talents can fully express themselves and contribute to our collective success.

33.43%

female  
representation  
rate

2

consultants from  
Passwerk

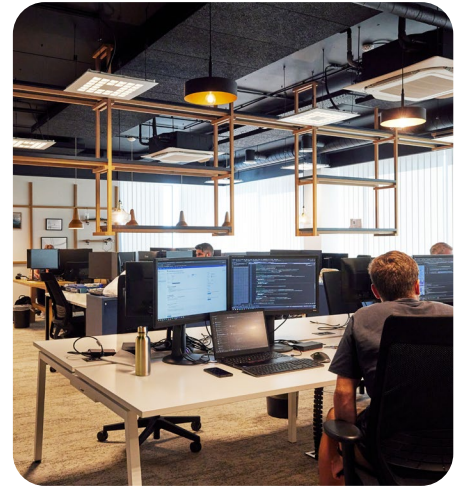
## A PLEASANT AND ERGONOMIC WORKING ENVIRONMENT

At GAMING1, we are convinced that the work environment is a key lever for creativity and performance. With this in mind, we designed our hubs as spaces that encourage collaboration and flexibility.

Each employee can therefore freely choose their working environment according to their needs: project zones, collaborative spaces, private offices, video call rooms, modular meeting rooms or dedicated brainstorming areas.

Beyond these functional spaces, we have integrated places designed for well-being and relaxation, such as a zen room, coffee bars, a gaming area, a terrace and showers.

This environment fully reflects our managerial culture, based on trust, autonomy and empowerment.



To support our teams on a daily basis, we also offer various services, including sports classes, a concierge service, parcel delivery, as well as fruit and drinks made available.

Accessibility is a priority, and our hubs have been designed to offer an inclusive environment adapted to people with disabilities.

Finally, we pay particular attention to workstation ergonomics. A risk analysis related to screen use was carried out, complemented by training sessions and practical demonstrations aimed at improving employees' comfort and posture.

In 2025, ergonomic balls were made available to prevent musculoskeletal disorders and limit sedentary behaviour. In the same spirit, a G1 sports room was inaugurated on the ground floor of our Liege hub, accessible to all employees 7 days a week.

## SAFETY AND WELL-BEING OF OUR STAFF MEMBERS

Our Safety and Well-being Committee strengthened its commitment to employee prevention and protection by organising first aid, fire safety and electrical safety training. These sessions trained employees who are able to intervene quickly in an emergency.

To make them easier to identify, first aiders now wear a green badge, while emergency managers wear a red badge. A regular refresher programme is also planned to keep their skills up to date.

In addition, we have appointed two trusted persons, available at any time to support our employees in the event of personal or professional difficulties.

Their role is to provide attentive listening, confidential support and, where necessary, to direct employees towards appropriate resources.

Still with a view to well-being at work, we also make external coaches available to support our employees on specific issues, such as lack of self-confidence, communication difficulties or stress management. This assistance can be requested directly by the employee or recommended by their manager when it appears beneficial.

Finally, most of our employees benefit from company health coverage including health and workplace accident insurance, as well as family and parental leave. To promote an optimal work-life balance, we also offer the possibility of teleworking up to 50% of the time and provide flexible hours adapted to each person's needs.

## QUALITY OF LIFE AT GAMING1

We are convinced that the fulfilment and satisfaction of our employees are key factors in our collective success. To foster a pleasant working environment and strengthen team cohesion, we have introduced numerous initiatives aimed at enriching the professional experience within GAMING1. These include:



### Health breaks

Daily provision of fresh fruit and free soup every Thursday in winter. Occasional competitions also make it possible to win relaxation moments, such as massages during working hours.



### Celebrations and recognitions

Highlighting key moments and organising team-building activities to encourage collaboration.



### Healthy and responsible drinks

A selection of free drinks, favouring low sugar content and limited environmental impact.



### Sports initiatives

Organisation of events dedicated to physical activity and provision of an internal sports room equipped with cardio machines and a strength-training area, accessible 7 days a week.



### Encouragement to practice sports

Reimbursement of registration fees for sporting challenges in order to encourage our employees to stay active.



### Summer activities

Offering fun activities in English, combining relaxation and learning, such as introductions to poker, dance or self-defence, yoga classes, board game sessions and much more.



### Social events

Regular organisation of after-work events to foster exchanges and strengthen bonds between teams.

“

*These initiatives illustrate our desire to create a balanced, dynamic and stimulating work environment where everyone can fully thrive.”*



## ALL SHAREHOLDERS

In 2024, GAMING1 launched an ambitious project entitled "All Shareholders", offering its employees and freelancers based in Belgium the opportunity to become shareholders of the Group.

This programme allows eligible employees to invest in the company by acquiring shares worth €500, €1,000 or €1,500, with potential appreciation over an 8-year period.

The objective is to enable our employees to benefit directly from the company's development by generating a return linked to the evolution of the share value. This scheme also aims to strengthen their engagement by concretely associating them with the Group's success through shareholding.

In 2025, this initiative was extended to all our employees internationally, so that all the Group's talents can benefit from this collective momentum.

### What is all shareholders?



The possibility for our staff members to invest in the group and become shareholders - allowing them to go from team members to real business partners



Be more than ever an actor in GAMING1's success by sharing a common objective



A unique opportunity to be part of the group's history



Sharing financial success

## CAFETERIA PLAN

This year, we launched a cafeteria plan for our employees in Belgium, with the ambition of offering remuneration that is more flexible, more personalised and more in line with everyone's expectations.

Thanks to this scheme, employees can, depending on the options provided, convert part of their year-end bonus into benefits that better meet their situation and priorities, whether mobility solutions, multimedia equipment, warrants, additional leave days, pension savings or supplementary hospitalisation insurance.

Through this initiative, GAMING1 confirms its desire to offer an attractive, modern and human-centred employee experience.

## Action plan for the future

### ACTION 1: increase the average number of training hours per employee

We attach particular importance to the continuous training of our employees, in order to keep them up to date with regulatory developments and sector trends, and to support their performance.

**To this end, we have set ourselves the objective of achieving, by 2027, a minimum of 3 training days per employee in Belgium, 40 hours per employee in Portugal and 20 hours in Spain.**

#### SUMMARY OF PROGRESS IN 2025

Several training courses were rethought and redeveloped to better meet current needs. An annual training plan is in place, detailing all sessions offered.

In 2025, the average number of training hours per employee stood at 16.1 hours, compared with 23.4 hours in 2024. This decrease is an identified point of attention, which we wish to remedy by strengthening monitoring of the training plan and further encouraging employee participation in the sessions offered.

In the future, we also wish to enrich our offering with more training dedicated to well-being and to diversity, equity and inclusion (DEI) in order to continue strengthening our internal culture.

### ACTION 2: develop career paths for certain key roles

Certain key functions and talents benefit from real opportunities for development. To help our employees better envisage their future within the company, we are currently developing adapted career paths.

These pathways will offer a structured and personalised framework, enabling everyone to better understand their progression prospects and fully value their potential within GAMING1.

#### SUMMARY OF PROGRESS IN 2025

This project, developed in collaboration with managers and human resources, aims to offer more transparency and support to our talents, enabling them to better plan their professional development with confidence.

The Career Ladder has therefore been deployed within the Tech department, which has more than 200 employees, and will be progressively extended to other departments.

### ACTION 3: promoting salary transparency

As part of our commitment to pay equality, we plan to align ourselves with the European directive on pay transparency.

This approach aims to strengthen transparency in our pay practices and ensure greater equity among all our employees.

#### SUMMARY OF PROGRESS IN 2025

To date, salary ranges are not yet communicated in our job offers or made accessible internally.

An initial analysis of pay gaps was nevertheless carried out in 2025 and has since been monitored quarterly, with no unexplained gap of more than 5% identified.

As part of a transparency and equity approach, the publication of salary ranges is planned during 2026.

# Performance

## GAMING1 IS TOP EMPLOYER

This year, we achieved particularly strong results, with an overall score of 82.91%, compared with 79.51% the previous year.

This progress is part of a continuous positive dynamic, with our score increasing every year for four years, confirming the solidity and consistency of our efforts.

This evolution enables us to consolidate our position among the best employers and reflects our commitment to an inclusive, innovative and ethical work environment.

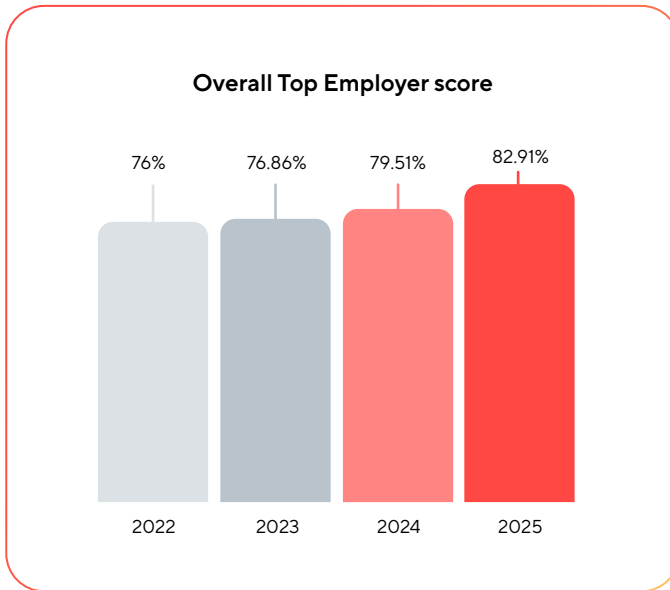
Our performance by pillar is as follows:

- 94.29% for the work environment
- 98.18% for performance
- 95.20% for talent acquisition
- 87.69% for integration of new recruits
- 88.70% for recognition and remuneration
- 94.67% for leadership

We remain fully committed to continuous improvement, with the ambition of going ever further to offer an environment in which each employee can flourish and fully contribute to our collective success.



*“This evolution enables us to consolidate our position among the best employers.”*



**82.91%**  
Overall Top Employer 2025 score

**21**  
eNPS score

**7.2/10**  
overall employee satisfaction

## SATISFACTION SURVEY

Based on our Officevibe surveys, we calculated an eNPS of 21 on a scale from -100 to +100.

This result places us in the "Very good" category, with more than 38.1% promoters within GAMING1.

The areas in which our employees express the highest satisfaction are:

- Relationship with their manager: 8.1/10
- Relationship with colleagues: 7.6/10
- Personal development: 7.5/10

Overall employee satisfaction reached 7.2/10 in 2025. These indicators are regularly monitored and analysed in depth in order to deploy concrete actions aimed at strengthening employee well-being and continuously improving these results.

	2022	2023	2024	2025
eNPS	4.2/5	Not measured	17	21
Survey participation rate	53%	Not measured	57%	51%

## KEY FIGURES CONCERNING OUR WORKFORCE

These key figures reflect overall stabilisation of our workforce.

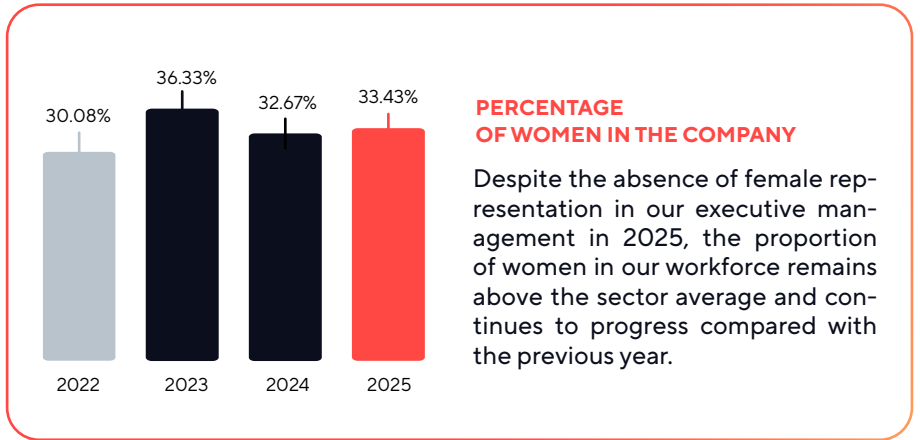
This is explained in particular by our strategic choice to refocus our activities on our main markets (Belgium, the Netherlands, France, Switzerland, Spain and Portugal) following the closure of certain operations outside Europe.

Although the total number of employees remains relatively stable, this is nevertheless accompanied by a certain level of turnover, linked both to departures and to new arrivals within the Group. This dynamic reflects our desire to maintain a high level of standards and excellence.



	2022	2023	2024	2025
Number of employees	1,550	1,390	1,361	1,379
Number of self-employed workers	Not measured	86	81	144
Number of workers provided by a third-party company	Not measured	4*	31	0
Number of FTEs	Not measured	1,347.8	1,304.1	1,326.5
Number of departures	Not measured	488	411.26 (FTE)	353.38 (FTE)
Turnover rate	10.80%*	27.38%	31.53%	26.64%
Number of nationalities	16*	17*	41	34
Percentage of women	30.08%*	36.33%	32.67%	33.43%
Percentage of women in management	14.28%	7.14%	7.14%	0%
Age distribution	Not measured	<ul style="list-style-type: none"> <li>• -30: 28%</li> <li>• 30-50: 57%</li> <li>• 50+: 15%</li> </ul>	<ul style="list-style-type: none"> <li>• -30: 29.09%</li> <li>• 30-50: 54.37%</li> <li>• 50+: 15.54%</li> </ul>	<ul style="list-style-type: none"> <li>• -30: 26.8%</li> <li>• 30-50: 56.9%</li> <li>• 50+: 16.3%</li> </ul>
Percentage of permanent contracts	Not measured	92.23%	91.77%	93.68%
Unadjusted gender pay gap	Not measured	1.62%*	8.71%	8.3%
Percentage of employees with disabilities	0.49%*	1.15%	0.95%	1.16%
Number of promotions, broken down by gender	Total: 80	<ul style="list-style-type: none"> <li>• Women: 34</li> <li>• Men: 97</li> </ul>	<ul style="list-style-type: none"> <li>• Women: 34</li> <li>• Men: 48</li> </ul>	<ul style="list-style-type: none"> <li>• Women: 27</li> <li>• Men: 49</li> </ul>
Average number of training hours per employee	35.8 hours*	32.2 hours*	23.4 hours	16.1 hours
Percentage of employees receiving regular performance and career development reviews	100%	100%	100%	100%
Percentage of employees covered by collective agreements	100%	100%	100%	100%
Percentage of employees covered by worker representatives	Not measured	Not measured	68.84%	48.95%
Percentage of employees covered by social protection	Not measured	100%	100%	100%

\*Value calculated only for our head office.



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*Our commitment to a multicultural and inclusive work environment is constant.”*

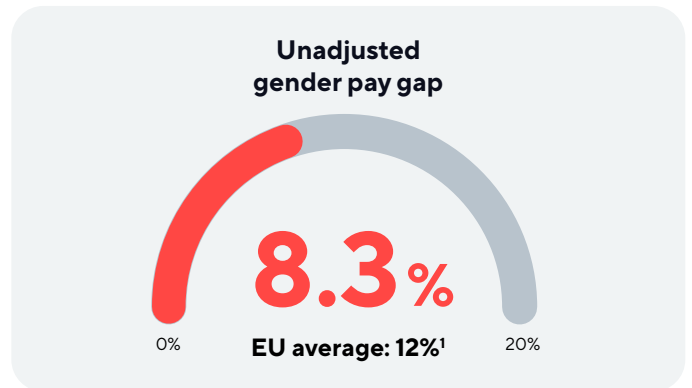
This reorganisation also enabled us to strengthen our teams in our priority markets, while continuing to value the diversity that characterises GAMING1, with employees from many nationalities. It illustrates our ongoing commitment to a multicultural and inclusive work environment.

In addition, our unadjusted gender pay gap, which measures the overall pay gap between women and men, stands at 8.3%, below the European average of 12%. This indicator, which covers all salaries without distinguishing equivalent functions, also improved slightly compared with 2024, demonstrating our efforts towards greater pay equity.

Regarding training, although a decrease in the average number of hours per employee was observed, we remain fully committed to reversing this trend in the years ahead. We will focus our efforts in particular on our subsidiaries in order to achieve our skills development objectives.

More broadly, we ensure that each of our actions is part of an approach based on transparency, inclusion and continuous improvement, serving our collective performance.

Many other KPIs are detailed at the end of this report, on page [65](#).



<sup>1</sup> European Commission. Equal Pay Day. [Online]. Brussels: European Commission, n.d. Available at: [https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/equal-pay/equal-pay-day\\_en](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/equal-pay/equal-pay-day_en) (accessed 28 April 2026).

# GOVERNANCE





# **BUSINESS CONDUCT**

GAMING1 adopts a proactive approach to ensuring business conduct that is coherent, ethical and aligned across all its markets, in accordance with one of its fundamental values: integrity. We therefore strive to strengthen the trust of all our stakeholders: employees, investors, business partners, players and regulatory authorities.

By promoting open and transparent communication, we are committed to maintaining and developing these essential relationships, while ensuring a responsible gaming framework that complies with regulatory requirements and the sector's highest standards.

# Evaluation of our impacts, risks and opportunities linked to business conduct

## IMPACT 1: ETHICAL PRACTICES FOR ALL OUR STAKEHOLDERS

### — RISKS

- Failure to detect certain incidents that could compromise the integrity of the company

### + OPPORTUNITIES

- Strengthen transparency in business conduct
- Promote and better communicate our ethics policies and training
- Build a strong brand image, a guarantee of trust and credibility

## IMPACT 2: PROTECTION OF STAKEHOLDERS IN THE EVENT OF WHISTLEBLOWING

### — RISKS

- Regulatory non-compliance that may lead to consequences
- Damage to the company's reputation
- Risk of financial penalties

### + OPPORTUNITIES

- Strengthen corporate culture by encouraging a climate of trust and integrity
- Detect problems more quickly and limit their impact
- Consolidate compliance with applicable regulations and anticipate legal developments

## IMPACT 3: NEGATIVE SOCIETAL IMPACT OF CORRUPTION AND BRIBERY

### — RISKS

- Legal proceedings with financial and legal consequences
- Deterioration of reputation and loss of credibility
- Erosion of the trust of investors and other stakeholders

### + OPPORTUNITIES

- Strengthen mechanisms for preventing and detecting fraudulent practices
- Demonstrate our commitment to responsible governance
- Consolidate our relationships with stakeholders by ensuring integrity in business practices

# Our governance

## OUR ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

### Board of Directors

As of 31 December 2025, the Board of Directors of GAMING1 Holding is composed of:

#### 7 directors:

- 3 proposed by historical shareholders
- 4 proposed by CVC Capital Partners

#### For the historical Belgian shareholders:

- **Emmanuel Mewissen**, CEO of the GAMING1 Group
- **Nicolas Léonard**, CGO of the GAMING1 Group
- **Sylvain Boniver**, COO of the GAMING1 Group

#### Pour les actionnaires de CVC Capital Partners :

- Chair of the Board of Directors, BCCONSEIL, represented by **Bernard Delvaux**
- **Britt Boeskov**, member of the Board of Directors of the GAMING1 Group
- **Steven Buyse**, member of the Board of Directors of the GAMING1 Group
- **Maxim De Vos**, member of the Board of Directors of the GAMING1 Group

### ESG Committee

- **Britt Boeskov**, member of the Board of Directors of the GAMING1 Group
- **Maxim De Vos**, member of the Board of Directors of the GAMING1 Group
- **Nicolas Léonard**, CGO of the GAMING1 Group
- **Sylvain Boniver**, COO of the GAMING1 Group
- **Thibaut Collard**, CCO of the GAMING1 Group

### Audit Committee

- **Maxim De Vos**, member of the Board of Directors of the GAMING1 Group
- **Bernard Delvaux**, Chair of the Board of Directors of the GAMING1 Group
- **Nicolas Léonard**, CGO of the GAMING1 Group
- **Emmanuel Mewissen**, CEO of the GAMING1 Group

### Executive Committee

- **Sylvain Boniver**, COO of the GAMING1 Group
- **Jean-Christophe Choffray**, CPO of the GAMING1 Group
- **Christophe Boniver**, CTO of the GAMING1 Group
- **Juan P. Covacevich**, CIO of the GAMING1 Group
- **Marc Verstraete**, CFO of the GAMING1 Group
- **Yannik Bellefroid**, CRLO of the GAMING1 Group
- **Steven Scheers**, CTPO of the GAMING1 Group

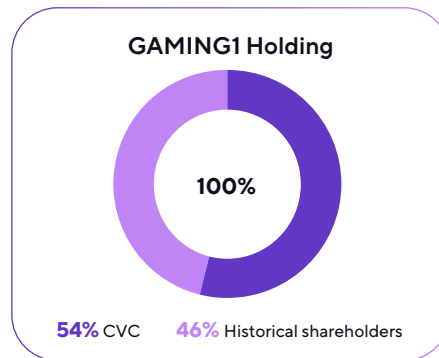


The Board of Directors is responsible for defining the company's general policy and strategy, while supervising operational management in order to ensure effective and transparent governance. It works closely with the Executive Committee, which implements this strategy on a daily basis and steers all of the company's activities.

In 2025, these two bodies met six times to examine the company's performance, validate strategic orientations and ensure their proper execution.

The Audit Committee plays a key role in internal control and risk management. It oversees the company's financial integrity, compliance with regulatory obligations and the effectiveness of control systems.

Finally, the ESG Committee, established in 2024, meets once a year to define our sustainability roadmap by analysing short- and long-term strategic risks and opportunities, in order to ensure that we continue to meet society's expectations. These discussions include, in particular, the assessment of our ESG ratings, the prioritisation of sustainability issues and the monitoring of policies implemented.



## GAMING1's commitment to ethics and integrity

GAMING1 is committed to respecting the highest standards of integrity, ethics, transparency and responsibility, in line with its corporate culture. These fundamental principles are at the heart of our values and are formalised in our Code of Conduct, which clearly defines the behaviours expected within the organisation.

We promote demanding ethical standards and expect all third parties acting with or on behalf of GAMING1 to comply with them.

Ensuring an ethical work environment that complies with regulations is a priority. We strive to establish a culture in which every employee, shareholder, partner or affiliate can express concerns with confidence and without fear of reprisals.



Any suspicion of violation, whether non-compliance with laws, regulations or our internal policies, must be able to be reported safely. These reports are essential to preserving the integrity of our company and strengthening stakeholder trust.

To this end, we are establishing a secure, confidential and impartial framework, notably through our whistleblowing policy and procedure, which guarantees the protection of whistleblowers and rigorous handling of reports.

The fight against corruption and bribery is also a pillar of our ethical approach. Offering or accepting any benefit intended to influence a decision is strictly prohibited, in accordance with our work regulations.

Any violation may result in disciplinary measures. Everyone's vigilance is essential to prevent and detect these practices, and we actively encourage our employees to report any suspicious behaviour. Each alert is analysed in depth, with rigour and impartiality.

Through these commitments, GAMING1 ensures that it maintains an honest, transparent and responsible professional environment in which everyone can operate with confidence. All applicable provisions are detailed in our Anti-Bribery & Corruption policy.



## Our actions

### ETHICAL TRAINING

To sustainably anchor our values and guarantee an in-depth understanding of our policies and procedures in ethics and business conduct, we offer dedicated training to all our employees each year.

These courses cover, in particular, the key principles of our Code of Conduct, the whistleblowing procedure, the fight against corruption and bribery, and the prevention of money laundering, a particularly critical issue in our sector. These training courses are mandatory upon the arrival of each new employee and are renewed annually. They are delivered in e-learning format, complemented by a knowledge validation test.

To ensure follow-up, regular reminders are sent and a minimum score of 80% is generally required, thereby guaranteeing a good command of the topics and strong commitment to our ethical standards.

### DUE DILIGENCE

Since 2024, we have implemented a Code of Conduct dedicated to our suppliers, specifically designed to frame our relationships with our partners and ensure alignment around our ethical values. This document is now systematically sent to all our new suppliers in order to ensure adherence from the beginning of the collaboration.

In parallel, we have recently begun a process to gradually distribute it to our existing suppliers in order to formalise their commitment.

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*GAMING1 is committed to respecting the highest standards of integrity, ethics, transparency and responsibility.”*



In addition, we continue our due diligence approach by sending a due diligence questionnaire to suppliers exceeding a certain spending threshold.

This allows us to assess their level of compliance in the fight against corruption, anti-money laundering, reporting mechanisms, governance practices and the transparency of their management structure.

## Action plan for the future

### ACTION 1: increase the participation rate in our ethics training courses

We have set ourselves the objective of achieving a participation rate of at least 80% in all our compliance training courses, in order to raise awareness among as many employees as possible and ensure a clear and shared understanding of our ethical principles.

#### SUMMARY OF PROGRESS IN 2025

Several training courses were updated and optimised to better reflect regulatory developments and make them more engaging.

From 2026, more persistent reminders will also be sent to employees who have not completed their mandatory training by the end of the year, in order to ensure a better participation rate.

### ACTION 2: getting our suppliers to join our Supplier Code of Conduct

By 2027, we aim for 50% of our purchase spend, including suppliers and freelancers, to adhere to our Supplier Code of Conduct, in order to ensure alignment around shared essential values.

#### SUMMARY OF PROGRESS IN 2025

By 2027, we aim for our Code of Conduct to be signed by suppliers representing 50% of our purchase spend (annual expenditure above €10,000). To date, this rate has reached 16.12%, and we are continuing our efforts to increase it.

In parallel, we are strengthening our sustainable purchasing skills: one of our main buyers, representing 25% of the team, completed 16 hours of training dedicated to sustainable purchasing in order to optimise our sustainable procurement practices.

## Performance

	2022	2023	2024	2025
Number of confirmed corruption incidents	0	0	0	0
Number of reports via the whistleblowing system	0	0	0	0
Participation rate in the "Code of Conduct, ABC & Whistleblowing" training	50.25%	48.17%	67.85%	70.83%
Participation rate in the "Anti-money laundering and the fight against the terrorism financing" training	75.39%	New version in preparation	70.97%	71.76%
Percentage of targeted suppliers having signed the Supplier Code of Conduct	0%	0%	0.06%	16.12%
Percentage of buyers having received sustainable purchasing training	0%	0%	20%	25%

We are pleased to note that our values are widely respected, with no violation of the ethical principles mentioned above having been identified in recent years, including during this reporting period.

In addition, participation in our training continues to progress positively, bringing us gradually closer to our objectives in skills development and employee awareness.

However, we remain fully mobilised to maintain this dynamic and guarantee lasting engagement by all our employees.

# APPENDICES



# ECOVADIS

The EcoVadis rating enables companies to assess their performance in corporate social responsibility (CSR) across several key pillars, including environmental, social and ethical dimensions.

This internationally recognised assessment system is based on rigorous standards such as the Global Reporting Initiative (GRI), the United Nations Global Compact, ISO 26000, the conventions of the International Labour Organization (ILO), the CERES principles and the United Nations Guiding Principles on Business and Human Rights.

In January 2026, we were honoured to receive the silver medal for the fourth consecutive year, illustrating the consistency of our commitment to sustainable development. This distinction places us among the top 7% of companies rated by EcoVadis worldwide.

The assessment is based on an in-depth analysis of companies' practices, drawing both on information communicated by the companies themselves and on external sources, such as applicable regulations and international standards.

This recognition confirms our desire to progress continuously and adopt best practices in order to strengthen our positive impact.

**77%**  
EcoVadis score

**7%**  
among the best-rated companies worldwide



The EcoVadis rating is based on a rigorous assessment through an online questionnaire covering 21 sustainability criteria, divided into four main areas: environment, labour and human rights, ethics and sustainable procurement.

These criteria are regularly revised to reflect developments in corporate social responsibility issues and to ensure an assessment that remains relevant and aligned with current standards.

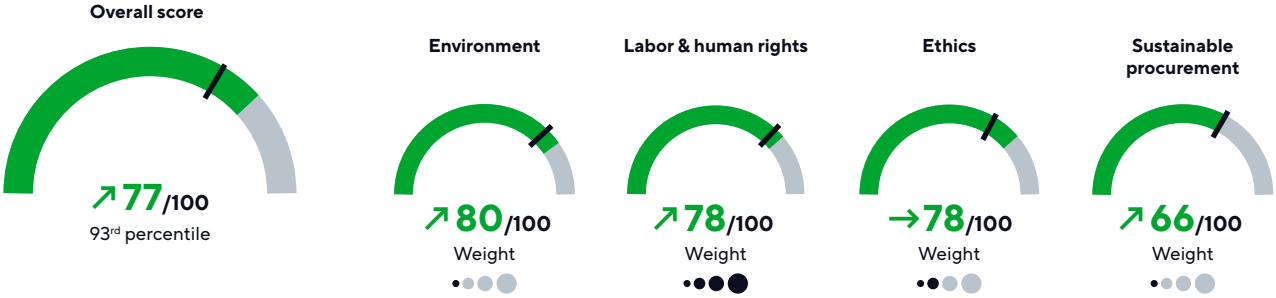
With an overall score of 77%, we obtained a valued distinction reflecting the continuous improvement of our performance. This year, we notably strengthened our results in the environmental, social - labour rights - and sustainable procurement areas, while our ethics score remained stable.

	2022	2023	2024	2025
EcoVadis score	58%	69%	71%	77%

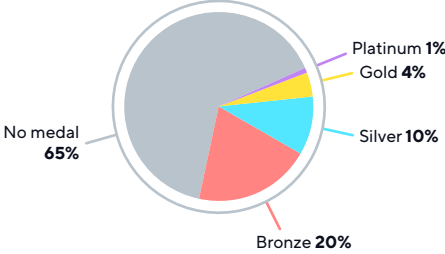
The EcoVadis label is a key tool in our sustainability approach, providing us with an objective assessment of our performance and enabling us to identify areas for improvement. We rely on these results to refine our strategies and strengthen our commitments, with particular attention to the development of sustainable procurement practices.



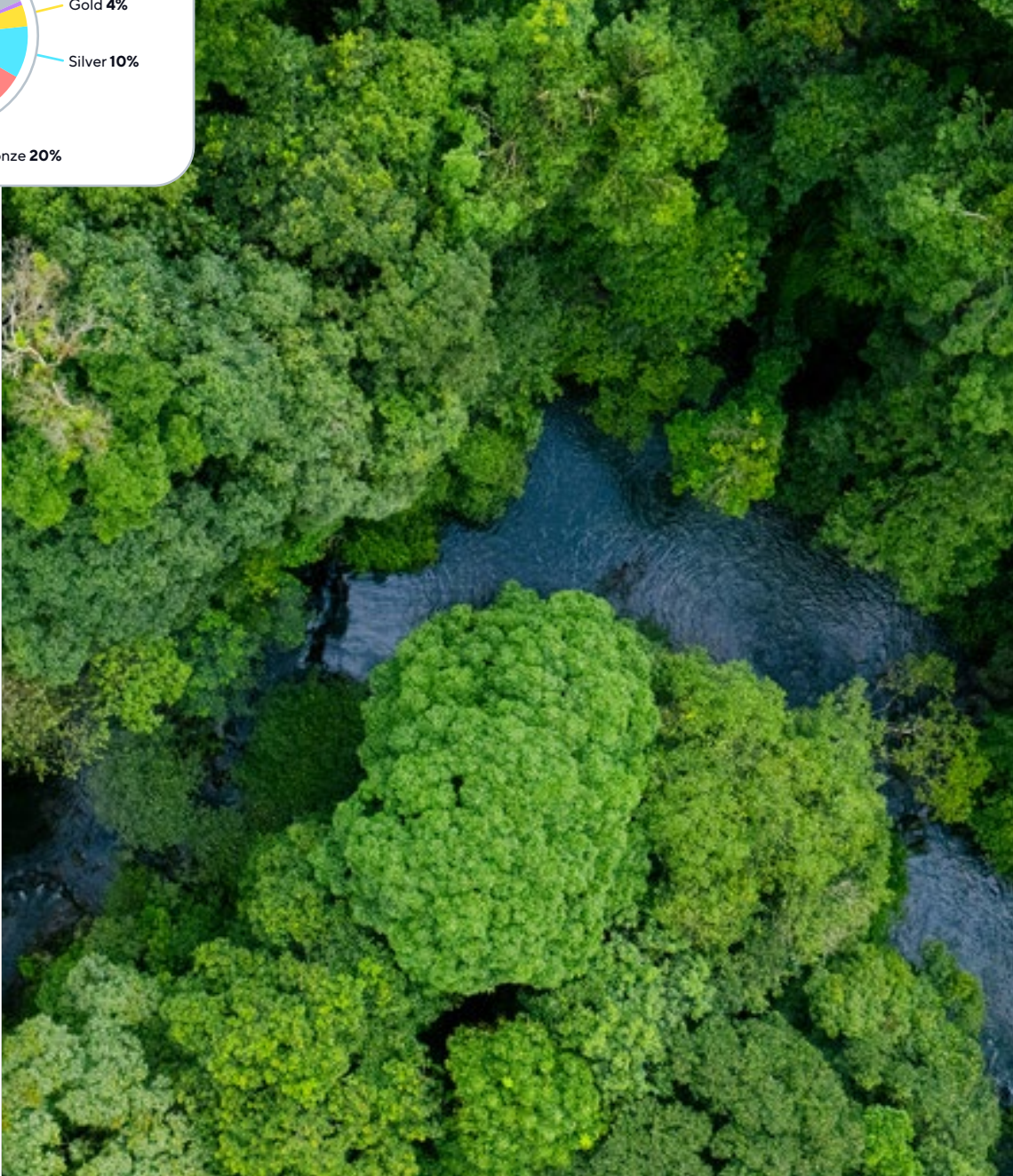
Sustainability performance



Medal distribution



DISCOVER THE 21 CRITERIA HERE



# UNITED NATIONS GLOBAL COMPACT

The United Nations Global Compact, launched in 2000, is an international initiative aimed at encouraging companies to adopt responsible and sustainable practices. It is based on ten universal principles covering human rights, labour standards, environmental protection and anti-corruption.

By joining, companies undertake to integrate these principles at the heart of their strategies and activities, while actively contributing to the Sustainable Development Goals (SDGs).

GAMING1 joined this initiative at the end of 2023, marking its desire to promote ethical and sustainable practices. Through this commitment, we are pursuing a continuous improvement approach and strengthening our actions in respect for fundamental rights, environmental protection and transparency.

In 2024, we published our first Communication on Progress (CoP), an exercise that we now repeat every year in order to ensure transparent monitoring of our commitments and share progress made in sustainability and responsible governance.

This commitment is part of our broader ambition to generate a positive impact, in line with the United Nations Sustainable Development Goals.

We therefore ensure that our initiatives are aligned with these goals in order to contribute concretely to a more sustainable and responsible model.

**WE SUPPORT**



“

*“Through this commitment, we are pursuing a continuous improvement approach and strengthening our actions in respect for fundamental rights, environmental protection and transparency.”*

# KEY PERFORMANCE INDICATORS

	2022	2023	2024	2025
<b>PLAYERS</b>				
<b>RESPONSIBLE GAMING</b>				
Number of personalized messages sent to players	1,913	5,080	4,894	3,020
Number of automatic messages sent to players	122,000	202,002	349,383	314,931
Donations to research to date	-	€230,000	€358,571	same as 2024
Reports of illegal websites to the Belgian Commission	Not measured	1,035	20	1,300
Employee participation rate in Responsible Gaming training	New training under development	New training under development	67.04%	68.59%
<b>PLAYER SATISFACTION</b>				
Player NPS	5.2	7.8	22.6	15.5
Email ticket satisfaction rate	75.81%	78.62%	77.7%	69.5%
Chat support satisfaction rate	79.81%	80.10%	83.91%	81.10%
<b>STAFF</b>				
Number of employees at Group level	1,550	1,390	1,361	1,379
Number of employees at our head office	398	405	374	362
Number of self-employed workers	Not measured	86	81	144
Total number of staff provided by third-party companies	Not measured	4	31	0
Total number of full-time equivalents (FTE)	Not measured	1,347.8	1,304.1	1,326.5
Total number of women employed full-time	Not measured	318.91	426.1	441.45
Number of nationalities represented within the company	16*	17*	41	34
The total number of employees, as well as breakdowns by gender and country for countries where the company employs 50 or more employees, representing at least 10% of the total number of employees	NA	NA	NA	NA
Percentage of women in the company	30.08%*	36.33%	32.67%	33.43%
Age distribution of employees	Not measured	<ul style="list-style-type: none"> <li>• -30: 28%</li> <li>• 30-50: 57%</li> <li>• 50+: 15%</li> </ul>	<ul style="list-style-type: none"> <li>• -30: 29.09%</li> <li>• 30-50: 54.37%</li> <li>• 50+: 15.54%</li> </ul>	<ul style="list-style-type: none"> <li>• -30: 26.8%</li> <li>• 30-50: 56.9%</li> <li>• 50+: 16.3%</li> </ul>
Number of senior managers at C level	14	14	14	7
Number of women in C-level positions	2	1	1	0
Diversity of nationalities at level C	5	4	4	2
Percentage of permanent contracts	Not measured	92.23%	91.77%	93.68%
Percentage of fixed-term contracts	Not measured	7.77%	8.23%	6.32%
Percentage of permanent contracts held by women	Not measured	39.5%	32.95%	32.99%
Percentage of fixed-term contracts held by women	Not measured	26.8%	41.96%	42.52%
New hires at Group level	Not measured	438	274.19 (FTE)	346.01 (FTE)
New hires at our head office	140	104	32.75 (FTE)	40.86 (FTE)
Number of departures at Group level	Not measured	488	411.26 (FTE)	353.38 (FTE)
Number of departures at our head office	Not measured	83	55.35 (FTE)	55.55 (FTE)

Annual turnover rate (FTE)	10.80% *	27.38%	31.53%	26.64%
Voluntary annual turnover rate (FTE)	8% *	15.54%	15.73%	7.54%
Organic net hires (FTE)	Not measured	Not measured	-43.7	-7.37
Number of internal mobilities, broken down by gender	Total: 80	• Women: 6 • Men: 13	• Women: 7 • Men: 8	• Women: 7 • Men: 16
Number of promotions, broken down by gender	Not measured	• Women: 34 • Men: 97	• Women: 34 • Men: 48	• Women: 27 • Men: 49
Percentage of women in management/team leadership positions	24.07%*	38.46%	27%	29.21%
Percentage of women in executive leadership positions	14.28%	7.14%	7.14%	0%
Unadjusted gender pay gap	Not measured	1.62% *	8.71%	8.3%
Percentage of employees with disabilities	0.49% *	1.15%	0.95%	1.16%
Total number of non-guaranteed hours for employees	0	0	0	0
Actual working hours worked by employees	Not measured	643,363 hours*	1 898,877.9 hours	1 907,944.06 hours
Ratio of the total annual compensation of the highest-paid person to the median of the total annual compensation of all employees	Not measured	397.9% *	381.76%	299.3%
Percentage of employees receiving regular performance and career development reviews	• Women: 100% • Men: 100%	• Women: 100% • Men: 100%	• Women: 100% • Men: 100%	• Women: 100% • Men: 100%
Average salary increase for women after annual performance review	Not measured	Not measured	2.2%	4.32%
Average salary increase for men after annual performance review	Not measured	Not measured	2.4%	3.17%
Positions not requiring a higher education degree	2.58% *	21%	24%	19%
Number of people included in a Management Incentive Plan (MIP)	Not measured	26	99	102
Number of people included in a Long-Term Incentive Plan (MIP)	0	0	25	26
Possibility of remote working	Up to 50%	Up to 50%	Up to 50%	Up to 50%
Overall Top Employer score	76%	76.86%	79.51%	82.91%
Employee Net Promoter Score	4.2/5	Not measured	17	21
Survey participation rate	53%	NA	57%	51%
Average number of training hours per employee	35.8 hours*	32.2 hours*	23.4 hours	16.1 hours
Training budget per employee for non-catalog training	€500*	€500*	€500	€500
Number of additional employees trained in fire safety	0	10	40	141
Number of additional employees trained in first aid	0	45	45	80
Number of additional employees trained in electrical safety (BA4)	0	14	38	14
Number of work accidents	0	10	43	24
Number of occupational illnesses	0	0	1	2
Number of days lost due to illness/work accidents	0	98	1,365	6,579.5
Number of work-related deaths	0	0	0	0
Percentage of workforce covered by an occupational health and safety management system	Not measured	91.79%	100%	100%
Percentage of employees with hospital insurance	Not measured	93.38%	83.39%	83.46%
Percentage of employees with company-provided life insurance	Not measured	32.80%	33.35%	26.97%

Percentage of employees with disability insurance	Not measured	38.12%	37.47%	31.25%
Percentage of employees with Group insurance (pension fund)	Not measured	32.80%	33.35%	30.02%
Percentage of employees eligible for parental leave	100%	100%	100%	100%
Percentage of employees taking parental leave, separated by gender	Not measured	• Women: 8.47% • Men: 1.97%	• Women: 8.87% • Men: 3.22%	• Women: 1.74% • Men: 1.66%
Percentage of employees receiving non-statutory parental leave	0%	0%	0%	0%
Percentage of employees entitled to family leave	100%	100%	100%	100%
Percentage of employees taking family leave, separated by gender	Not measured	• Women: 2.39% • Men: 5.46%	• Women: 11.03% • Men: 7%	• Women: 1.59% • Men: 1.81%
Percentage of employees receiving non-statutory sick leave	0%	0%	0%	0%
Percentage of employees covered by a collective agreement	100%	100%	100%	100%
Percentage of employees represented by staff representatives	0%*	0% *	68.84%	48.95%
Number of meetings with employee representation bodies - Works Council and CPPT	Not measured	Not measured	12	24
Number of reported harassment incidents	0	0	2	1
Number of reported discrimination incidents	0	0	0	0
Number of reported incidents of forced labor, human trafficking, or child labor	0	0	0	0
Number of staff complaints based on fundamental rights	0	0	0	0
Fines paid following complaints based on fundamental rights	€0	€0	€0	€0
<b>COMMUNITIES</b>				
Total value of donations	Not measured	+/- €150,000	+/- €90,000	+/- €70,000
Laptops donated	50	193	0	23
Number of days volunteered per employee during working hours	0	0	0.058h/p	0

	2022	2023	2024	2025
<b>ENVIRONMENT</b>				
Group energy consumption	Not measured	6,911,894.87 kWh (online + Belgian gaming establishments)	15,799,517 kWh (online + Belgian gaming establishments)	16,671,000 kWh (online + Belgian gaming establishments)
Carbon footprint	4,023 tCO <sub>2</sub> e *	5,393.42 tCO <sub>2</sub> e	12,250.78 tCO <sub>2</sub> e	15,483.55 tCO <sub>2</sub> e
Scope 1 emissions	942 tCO <sub>2</sub> e *	1,383.09 tCO <sub>2</sub> e	4,071.45 tCO <sub>2</sub> e	4,148.01 tCO <sub>2</sub> e
Scope 2 emissions	71 tCO <sub>2</sub> e *	1,188.47 tCO <sub>2</sub> e	1,988.8 tCO <sub>2</sub> e	2,320.3 tCO <sub>2</sub> e
Scope 3 emissions	3,010 tCO <sub>2</sub> e *	2,821.86 tCO <sub>2</sub> e	6,190.53 tCO <sub>2</sub> e	9,015.24 tCO <sub>2</sub> e
Total water consumption	Not measured	5 180 710 litres	56 142 641 litres	45 939 000 litres
Fuel consumption for cars	<ul style="list-style-type: none"> <li>• Petrol: 125,026 litres</li> <li>• Diesel: 230,200 litres</li> </ul>	<ul style="list-style-type: none"> <li>• Petrol: 105,659 litres</li> <li>• Diesel: 265,100 litres</li> </ul>	<ul style="list-style-type: none"> <li>• Petrol: 160,194.85 litres</li> <li>• Diesel: 352,083.36 litres</li> </ul>	<ul style="list-style-type: none"> <li>Petrol: 186,99 litres</li> <li>• Diesel: 175,957.92 litres</li> </ul>
Total weight of pollutants emitted into water	0	0	0	0
Electronic waste produced by the company	Not measured	261 Kg	112 Kg	268 Kg
Total weight of non-hazardous waste	Not measured	Not measured	551,656 Kg	301,250 Kg
Total weight of hazardous waste	0	0	0	0
Percentage of hybrid and electric vehicles in our fleet	14.33% *	19.64%	26.5%	41.7%
Remote meeting hours	Not measured	244,241 hours	240,894.6 hours	109,454 hours
Percentage of suppliers selected based on environmental and social criteria	0%	0%	0%	0%
Percentage of all buyers who have received training on sustainable purchasing	0%	0%	20%	25%
<b>GOVERNANCE</b>				
Percentage of suppliers adhering to our Code of Conduct	0%	0%	0.3%	16.12%
Participation rate in the training on the Code of Conduct, the fight against corruption and whistleblowing	50.28%	48.17%	67.85%	70.83%
Participation rate in the training on anti-money laundering and the fight against terrorism financing	75.39%	New version in preparation	70.97%	71.76%
Participation rate in ISO 27001:2022 and GDPR training	85%	91%	91.02%	88.39%
Number of confirmed corruption incidents	0	0	0	0
Number of information security breaches	0	0	0	0
Number of internal audits carried out	12	11	15	10
Number of meetings with management on sustainability	Not measured	8	3	2
Number of convictions related to the violation of the Belgian Royal Decree of 27 February 2023, determining the procedures relating to advertising for games of chance	NA	0	0	0
<b>ECOVADIS</b>				
Overall score	58%	69%	71%	77%
Environment	50%	70%	73%	80%
Work and Human Rights	60%	70%	71%	78%
Ethics	70%	70%	78%	78%
Sustainable purchasing	30%	60%	57%	66%

\* Value calculated only for our headquarters

# ESRS disclosure requirements covered by the sustainability statement

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GOV-3 : Incentives schemes	N/A
GOV-4 : Due diligence	59
GOV-5 : Risk management	Not disclosed
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SBM-2 : Stakeholders	14
SBM-3 : Strategy	15
IRO-1 : Processes	14
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G1-5 : Political influence	No disclosure
G1-6 : Payment practices	No disclosure



**GAMING<sup>1</sup>**

**IN PURSUIT OF NEXT  
LEVEL ENTERTAINMENT**

[WWW.GAMING1.COM](http://WWW.GAMING1.COM)