

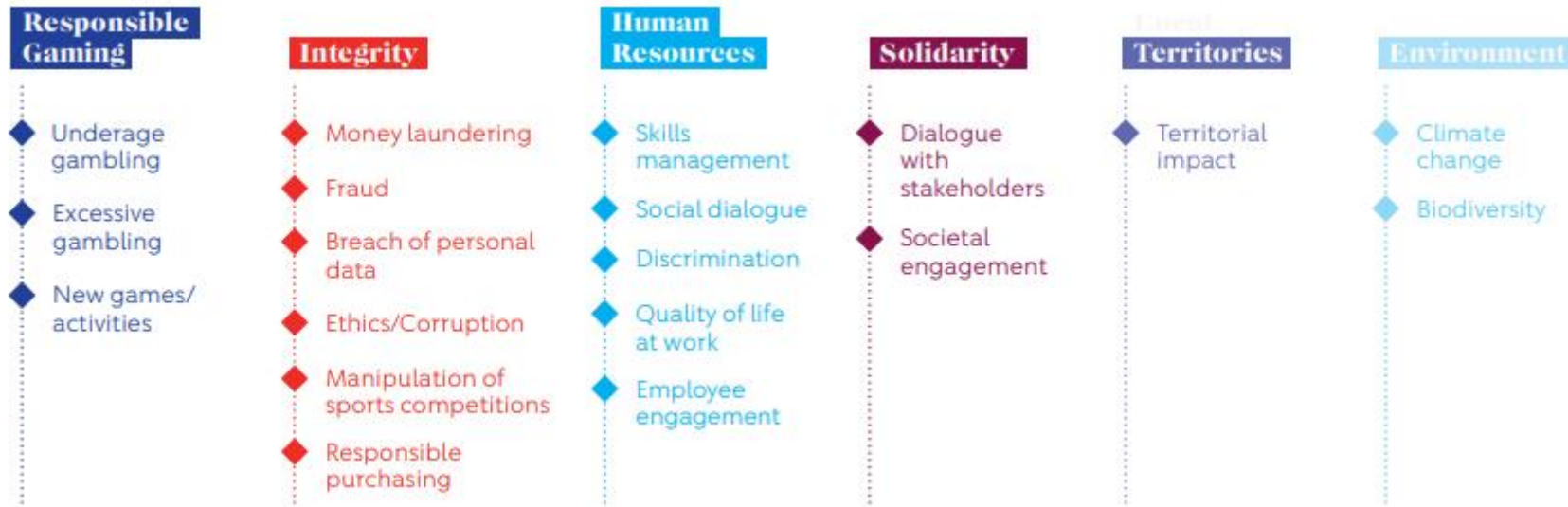
◆ **TABLE OF CSR INDICATORS** ◆

FDJ GROUP

2023

Preamble

This document lists the CSR performance indicators monitored by the FDJ Group. They are divided according to the six CSR risk areas identified by FDJ: responsible gaming, integrity, human resources, solidarity, territories and the environment. A final section lists the cross-cutting indicators.



Scope

| Scope | Units concerned |
|--|--|
| Group | FDJ, FDP, FDI, PDJ, FGS France, FDJ Développement, FGS UK & Sporting Group (merger), FGS Canada, FDJ Services, Aleda, l'Addition |
| Group France | FDJ, FDP, FDI, FGS France, FDJ Services, Aleda, l'Addition |
| Group, SBT scope (Group, excluding Sporting Group et FGS UK and including FM) | FDJ, FDI, SGE, FGS France, FM, FDP (headquarters and agencies), FDJ Développement, PDJ, Aleda, l'Addition |
| FDJ sites (Boulogne Delta, Boulogne Aguesseau, Saint-Mard, Saint-Witz, Villepinte, Vitrolles) | FDJ, FDI, SGE, FGS France, FM, FDP headquarters (excluding FDP agencies) |

Table of corresponding units

| FDJ | FDP | FDI | PDJ | FGS France | FDJ Développement | Sporting Group | FGS Canada | FDJ Services | Aleda | L'Addition |
|--------|-----|--------------------|--------------------|-----------------------------|-------------------|----------------|------------|--------------|-------|------------|
| FDJ SA | | Française d'images | Pacifique des Jeux | FDJ Gaming Solutions France | | | | | | |

Responsible gaming

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|--------------------|---------------------|-----------|---|--------|--------|--------|---------|
| Underage gambling | Group excluding PDJ | 1100 | Underage testing: number of tests performed | Number | 1278 | 2693 | 2796 |
| Underage gambling | Group excluding PDJ | 1101 | Underage testing compliance rate | % | 70,8 | 75,6 | 81,3 |
| Underage gambling | Group excluding PDJ | 1102 | Number of partner retailers specifically trained to refuse sales to minors | Number | 2000 | 4502 | 5204 |
| Underage gambling | Group excluding PDJ | 1103 | Underage testing: number of tests carried out following a non-conformity | Number | 303 | 462 | 761 |
| Underage gambling | Group excluding PDJ | 1104 | Underage testing : number of two-week suspensions of approval | Number | 7 | 40 | 99 |
| Underage gambling | Group excluding PDJ | 1105 | Underage testing : number of one-month suspensions of approval | Number | 0 | 1 | 5 |
| Underage gambling | Group excluding PDJ | 1106 | Underage testing : number of approvals withdrawn | Number | 0 | 0 | 0 |
| Underage gambling | Group excluding PDJ | 1107 | Percentage of exposure of minors to FDJ commercial campaigns on TV media | % | 5,0 | 4,8 | 4,6 |
| Underage gambling | Group excluding PDJ | 1404 | Number of partner retailers who have taken a refresher course | Number | NA | 31 | 76 |
| Excessive gambling | Group | 1200 | Proceeds from FDJ Responsible Gaming partnerships | k€ | 1234 | 1385 | 3246 |
| Excessive gambling | Group | 1201 | Amount donated to hotlines (responsible gaming partnerships) | € | 548000 | 235000 | 225000 |
| Excessive gambling | Group | 1202 | Percentage donated to hotlines (responsible gaming partnerships) | % | 44,4 | 17,2 | 6,9 |
| Excessive gambling | Group | 1203 | Amount donated to prevention and harm reduction initiatives (responsible gaming partnerships) | € | 304500 | 593500 | 2173000 |
| Excessive gambling | Group | 1204 | Percentage donated to prevention and harm reduction initiatives (responsible gaming partnerships) | % | 25 | 43 | 67 |
| Excessive gambling | Group | 1205 | Amount donated to fund research and disseminate knowledge (responsible gaming partnerships) | % | 381500 | 541000 | 647600 |
| Excessive gambling | Group | 1206 | Portion donated to funding research and disseminating knowledge (responsible gaming partnerships) | € | 31 | 40 | 20 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|--------------------|----------------------|-----------|---|----------|-------|-------|-------|
| Excessive gambling | Group excluding PDJ | 1210 | Overall compliance of sales outlets with responsible gaming criteria | % | 93,8 | 94,8 | 92,3 |
| Excessive gambling | Group | 1212 | Percentage of Playscan registrants identified as "green" risk | % | 92,67 | 92,57 | 92,55 |
| Excessive gambling | Group | 1213 | Percentage of Playscan registrants identified as "yellow" risk | % | 5,38 | 5,25 | 5,02 |
| Excessive gambling | Group | 1214 | Percentage of Playscan registrants identified as "red" risk | % | 1,95 | 2,18 | 2,43 |
| Excessive gambling | Group | 1215 | Percentage of GGR carried by exclusive high-risk online lottery players | % | | 2,34 | 1,76 |
| Excessive gambling | FDJ | 1216 | Canadian Problem Gambling Index - Percentage of recreational or low-risk gamblers | % | 93,1 | 92,9 | 93,1 |
| Excessive gambling | FDJ | 1217 | Canadian Problem Gambling Index - Percentage of moderate-risk gamblers | % | 5,8 | 5,9 | 5,7 |
| Excessive gambling | FDJ | 1218 | Canadian Problem Gambling Index - Percentage of problem gamblers | % | 1,2 | 1,2 | 1,2 |
| Excessive gambling | FDJ, FDP, FGS France | 1219 | Number of employees trained in responsible gambling | Number | 2059 | 2591 | 248 |
| Excessive gambling | FDJ, FDP, FGS France | 1219bis | Percentage of employees trained in responsible gambling | % | 76 | 96 | 8 |
| Excessive gambling | FDJ | 1220 | Percentage of total advertising budget devoted to responsible gaming communications | % | 11,8 | 12,8 | 11,1 |
| Excessive gambling | Group | 1221 | Number of gambling-related vulnerability reports processed | Number | 367 | 475 | 764 |
| Excessive gambling | Group | 1222 | Number of vulnerable situations related to responsible gambling | Number | 132 | 222 | 467 |
| Excessive gambling | Group | 1223 | Number of outgoing calls made | Number | 2062 | 2077 | 2280 |
| Excessive gambling | Group | 7301 | Number of FDJ players (in millions) | Millions | 25,6 | 25,5 | 27,20 |
| Excessive gambling | Group | 7300 | Percentage of respondents stating that FDJ informs the public about the risks of gambling addiction | % | 66 | 72 | 72 |
| New activities | Group excluding PDJ | 1300 | Number of sets subject to the universal SERENIGAME matrix | Number | 38 | 36 | 33 |
| New activities | Group excluding PDJ | 1301 | Percentage of games subject to the universal SERENIGAME matrix | % | 100 | 100 | 100 |
| Big prize-winners | Group | 1400 | Number of big prize winners | Number | 388 | 442 | 427 |
| Big prize-winners | Group | 1401 | Number of millionaires | Number | 178 | 209 | 188 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------|-------|-----------|--|--------|------|------|------|
| Big prize-winners | Group | 1402 | Number of workshops held to support big prize winners | Number | 17 | 17 | 19 |
| Big prize-winners | Group | 1403 | Number of participations by big prize winners in services offered as part of the support program | Number | 193 | 275 | 271 |

Integrity

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------------------|---------------|-----------|---|--------|------|------|------|
| Fraud | FDJ | 2100 | Fraud rate (non-payments) on remote CB payments | % | 0,9 | 0,4 | 0,3 |
| Fraud | National data | 2101 | National fraud rate for remote CB payments | % | 0,17 | 0,20 | 0,17 |
| Money laundering | Group | 2200 | Number of suspicious transaction reports filed with Tracfin | Number | 282 | 357 | 455 |
| Money laundering | Group | 2717 | Number of qualified visits | Number | | 361 | 347 |
| Breach of personal data | Group | 2300 | Number of employees trained in personal data protection (RGPD) | Number | 2061 | 235 | 336 |
| Manipulation of sports competitions | FDJ | 2400 | Number of French sports players made aware of the issue of sports manipulation by FDJ | Number | 650 | 960 | 952 |
| Manipulation of sports competitions | FDJ | 2401 | Number of alerts transmitted to the National Platform | Number | 24 | 12 | 23 |
| Ethics/Corruption | Group | 2500 | Number of employees trained in ethics and anti-corruption | Number | 2094 | 2193 | 1428 |
| Ethics/Corruption | Group | 2501 | Percentage of employees trained in ethics and anti-corruption | % | 77 | 78 | 83 |
| Responsible tax policy | Group | 2600 | Group income tax expense | M€ | 123 | 113 | 141 |
| Responsible tax policy | Group | 2601 | Group effective tax rate | % | 30 | 27 | 25 |
| Responsible purchasing | FDJ | 2700 | Number of suppliers categorized as strategic and important | Number | 181 | 160 | 161 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|------------------------|-------|-----------|--|--------|------|------|------|
| Responsible purchasing | FDJ | 2701 | Number of strategic and key suppliers assessed on their CSR performance | Number | 123 | 116 | 127 |
| Responsible purchasing | FDJ | 2702 | Rate of strategic and key suppliers assessed on their CSR performance | Number | 68 | 73 | 40 |
| Responsible purchasing | FDJ | 2703 | Average score for CSR questionnaires | /100 | | 60 | 68 |
| Responsible purchasing | FDJ | 2704 | Average Ecovadis score for suppliers - environmental section | /100 | 55 | 68 | 65 |
| Responsible purchasing | Group | 2705 | Purchases made during the year | M€ | 620 | 676 | 764 |
| Responsible purchasing | Group | 2707 | Share of purchases made in France | % | 90 | 90 | 85 |
| Responsible purchasing | FDJ | 2708 | Average payment times | Number | 37 | 38 | 37 |
| Responsible purchasing | Group | 2713 | Amount of solidarity purchases | k€ | 924 | 1306 | 1343 |
| Responsible purchasing | FDJ | 2714 | Percentage of FDJ suppliers located in urban policy districts (QPV) | % | 7 | 7 | 7 |
| Responsible purchasing | FDJ | 2715 | Percentage of orders for the manufacture of promotional products placed in factories located in high-risk countries and certified SA 8000 or covered by a social audit | % | 86 | 100 | 98 |
| Responsible purchasing | Group | 2716 | Number of suppliers | Number | 2305 | 2423 | 3068 |
| Responsible purchasing | FDJ | 2718 | Average Ecovadis supplier rating | /100 | 56 | 68 | 63 |
| Responsible purchasing | FDJ | 2719 | Share of French purchases by SMEs and ETIs | % | 58 | 85 | 61 |

Human Resources

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|------------|-------|-------------|---|--------|---------|---------|---------|
| Absence | Group | 510 | Absenteeism rate | % | 2,5 | 3,4 | 3,2 |
| Absence | FDJ | 510 | Absenteeism rate | % | 2,4 | 3,3 | 3,0 |
| Absence | Group | 520 | Frequency rate | % | 1,3 | 2,5 | 1,7 |
| Absence | Group | 520a | Number of lost-time accidents | Number | 5 | 10 | 6 |
| Absence | Group | 520b&520bis | Number of days lost to accidents | Number | 159 | 278 | 276 |
| Absence | Group | 520c | Number of commuting accidents with lost time | Number | 7 | 5 | 10 |
| Absence | Group | 520d | Number of fatal commuting and workplace accidents | Number | 0 | 0 | 0 |
| Absence | Group | 520e | Number of hours worked | Number | 3831562 | 4005390 | 3594706 |
| Absence | FDJ | 520e | Number of hours worked | Number | 2265112 | 2434742 | 2384332 |
| Absence | Group | 520f | Severity rate | % | 0,01 | 0,11 | 0,02 |
| Absence | Group | 520g | Theoretical number of days worked | Number | 546053 | 562184 | 561974 |
| Absence | Group | 520i | Number of days lost to illness | Number | 13436 | 18822 | 16427 |
| Work-study | Group | 504 | Number of alternating employees at 31/12 | Number | 169 | 130 | 164 |
| Work-study | FDJ | 504 | Number of alternating employees at 31/12 | Number | 130 | 104 | 116 |
| Work-study | Group | 504a | Number of women alternates at 31/12 | Number | 81 | 63 | 75 |
| Work-study | FDJ | 504a | Number of women alternates at 31/12 | Number | 63 | 48 | 60 |
| Work-study | Group | 504b | Number of men alternates at 31/12 | Number | 88 | 67 | 70 |
| Work-study | FDJ | 504b | Number of men alternates at 31/12 | Number | 67 | 56 | 56 |
| Work-study | Group | 504c | Percentage of work-study students at 31/12 | % | 6,2 | 4,8 | 5,2 |
| Work-study | FDJ | 504c | Percentage of work-study students at 31/12 | % | 7,5 | 6,0 | 5,8 |
| Diversity | Group | 511 | Number of women on fixed-term and open-ended contracts at 31/12 | Number | 988 | 1050 | 1172 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|---------------------|------------|-----------|---|--------|------|------|------|
| Diversity | FDJ | 511 | Number of women on fixed-term and open-ended contracts at 31/12 | Number | 507 | 550 | 546 |
| Diversity | Group | 508 | Number of managers | Number | 337 | 374 | 383 |
| Diversity | FDJ | 508 | Number of managers | Number | 333 | 352 | 337 |
| Diversity | Group | 508a | Number of men managers | Number | 196 | 221 | 228 |
| Diversity | FDJ | 508a | Number of men managers | Number | 174 | 198 | 209 |
| Diversity | Group | 508b | Number of women managers | Number | 141 | 153 | 155 |
| Diversity | FDJ | 508b | Number of women managers | Number | 39,0 | 38,9 | 39,1 |
| Diversity | Group | 511bis | Percentage of women among employees on fixed-term and open-ended contracts at 31/12 | % | 34,3 | 36,0 | 37,8 |
| Diversity | Group | 519 | Percentage of women among managers on fixed-term and open-ended contracts at 31/12 | % | 41,8 | 40,9 | 40,5 |
| Diversity | FDJ | 519 | Percentage of women among managers on fixed-term and open-ended contracts at 31/12 | % | 42,6 | 41,7 | 40,8 |
| Diversity | FDJ | 511bis | Percentage of women among employees on fixed-term and open-ended contracts at 31/12 | % | 1548 | 1649 | 1824 |
| Diversity | Group | 513 | Percentage of men on fixed-term and open-ended contracts at 31/12 | Number | 920 | 1012 | 1110 |
| Diversity | FDJ | 513 | Percentage of men on fixed-term and open-ended contracts at 31/12 | Number | 61,0 | 61,1 | 60,7 |
| Diversity | Group | 513bis | Percentage of men among employees on fixed-term and open-ended contracts at 31/12 | % | 57,4 | 58,3 | 59,2 |
| Diversity | FDJ | 513bis | Percentage of men among employees on fixed-term and open-ended contracts at 31/12 | % | 24 | 27 | 38 |
| Diversity | Group | 559 | Number of women in Group Executive Management (GEM) | Number | 33,8 | 35,1 | 38,8 |
| Diversity | Group | 559bis | Percentage of women in Group Executive Management (GEM) | % | 100 | 100 | 100 |
| Diversity | FDJ | 560 | Professional equality index (Index Pénicaud) | /100 | 92 | 98 | 93 |
| Diversity | FDP | 560 | Professional equality index (Index Pénicaud) | /100 | 84 | 84 | 88 |
| Diversity | FGS France | 560 | Professional equality index (Index Pénicaud) | /100 | 38 | 39 | 35 |
| Diversity | Group | 570 | Percentage of women on the Group Management Committee at 31/12 | % | 3,80 | 3,80 | 3,75 |
| Employee commitment | Group | 555 | Employee Percentage ownership | % | 507 | 550 | 546 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2022 |
|-------------------------|-------|-----------|---|--------|---------|---------|---------|
| Employee commitment | Group | 557 | Employee commitment Percentage | /100 | 91 | 89 | 92 |
| Management of expertise | Group | 11 | Number of employees trained in CSR | Number | 2084 | 720 | 2582 |
| Management of expertise | Group | 12 | Percentage of employees trained in CSR | % | 82 | 27 | 85 |
| Management of expertise | Group | 540 | Annual training budget | M€ | 2,2 | 2,1 | 2,0 |
| Management of expertise | FDJ | 540 | Annual training budget | M€ | 1,3 | 1,6 | 1,4 |
| Management of expertise | Group | 541 | Percentage of payroll dedicated to training | % | 3,35 | 3,77 | 3,23 |
| Management of expertise | FDJ | 541 | Percentage of payroll dedicated to training | % | 3,80 | 4,12 | 3,80 |
| Management of expertise | Group | 542 | Total number of training hours | Number | 39417 | 40403 | 52716 |
| Management of expertise | FDJ | 542 | Total number of training hours | Number | 26792 | 30821 | 36261 |
| Management of expertise | Group | 543 | Number of permanent and fixed-term employees trained | Number | 2472 | 2591 | 3008 |
| Management of expertise | FDJ | 543 | Number of permanent and fixed-term employees trained | Number | 1540 | 1586 | 1879 |
| Management of expertise | Group | 543a | Number of women employees on permanent and fixed-term contracts trained | Number | 996 | 1006 | 1193 |
| Management of expertise | FDJ | 543a | Number of women employees on permanent and fixed-term contracts trained | Number | 662 | 684 | 772 |
| Management of expertise | Group | 543b | Number of men on permanent and fixed-term contracts trained | Number | 1476 | 1585 | 1815 |
| Management of expertise | FDJ | 543b | Number of men on permanent and fixed-term contracts trained | Number | 878 | 902 | 1107 |
| Management of expertise | Group | 545 | Percentage of permanent and fixed-term employees trained | % | 97,5 | 96,0 | 100 |
| Management of expertise | FDJ | 545 | Percentage of permanent and fixed-term employees trained | % | 96,1 | 91,4 | 100 |
| Management of expertise | FDJ | 546 | Training team expenses | € | 471410 | 645583 | 594312 |
| Management of expertise | Group | 547 | Remuneration for trained employees | € | 1538095 | 1774634 | 2324732 |
| Management of expertise | Group | 548 | CUFPA (unique contribution to vocational training and apprenticeship) | € | 1622401 | 1594399 | 1835461 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------|-------------------|-----------|---|--------|------|------|------|
| Management of expertise | Group | 549 | Number of employees trained in occupational health and safety | Number | 453 | 605 | 795 |
| Management of expertise | Group | VIG 5 | Number of training days | Number | 5631 | 5772 | 7346 |
| Management of expertise | FDJ | VIG 5 | Number of training days | Number | 3827 | 4403 | 5180 |
| Management of expertise | Group | VIG 6 | Number of training days per employee | Number | 2 | 2 | 3 |
| Management of expertise | FDJ | VIG 6 | Number of training days per employee | Number | 2 | 3 | 3 |
| Management of expertise | Group | VIG 7 | Number of training hours per employee | Number | 16 | 15 | 18 |
| Management of expertise | FDJ | VIG 7 | Number of training hours per employee | Number | 17 | 18 | 19 |
| Disability | Group | 518 | Employment rate of disabled employees | % | 5,21 | 5,61 | 5,67 |
| Disability | FDJ | 518 | Employment rate of disabled employees | % | 5,22 | 5,36 | 5,48 |
| Management of expertise | Group | 501 | Number of employees on fixed-term and open-ended contracts at 31/12 | Number | 2536 | 2699 | 2996 |
| Discrimination | FDJ | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 1603 | 1736 | 1874 |
| Discrimination | FDP | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 467 | 492 | 528 |
| Discrimination | FDI | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 28 | 28 | 32 |
| Discrimination | PDJ | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 20 | 19 | 20 |
| Discrimination | FDJ Développement | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 17 | 18 | 17 |
| Discrimination | FGS UK | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 36 | 0 | 0 |
| Discrimination | Sporting Group | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 249 | 274 | 225 |
| Discrimination | FGS Canada | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 2 | 1 | 1 |
| Discrimination | FGS France | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 105 | 117 | 118 |
| Discrimination | FDJ Services | 501 | Number of employees on fixed-term and indefinite-term contracts at year-end 12/31 | Number | 9 | 14 | 28 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------|-------|-----------|---|--------|--------|--------|--------|
| Management of expertise | Group | 501a | Number of employees on permanent contracts at 31/12 | Number | 2439 | 2597 | 2881 |
| Management of expertise | Group | 501b | Number of employees on fixed-term contracts at 31/12 | Number | 97 | 102 | 115 |
| Management of expertise | Group | 505 | Number of employees on permanent part-time contracts at 31/12 | Number | 33 | 30 | 30 |
| Management of expertise | FDJ | 505 | Number of employees on permanent part-time contracts at 31/12 | Number | 16 | 20 | 22 |
| Management of expertise | Group | 531 | Median FTE monthly base salary of employees on permanent and fixed-term contracts at 31/12 | € | 3,78 | 3,89 | 4,00 |
| Management of expertise | FDJ | 531 | Median FTE monthly base salary of employees on permanent and fixed-term contracts at 31/12 | € | 4,06 | 4,11 | 4,31 |
| Management of expertise | Group | 531b | Average monthly FTE base salary of employees on permanent and fixed-term contracts at 31/12 | € | 4,29 | 4,43 | 4,49 |
| Management of expertise | FDJ | 531b | Average monthly FTE base salary of employees on permanent and fixed-term contracts at 31/12 | € | 4,46 | 4,53 | 4,75 |
| Management of expertise | Group | 562 | Fixed gross payroll | € | 219090 | 233593 | 258899 |
| Management of expertise | Group | 563 | Variable gross payroll | € | 45714 | 49220 | 57848 |
| Management of expertise | Group | 564 | Gross payroll | € | 264804 | 282813 | 316748 |
| Management of expertise | Group | 571 | Average seniority of employees on fixed-term and open-ended contracts | Number | 11,1 | 10,9 | 10,5 |
| Management of expertise | FDJ | 571 | Average seniority of employees on fixed-term and open-ended contracts | Number | 11,3 | 10,9 | 10,5 |
| Management of expertise | FDJ | 581 | Percentage of employees who have had a performance review | % | 94,9 | 99,9 | 100,0 |
| Management of expertise | FDJ | VIG 17 | Turnover rate - CDI only | % | 7,9 | 10,6 | 8,8 |
| Management of expertise | Group | VIG 18 | Payroll dedicated to training | M€ | 173 | 161 | 200 |
| Management of expertise | FDJ | VIG 18 | Payroll dedicated to training | M€ | 108 | 119 | 133 |
| Management of expertise | Group | VIG 19 | Number of temporary employees | Number | 42,9 | 40,3 | 28,0 |
| Management of expertise | FDJ | VIG 19 | Number of temporary employees | Number | 33,8 | 26,7 | 21,9 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------|-------|-----------|---|--------|------|------|------|
| Management of expertise | Group | VIG20 | Number of weighted average workforce for the year | Number | 2523 | 2651 | 2835 |
| Management of expertise | FDJ | VIG20 | Number of weighted average workforce for the year | Number | 1562 | 1676 | 1827 |
| Management of expertise | FDJ | VIG20a | Number of weighted average workforce (fixed-term contracts) for the year | Number | 72 | 72 | 77 |
| Management of expertise | FDJ | VIG20b | Number of weighted average workforce (open-ended contracts) for the year | Number | 1490 | 1604 | 1750 |
| Management of expertise | Group | VIG 21 | Number of movements | Number | 295 | 326 | 201 |
| Management of expertise | FDJ | VIG 21 | Number of movements | Number | 205 | 201 | 109 |
| Management of expertise | Group | VIG 22 | Percentage of transfers and movements among employees with permanent contracts in indicator 501 | % | 12,1 | 12,6 | 7,4 |
| Management of expertise | FDJ | VIG 22 | Percentage of transfers and movements among employees with permanent contracts in indicator 501 | % | 13,4 | 12,1 | 6,1 |
| Management of expertise | Group | VIG 24 | Organic growth in workforce | % | 3,59 | 6,43 | 5,34 |
| Diversity | Group | 590 | Number of employees on fixed-term and open-ended contracts aged 15 to 19 at 31/12 | Number | 0 | 0 | 0 |
| Diversity | Group | 591 | Number of employees on fixed-term and open-ended contracts aged 20 to 24 at 31/12 | Number | 32 | 40 | 41 |
| Diversity | Group | 592 | Number of employees on fixed-term and open-ended contracts aged 25 to 29 at 31/12 | Number | 219 | 217 | 246 |
| Diversity | Group | 593 | Number of employees on fixed-term and open-ended contracts aged between 30 and 34 at 31/12 | Number | 376 | 388 | 445 |
| Diversity | Group | 594 | Number of employees on fixed-term and permanent contracts aged 35 to 39 at 31/12 | Number | 349 | 373 | 411 |
| Diversity | Group | 595 | Number of CDD and CDI employees aged between 40 and 44 at 31/12 | Number | 398 | 419 | 446 |
| Diversity | Group | 596 | Number of CDD and CDI employees aged 45 to 49 at 31/12 | Number | 412 | 421 | 466 |
| Diversity | Group | 597 | Number of CDD and CDI employees aged 50 to 54 at 31/12 | Number | 363 | 373 | 408 |
| Diversity | Group | 598 | Number of employees on fixed-term and permanent contracts aged 55 to 59 at 31/12 | Number | 286 | 345 | 387 |
| Diversity | Group | 599 | Number of CDD and CDI employees aged 60 and over at 31/12 | Number | 101 | 123 | 146 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------|-------|-----------|--|--------|------|------|------|
| Quality of Life at Work | Group | 589 | Employees' average rating of well-being at work | /100 | 85 | 79 | 70 |
| Management of expertise | Group | 523a | Number of permanent hires | Number | 301 | 396 | 402 |
| Management of expertise | FDJ | 523a | Number of permanent hires | Number | 157 | 216 | 221 |
| Management of expertise | Group | 523b | Number of people hired on fixed-term contracts during the year | Number | 118 | 132 | 114 |
| Management of expertise | FDJ | 523b | Number of people hired on fixed-term contracts during the year | Number | 86 | 84 | 66 |
| Management of expertise | Group | 561 | Number of departures during the year (excluding end of contract) | Number | 221 | 273 | 273 |
| Management of expertise | FDJ | 561 | Number of departures during the year (excluding end of contract) | Number | 78 | 82 | 87 |
| Management of expertise | Group | 561bis | Number of departures during the year (including end of contract) | Number | 280 | 339 | 350 |
| Management of expertise | FDJ | 561bis | Number of departures during the year (including end of contract) | Number | 125 | 125 | 134 |
| Management of expertise | Group | 561a | Number of resignations | Number | 101 | 103 | 100 |
| Management of expertise | Group | 561b | Number of redundancies for economic reasons | Number | 9 | 0 | 33 |
| Management of expertise | Group | 561c | Number of dismissals for other reasons | Number | 52 | 50 | 54 |
| Management of expertise | Group | 561d | Number of departures during trial period | Number | 16 | 11 | 23 |
| Management of expertise | Group | 561e | Number of retirements | Number | 12 | 12 | 18 |
| Management of expertise | Group | 561f | Number of deaths | Number | 1 | 2 | 1 |
| Management of expertise | Group | 561g | Number of contractual terminations | Number | 11 | 11 | 24 |
| Management of expertise | Group | 561h | Number of subsidiary transfers | Number | 13 | 77 | 11 |
| Management of expertise | Group | 561i | Number of suspended contracts | Number | 6 | 7 | 9 |
| Management of expertise | Group | 561j | Number of contract terminations (including summer temp) | Number | 59 | 66 | 77 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|-------------------------|-------|-----------|--|--------|------|------|------|
| Management of expertise | Group | 521 | Number of managers on fixed-term and open-ended contracts at 31/12 | Number | 1664 | 1828 | 2001 |
| Management of expertise | Group | 522 | Percentage of managerial staff on permanent and fixed-term contracts at 31/12 | % | 65,6 | 67,7 | 70,4 |
| Management of expertise | Group | 523 | Number of non-managerial staff on fixed-term and open-ended contracts at 31/12 | Number | 872 | 871 | 842 |
| Management of expertise | Group | 523bis | Percentage of non-managerial staff on fixed-term and open-ended contracts at 31/12 | % | 34,4 | 32,3 | 29,6 |

Solidarity

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|----------------------------|-------|-----------|---|--------|-------|-------|-------|
| Societal engagement | FDJ | 4100 | Amount dedicated to public-interest causes | M€ | 108 | 137 | 142 |
| Societal engagement | FDJ | 4101 | Financial support from Fondation FDJ | M€ | 4,765 | 4,414 | 3,901 |
| Societal engagement | FDJ | 4102 | Number of associations supported - Tremplin Détaillants solidaires | Number | 79 | 103 | 200 |
| Societal engagement | FDJ | 4103 | Number of associations supported - Tremplin Collaborateurs Solidaires | Number | 10 | 11 | 9 |
| Societal engagement | FDJ | 4104 | Total amount collected for the Fondation du patrimoine | M€ | 100 | 126,4 | 154,8 |
| Societal engagement | FDJ | 4105 | Share of UCITS investments in socially responsible investment funds | % | 23,4 | 36,7 | 73,6 |
| Dialogue with stakeholders | Group | 4200 | Number of CSO members of the Societal Laboratory | Number | 12 | 13 | 12 |

Territories

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|--------------------|-------|-----------|---|--------|-------|-------|-------|
| Territorial impact | Group | 5100 | Commissions paid to retailers | M€ | 901 | 965 | 967 |
| Territorial impact | Group | 5101 | Number of sales outlets benefiting from specific support | Number | 500 | 521 | 274 |
| Territorial impact | Group | 5102 | Number of outlets offering tax, bill and fine collection services | Number | 12400 | 14300 | 15180 |
| Territorial impact | Group | 5106 | Number of jobs created or maintained by FDJ in the bar-tobacco-press sector | Number | 21100 | 22000 | 21800 |
| Territorial impact | Group | 5107 | Number of jobs created or sustained by FDJ business | Number | 54800 | 55300 | 56000 |
| Territorial impact | Group | 5108 | FDJ's contribution to national wealth | Mds€ | 6,2 | 6,5 | 6,6 |

Environment

| Risk | Scope | Indicator | Unit | 2021 | 2022 | 2023 |
|----------------|-------|---|------|---------|-------|--------|
| Climate change | Group | Renewable energy consumption | MWh | 19144 | 19689 | 18 586 |
| Climate change | Group | Non-renewable energy consumption | MWh | 8724 | 8410 | 8 846 |
| Climate change | Group | Quantity of waste recycled/reused | Tons | 6942 | 6915 | 6895 |
| Climate change | Group | Quantity of waste disposed of | Tons | 3523 | 4049 | 4061 |
| Climate change | Group | Quantity of waste disposed of - landfilled waste | Tons | 1438 | 1532 | 2413 |
| Climate change | Group | Quantity of waste disposed of - Waste incinerated with energy recovery | Tons | 2072 | 2500 | 1435 |
| Climate change | Group | Quantity of waste disposed of - Waste incinerated without energy recovery | Tons | 0 | 0 | 0 |
| Climate change | Group | Quantity of waste disposed of - other disposal | Tons | 5 | 15 | 204 |
| Climate change | Group | Quantity of waste disposed of - Waste for which the method of disposal is unknown | Tons | 8 | 2 | 9 |
| Climate change | Group | PACKAGING: weight of cardboard packaging | Tons | 968,1 | 1267 | 920 |
| Climate change | Group | PACKAGING: % of cardboard packaging made from recycled or certified materials | % | 70% | 62% | 62% |
| Climate change | Group | PACKAGING: weight of metal or glass packaging used for freight. | Tons | 0 | 0 | 0 |
| Climate change | Group | PACKAGING: weight of plastic packaging used for freighting FDJ products | Tons | 45,2851 | 45 | 42 |
| Climate change | Group | PACKAGING: % recyclable plastic packaging | % | 100% | 96 | 92 |
| Climate change | Group | PACKAGING: % of plastic packaging compostable | % | 0% | 3% | 4% |
| Climate change | Group | PACKAGING: % recycled content in your plastic packaging | % | 5% | 3% | 4% |

Transverse

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|----------------|-------|-----------|---|----------|-------|-------|-------|
| Business model | Group | 7100 | Sales | M€ | 2256 | 2461 | 2621 |
| Business model | Group | 7101 | Shareholders' equity | M€ | 829 | 925 | 1071 |
| Business model | Group | 7102 | Net cash surplus | M€ | 916 | 968 | 671 |
| Business model | Group | 7103 | Investments | M€ | 76 | 147 | 337 |
| Business model | Group | 7105 | Share of sales - Lottery | % | 76,6 | 77,9 | 73,9 |
| Business model | Group | 7106 | Share of sales - Sports betting | % | 20,6 | 19,0 | 19,8 |
| Business model | Group | 7107 | Share of sales - Diversification activities | % | 2,8 | 3,2 | 6,3 |
| Business model | Group | 7108 | Ebitda margin | % | 23,1 | 24,0 | 25,1 |
| Business model | Group | 7109 | Consolidated net income | M€ | 294 | 308 | 425 |
| Business model | Group | 7111 | Total player bets at 12/31 of the year | M€ | 18976 | 20618 | 21178 |
| Business model | Group | 7113 | Contribution to public finances | M€ | 3816 | 4147 | 4237 |
| Business model | Group | 7114 | Portion paid to public finances | % | 20,11 | 20,12 | 20,01 |
| Business model | Group | 7116 | Average share of commissions paid to retailers | % | 4,7 | 4,7 | 4,6 |
| Business model | Group | 7117 | Stakes redistributed to players | M€ | 12971 | 14094 | 14488 |
| Business model | Group | 7118 | % redistribution to players | % | 68,4 | 68,4 | 68,4 |
| Business model | Group | 7119 | Average weekly stake per player over the year | € | 14,3 | 15,5 | 15,0 |
| Green taxonomy | Group | 7200 | Share of sales eligible for green taxonomy | % | 0 | 0 | 0 |
| Green taxonomy | Group | 7201 | Share of OPEX eligible for green taxonomy | % | NS | NS | NS |
| Green taxonomy | Group | 7202 | Share of CAPEX eligible for green taxonomy | % | 10,0 | 8,3 | 8,8 |
| Studies | Group | 7301 | Number of FDJ players | Millions | 25,6 | 25,5 | 27,2 |
| Studies | Group | 7302 | Share of bets made by players in the 1st decile | % | 48 | 42 | 48 |
| Studies | Group | 7303 | Percentage of respondents stating that FDJ is a transparent brand that conceals nothing | % | 49 | 53 | 49 |

| Risk | Scope | Reference | Indicator | Unit | 2021 | 2022 | 2023 |
|------------|-------|-----------|--|------|------|------|------|
| Studies | Group | 7304 | FDJ's image concerning its ethics and values | % | 47 | 48 | 46 |
| Governance | Group | 554 | Board attendance rate | % | 92 | 92 | 93 |
| Governance | Group | 553 | Gender balance on the Board of Directors | % | 50 | 50 | 50 |
| Governance | Group | 555 | Percentage of independent directors | % | 50 | 50 | 50 |