

▶ ESG Report

# Committed to our responsibilities

At everplay, we take our broader corporate duty to our people, players, partners, communities, investors and the environment very seriously. To that end, we are dedicated to minimising our environmental footprint and strengthening our social responsibilities, guided by the highest levels of corporate governance.

We remain fully committed to improving the standard of our reporting, making sure we stay focused on the issues that matter to our stakeholders. Accordingly, we have implemented an ESG framework which provides a clear and shared direction for the whole Group. This enables better decision-making, improved management of ESG-related risks and enhanced reporting on our progress against our outlined priorities, supporting our ambition to generate long-term, sustainable value for all our stakeholders.

In 2026, we will continue to embed our ESG framework to guide our approach to responsibility and sustainability. The implementation of this framework is overseen by the ESG Group – a management-led committee of senior employees from across the business – which provides regular updates to the Board.



## ► ESG Report: People

### People

At everplay, our people strategy underpins our ability to deliver sustainable growth, retain critical skills, and manage risk in a highly competitive global games market. The success of our studios depends on deep creative and technical expertise and the ability to adapt to evolving player expectations and technologies. In this context, investing in our people is both a responsibility and a core driver of long-term value creation for shareholders.

During 2025, this connection between people and performance was particularly clear. Across the Group, our studios delivered major creative, technical and commercial milestones while continuing to strengthen their individual cultures and their shared sense of identity as part of everplay. These outcomes reflect disciplined leadership, engaged teams, and a continued focus on creating an environment in which talented people can do their best work.

The year also marked several notable moments across the group, including the 30th anniversary of *Worms*, a milestone that highlighted the depth of experience and long-term commitment within Team17; StoryToys' second consecutive recognition as a Sunday Times "Best Place to Work"; and astragon's receipt of the German Developer Award for Best Technical Achievement for *Firefighting Simulator: Ignite*. These achievements are not viewed in isolation. They demonstrate the effectiveness of our people strategy in supporting creativity, operational excellence and delivery at scale across diverse studio environments.

As everplay continues to evolve, we remain focused on ensuring that our people systems, leadership capability and culture are aligned with the needs of the business. In 2025, this meant strengthening core foundations: investing in systems, improving data and insight, reinforcing feedback loops, and ensuring that learning, wellbeing and inclusion initiatives are clearly linked to business priorities. The following sections outline how we approach employee engagement, wellbeing, development, inclusion and governance, and how these elements collectively support long-term performance.



● StoryToys named to the Sunday Times 2025 Best Places to Work list for the second year in a row.



● Players experience *Firefighting Simulator: Ignite* at Gamescom.

### Employee Engagement and Organisational Effectiveness

Employee engagement is a key indicator of organisational health and a critical enabler of consistent delivery across long development cycles. In 2025, everplay strengthened its engagement framework through the rollout of a new Group-wide HR system, enabling more frequent surveys, Group-wide appraisal cycles, regular 360-degree feedback, and improved tracking of actions and outcomes across the business. The new management system is overseen by the Group People & Culture Director and the Studio People Partners. This has enhanced leadership visibility and accountability while providing employees with clearer routes to contribute feedback and influence change.

Colleagues across the Group engage through structured engagement surveys, discussion groups and the relaunched, nomination-elected Teamster Engagement Committee. This committee provides representative employee voice and a formal forum for raising priorities with senior leadership. Together, these mechanisms support open dialogue and help ensure that engagement insights are translated into practical actions rather than remaining purely diagnostic.

The engagement approach reflects the distinct strengths of everplay's studios. astragon's collaborative culture was further reinforced through the teamwork required to deliver its first fully in-house developed title, demonstrating the value of cross-disciplinary cooperation. StoryToys' close relationship with its family audience continues to shape a highly purpose-driven culture in the edutainment space. Team17's longstanding commitment to indie developers underpins a culture of trust, partnership and responsible innovation. While these cultures differ, they are united by shared expectations around respect, accountability and creative excellence.

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● Emmet O'Neill, StoryToys CEO, winning CEO of the Year Award: Medium Business at the Business Post Leadership Awards 2025, in association with Grant Thornton Ireland.



● Fun and games with the winning quiz team at a Team17 in-person town hall.

Engagement channels allow employees to influence a wide range of topics, including workplace conduct, health and safety, skills development, benefits and ethical practices. In 2025, feedback directly informed several Group-wide improvements, such as clearer career pathways, enhanced wellbeing support, updated training programmes and strengthened internal communication frameworks. These actions support retention, productivity and delivery consistency, all of which are material to long-term performance.

The 2025 engagement surveys provide valuable insight into how colleagues across the Group experience their work, leadership and development opportunities. The results highlight the varied cultural strengths of each studio while identifying areas for continued focus. StoryToys continues to perform at an exceptional level, with consistently high scores across almost all engagement dimensions. Team17 demonstrates strong foundations in management support and wellbeing, alongside opportunities to further strengthen communication and development pathways. astragon reports encouraging engagement results, particularly in work-life balance, diversity and inclusion, and team collaboration, reflecting a supportive environment with strong potential for continued growth.

These insights directly inform our People strategy and the action plans monitored by the People & Culture team.

## Supporting Employee Wellbeing and Sustainable Performance

The wellbeing of our people is closely linked to sustainable performance, particularly in an industry characterised by complex projects, tight delivery timelines and evolving technology. everplay's wellbeing strategy focuses on creating an environment that supports physical, mental and social health, while enabling employees to balance professional and personal commitments effectively.

During 2025, we continued to invest in wellbeing initiatives across all studios. This included the expansion of employee-led groups and communities, providing safe spaces for connection, inclusion and shared interests. Studios delivered a wide range of wellbeing activities throughout the year, including social events, peer-support sessions and workshops focused on resilience, stress management and financial wellbeing. These initiatives support engagement, reduce burnout risk and contribute to long-term retention.

Flexible working remains a core pillar of our approach. Employees across the Group benefit from hybrid working arrangements, flexible scheduling and manager-led support for balancing work and personal responsibilities. This flexibility supports productivity while broadening access to talent across geographies. Employees also have access to wellbeing resources, including an external Employee Assistance Programme, private healthcare options and trained mental health first aiders.

Collectively, these measures reflect our commitment to creating a supportive environment in which colleagues can thrive. From a governance perspective, wellbeing initiatives are overseen by studio leadership and the People & Culture team, with engagement and absence data used to monitor effectiveness and identify emerging risks.



● Remote and Hybrid opportunities continue to help Teamsters in Team17 have flexibility and options in their working environment, but there is also the option of in-office - and team days remain a key part of many teams' working habits.

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### Survey Highlights

# 94%

Satisfaction with work-life balance (StoryToys)

# 92%

Confidence in leadership and management (StoryToys)

# 81%

Satisfaction with management support and communication (Team17)

# 74%

Favourable perception of management support (astragon)

# 72%

Favourable score for work-life blend (astragon)

These insights enable more targeted People initiatives and guide the action plans that will be monitored through pulse surveys in 2026.



● Fun and games with the winning Pool team at a Team17 in-person town hall.

### Employee Benefits and Retention

everplay offers a comprehensive benefits framework designed to support wellbeing, promote retention and provide long-term financial security. Colleagues benefit from enhanced annual leave, hybrid and remote working options, wellbeing support and initiatives that promote healthy work-life balance. These benefits are designed to be competitive within local markets while remaining aligned with sustainable cost management.

Our financial benefits contribute to long-term stability for employees and the Group. Competitive pension schemes are available across our studios, including options where employer contributions match or enhance employee contributions. Additional financial support includes benefit cards, capital-forming benefits and access to company equity through new-starter share awards and long-term incentive arrangements. Many roles also participate in performance-based bonus structures linked to individual responsibility and the achievement of company targets, reinforcing alignment between employee outcomes and business performance.

The benefits framework also includes private health and dental coverage, life insurance, enhanced paid leave for new parents and a range of recognition and reward programmes. These range from milestone celebrations and annual social events to initiatives that recognise exceptional contribution and teamwork. Together, these benefits support employee engagement, reduce attrition risk and help ensure continuity of delivery across long-term projects.



● Date Everything! Cupcakes at a Team17 in-person town hall.

### Talent Pipeline and Future Capability

Maintaining a strong and sustainable talent pipeline is critical to everplay's long-term success. Our approach focuses on developing internal capability, supporting mobility across the Group and creating accessible pathways for emerging talent.

Across everplay, colleagues have access to secondment opportunities that enable them to broaden their experience, develop new skills and explore career pathways within the Group. These opportunities support succession planning and reduce dependency on external hiring for critical roles. Our studios also provide learning environments for early-career talent through apprenticeships, entry-level roles and project-based development opportunities that allow colleagues to contribute to live production work.

Beyond internal programmes, everplay remains active in local and national communities, working with education providers and industry partners to inspire future talent and build accessible pathways into careers in games. In 2025, this included participation in initiatives such as the UK Government-funded Creative Skills Day delivered in partnership with Wakefield Council. These activities support the long-term health of the talent ecosystem while strengthening everplay's reputation as an employer of choice.

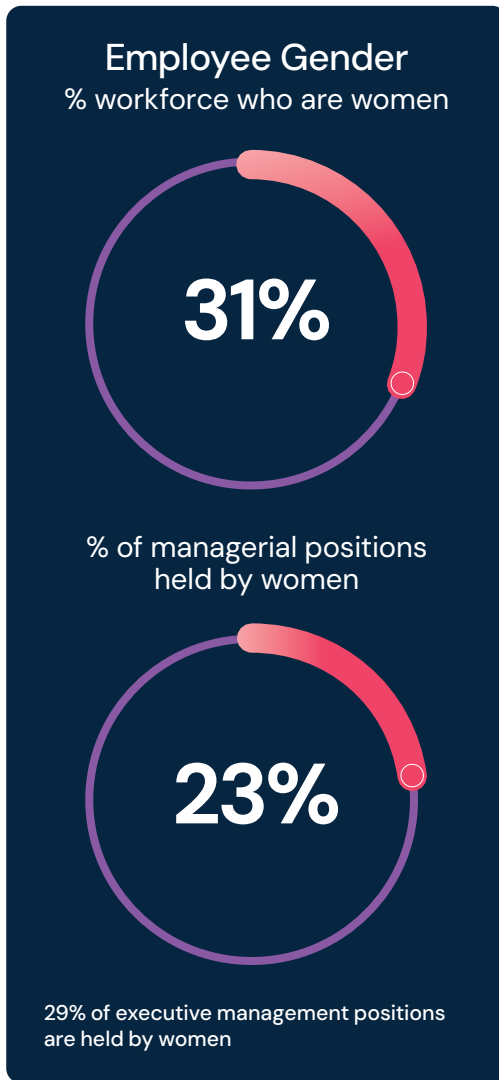
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### Learning and Development

Continuous learning and development are essential to maintaining creative and technical excellence in a fast-evolving industry. In 2025, colleagues benefited from a range of development opportunities, including Level Up Days for self-directed learning, workshops on AI capability, communication and project delivery, and our Sidequests programme, which provides industry-neutral talks from leading creative figures.

Responsible innovation remains a key focus, particularly in relation to emerging technologies. Learning initiatives support effective and ethical use of tools such as AI-assisted testing, ensuring that innovation enhances, rather than replaces, human expertise. Leadership development continues to be prioritised through structured pathways aligned to our revised Career and Leadership Framework, including the final cohort of our Manager Kitbag programme.

The introduction of a new learning platform has expanded access to on-demand training and clearly defined development pathways, supporting both current role effectiveness and future mobility. Participation is open to all employees, with targeted programmes available for managers and aspiring leaders. With the introduction of the learning platform, our ability to report and track learning participation throughout the Group is improved and will be reported from 2026. These investments support succession planning and leadership resilience across the Group.

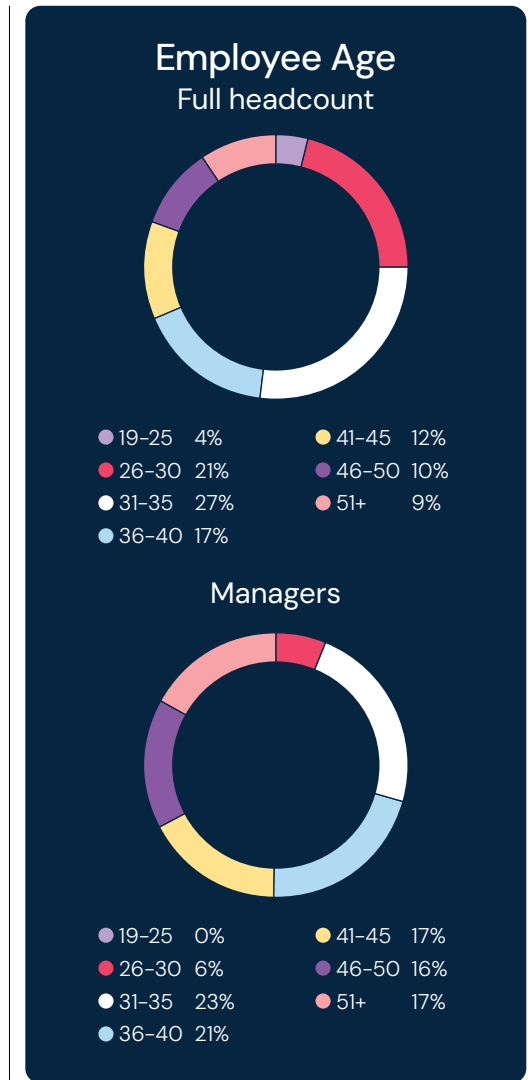


### Diversity, Equality & Inclusion

everplay is committed to building a diverse, inclusive and representative workforce that brings together a broad range of backgrounds, experiences and perspectives. Our diversity profile reflects a balanced mix of early-career talent and experienced professionals, with representation across a wide range of age groups and increasing gender diversity across the organisation. We aim to increase women's representation in our global workforce from 31% to 33% by 2027.

From StoryToys' award-winning people-centred environment, to Team17's long-serving teams whose depth of experience supports inclusive career progression, to astragon's collaborative development culture; collectively we are continuously shaping an inclusive workplace. We are progressing with our plans to collate Diversity, Equity & Inclusion ("DE&I") data on a voluntary basis. This initiative will help us better understand the makeup of our workforce and identify opportunities to foster a more inclusive, supportive, and equitable environment for all colleagues.

➔ A full breakdown of our Gender Pay Gap review is available on the everplay website.



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### Charity Partnerships and Donations

everplay and its subsidiaries support a range of charitable partners and community initiatives that reflect our values and the interests of our players and teams. In 2025, contributions were made to organisations including **Great Ormond Street Hospital Children's Charity**, **UNICEF**, **GLAAD**, and several charities connected to our game communities, such as **Schutzstation Wattenmeer** and **Paulinchen e.V.** We also delivered a **GOSH Charity Steam Sale** and supported local homelessness services through a week of activity with **gutenachtbus**.

Alongside financial contributions, colleagues took part in a variety of community initiatives, including the **PULS Youth Centre** career evening, **Girls & Boys Day**, **RhineCleanup**, **DreckWegTag**, an Environmental Bike Tour, and biodiversity activities such as bee flower planting. We also delivered awareness campaigns around **International Women's Day** and **Pride Month**, reflecting our commitment to inclusion. Together, these partnerships and activities demonstrate everplay's ongoing commitment to supporting meaningful causes and strengthening the communities we serve.



● astragon colleagues enjoying a team-building day in the sun!



● As well as its incredible commercial success, **LEGO® Bluey** has been shortlisted for a super-prestigious Kidscreen 2026 Award for Best Mobile App.

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● Colleagues gather at the everplay business stand at Gamescom.