# UBISOFT

# CANADIAN IMPACT REPORT

**2024-2025**

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# INTRODUCTION

At Ubisoft, our commitment to our communities of players, team members, and neighbours continues to be a journey of growth, consistency, and impact. Over the past year, we've built on strong foundations and reinforced the structures that support our long-term vision to make a positive difference in the world—one game, one player, one community at a time. Our efforts are rooted in the belief that meaningful change comes from sustained action, and we're proud to see our initiatives continue to evolve and expand across Canada.

One of our most significant areas of progress has been the **Ubisoft Education program**. We introduced new programs to promote digital civility among younger children, helping them navigate the online world with empathy and respect. We also broadened our reach by expanding the Gameable coding program for young girls to Sherbrooke, in addition to Montreal. Meanwhile, Le Code des filles, which introduces girls to careers in tech, has grown from Quebec City to include Saguenay.

For the first time, we're proud to champion a cross-**Canada cause: education**. This milestone reflects our deepening commitment to empowering the next generation to thrive, work, and tackle challenges in the digital age. Next year, we'll look at multiplying the opportunities in education across the country.

Finally, our **aaa volunteering program** also reached new heights. We launched our firstever Canadian Volunteering Week, bringing team members together from coast to coast to assemble educational gift bags for community organizations. Last year, our teams logged over 1,800 hours—a remarkable increase that speaks to the passion, generosity, and dedication of our people.

As we look ahead, we're filled with purpose. The momentum we've built is strong, and the energy from our teams and communities is contagious. With good vibes, great intention and concrete action, we're excited to continue shaping a more inclusive, creative, and responsible future together.

**– Leslie Quinton**
Vice-President, Communications

# UBISOFT IN CANADA AT A GLANCE

Ubisoft's Canadian studios—in Montreal, Quebec City, Saguenay, Sherbrooke, Toronto, Winnipeg, and Halifax—are behind some of our most iconic titles, including *Assassin's Creed*, *FARCRY*, *Rainbow Six*, and *Prince of Persia*. With 5,450 team members across the country, we're focused on creating great games and making a positive impact on our teams, communities, and the environment.

We welcome talent from all backgrounds to help shape the future of play. Across Canada, we support the growth of local game development through entrepreneurship and innovation, and we work with schools and universities to train and inspire the next generation.

## Highlights

→ Ubisoft Winnipeg celebrates its fifth anniversary
→ Ubisoft Quebec City launches *Assassin's Creed Shadows*
→ Ubisoft Toronto showcases its work on *Star Wars Outlaws*

## Awards/Accolades

**Named one of Canada's Top 100 Employers for Young People**

**Recognized by Forbes as one of Canada's Best Employers for Diversity in 2024**

**Named one of Montreal's Top Employers (2024)**

**Received Silver Parity Certification from Women in Governance**

## Key figures (2024-2025)

As of end of March 2025

**17,700+**
Ubisoft team members worldwide

**5,407**
team members in Canada

**30.4%**
of all Ubisoft employees worldwide are in Canada (+2%)

**24.2%**
of our team members are women (+0.8%)

**14.7%**
of the executive team are women (+0.3%)

**23.4%**
of our managers are women (+1.1%)

# POSITIVE IMPACT OF VIDEO GAMES

"It's absolutely essential for us to shape player behaviour by engaging with our community and explaining what appropriate behaviour looks like."

— Jérémy Marchadier
Director of Player Safety, Ubisoft

## Fostering safe and more positive play: our ongoing commitment to player well-being

Ubisoft's approach to player protection is rooted in the belief that "bad behaviour doesn't equal a bad player," and shaping behaviour through education and engagement is key to creating inclusive spaces.

## Smart moderation, safer communities

Ubisoft is advancing its commitment to safer, more inclusive video games through several integrated systems in Rainbow Six Siege X.

In April 2024, we partnered with Bodyguard, a real-time moderation platform, to reduce toxicity in text chat without disrupting gameplay. As Lancelot Satge, associate director of Player Protection and Game Security at Ubisoft says, "We needed a stronger filter



Photo credit: Véronique Duplain

to create a more welcoming experience for everyone."

Bodyguard's system was fine-tuned over six months to handle Siege's fast-paced, slang-heavy chat. Together, we analyzed performance and refined moderation to avoid false positives—using over 2,000 terms across 18 languages to align filtering with our code of conduct.

Since the live release in December 2024 the results have been significant:

→ **1+ billion** messages analyzed
→ **10 million** toxic messages removed
→ **42% reduction** in text chat toxicity

This effort is reinforced by the Reputation System, which uses progressive warnings and penalties (like default communication muting) to curb disruptive behaviour; and the Commendation System, which encourages positive play by allowing users to reward teammates for supportive actions.

Together, these systems reflect Ubisoft's holistic approach to player well-being—balancing real-time protection with community-driven positivity.

## Supporting positive play for young players

Ubisoft's Young Player Account system ensures a safe, age-appropriate experience for users under the legal age of consent. These accounts require parental approval and are linked to a guardian's Ubisoft account for transparency and oversight.

**Key elements include:**

→ restricted communication (chat limited to approved friends)
→ privacy-first settings (marketing and data sharing disabled by default)
→ monthly activity reports (sent to parents with playtime and friend updates)
→ purchase notifications (alerts for in-game and store transactions)

These safeguards help parents stay informed while allowing young players to enjoy games in a secure, respectful environment.

By combining cutting-edge technology, thoughtful design, and a deep commitment to community, we're not only responding to the challenges of online play—we're helping shape a more positive future for video games.



Photo credit: Véronique Duplain

# DIVERSITY, INCLUSION, AND ACCESSIBILITY



"The Rise and Dare projects demonstrate our commitment to fostering an inclusive workplace and removing barriers for our team members so everyone can thrive. Programs like these help drive our creativity and innovation, so our teams can shape meaningful experiences that reflect the richness of our community of players."

— Erin Roach
Director of Diversity and Inclusion

## Empowering innovation through inclusion

At Ubisoft, inclusion isn't a trend—it's a core value that shapes how we work, create, and connect. Diversity, inclusion, and accessibility are essential to building empowered teams and delivering meaningful experiences to players around the world.

We remain committed to creating experiences—both within our studios and in our games—where no one is left out.

## Inclusive talent development

One of our flagship initiatives, Project Rise, is a nine-month mentorship program supporting team members who identify as racialized or Indigenous.

In 2024, 26 mentor-mentee pairs across our Canadian studios participated in the program with powerful results:

→ 92% achieved their mentorship goals.
→ 81% gained clarity on their career paths and actions to take.
→ 73% felt confident in achieving their goals within five years.

We also expanded Dare to Empower, a leadership development program for women and non-binary team members in production and technology. Guided by a professional coach, participants support each other in reaching specific development goals. Our stats since launch:

→ 71 participants across 12 teams
→ 95% gained a better understanding of their goals
→ 100% felt confident in reaching them
→ Six leaders participated as Dare ambassadors, sharing their stories and inspiration.

Last year, Ubisoft received the **Silver Parity Certification from Women in Governance**, recognizing our efforts and commitment towards gender parity and fostering inclusion in the workplace. The process evaluates three main pillars: governance and vision, a supportive work environment, and equity. This year, our score improved—we're now just three points away from achieving gold, giving us a clear direction on where to focus our efforts next.

## Creating space for belonging

Our employee resource groups (ERGs) continue to play a vital role in fostering a sense of community within our studios. With over 1,000 members and allies across seven ERGs, we celebrate belonging and amplify diverse voices.

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DEVELOPMENT

ENTREPRENEURSHIP

COMMUNITY

**Latin American and Hispanic community**

GENTE
A **UBISOFT** ERG

**125**
members
and allies



**Asian and Pacific Islander community**

A.P.I.
A **UBISOFT** ERG

**192**
members
and allies



**LGBTQIA+ community**

UBIPROUD
A **UBISOFT** ERG

**161**
members
and allies



**Middle Eastern and North African community**

SALAAM
A **UBISOFT** ERG

**81**
members
and allies



**Neurodivergent community**

NEURODIVERSITY
A **UBISOFT** ERG

**219**
members
and allies



**Black community**

B.E.A.U.
A **UBISOFT** ERG

**81**
members
and allies



**Women for equity**

W.E.
A **UBISOFT** ERG

**222**
members
and allies



**All ERGs**

A **UBISOFT**
PROGRAM

**1,081**
total members
and allies

## A joint effort to spotlight ADHD

Our Neurodiversity ERG teamed up with **Just Dance 2025** to spotlight ADHD through a vibrant new map set to Galantis' "BANG BANG! (My Neurodivergent Anthem)." Designed with lived experience in mind, the choreography captures the energy, focus shifts, and joy of neurodivergent minds.

## Accessibility by design

Accessibility is embedded in our design philosophy—from our studios to our games. In 2024, we conducted accessibility audits, trained managers on neuro-inclusion, and integrated inclusive features from the earliest stages of game development.





Our efforts were recognized at the 2024 GAConf Accessibility Awards, where Ubisoft was named Most Dedicated Publisher.

→ *Star Wars Outlaws*: Best Deaf and Hard of Hearing Accessibility
→ *Prince of Persia: The Lost Crown*: Best Cognitive Accessibility and Greatest Accessibility Innovation

# EDUCATION

## Ubisoft's commitment to education and digital citizenship

**In today's tech-driven world, the Ubisoft Education program is designed to help the next generation thrive, work, and tackle challenges in the digital age. We team up with education experts working directly in schools to give young people the tools they need.**

We're focused on three core areas:

→ promoting STEM (science, technology, engineering, and mathematics)
→ fostering responsible digital citizenship
→ raising awareness about cybersecurity and online safety

## At the elementary school level, we create the spark

### A new initiative to empower young digital citizens

Recognizing the growing need to prepare children for life in a digital world, we've launched **a new initiative with CyberCap** for elementary school students. Through a gamified and interactive journey, students explore the consequences of harmful online behaviour, learn to respond with empathy, and co-create a digital code of conduct tailored to their everyday experiences. In just two sessions, students become ambassadors of digital kindness, strengthening their ability to foster a responsible and positive online environment.

This initiative will gradually expand across all regions of Quebec, and since December 2024, we have reached five schools and 311 students and hosted 13 activities.

### Providing coding sessions

Through our technology partnership with Reseau Technoscience, we facilitated workshops with elementary students with Decode the Code, a digital kit available in classrooms, libraries, day camps, and after-school programs.

### Creating video games as a learning tool

Hack the ROM, a partnership between Ubisoft Toronto and the Royal Ontario Museum (ROM), has students build digital literacy skills by creating games and digital media projects inspired by Indigenous artists and the Indigenous Artistic and Cultural Belongings at the ROM.

→ 350 students from nine Ontario schools participated in 2024.
→ Students received mentorship from Ubisoft staff, Indigenous museum educators, and Maker Space technicians.
→ The program culminated in an exciting end-of-year showcase.

Our partner Youth Fusion—through its video game creation projects for elementary and high school students—aims to help students discover technology and design with a view to empathy, peace education, and anti-bullying. This year, 831 students—including 306 at the elementary level and 458 at the high school level—from Quebec and Ontario participated in the program.

"By creating the interactive activity The Codes of Positive Internet Use, we wanted to encourage elementary school students to be kind online and help them identify negative online behaviour. We're proud to have Ubisoft's approval for this project and to develop a tool that meets the expectations of a recognized leader in the world of video games."

— Marianne
Facilitator at CyberCap

"I'm inspired by how we incorporate artistic and cultural belongings from the First Peoples Gallery and community to enhance students' learning and creativity. Each culminating showcase highlights the students' progress and the program's overall success, reflecting our commitment to advancing digital literacy and deepening students' understanding of Indigenous knowledge."

— Leslie McCue
Manager of Indigenous
Learning and Programs, ROM

## Feeding curiosity at the high school level

### Expanding Gameable to Sherbrooke: Empowering girls in coding and game creation

Following its successful launch in Montreal, the Gameable program is now expanding to Sherbrooke. This initiative invites girls aged 13 to 18 to take part in a friendly competition where they design and prototype a video game based on a chosen theme. With support from mentors at our Montreal and Sherbrooke studios, participants gain experience in game design and programming. The program culminates in a demo day, where these young creators present their work to industry professionals. By growing into new regions, Gameable continues its mission to inspire and empower the next generation of girls in tech.

## Newly supporting Le Code des filles in Saguenay and Quebec City

We have also expanded our partnership with Le Code des filles, now reaching students in Saguenay and Quebec City. Through coding challenges, inspiring events with female role models, and close collaboration with local schools, the program creates meaningful opportunities for girls to explore the world of tech. This expansion ensures even greater outreach within the education system, helping young women build confidence and develop digital skills for the future.

### Fostering creativity in young students

In partnership with Créativité Québec, we hosted the provincial finals of the Ligue de Créativité—the largest school-based creative competition in the province. To mark the occasion, we launched a special challenge for students and welcomed them into our studio for an inspiring behind-the-scenes experience. Créativité Québec continues to spark bold ideas and collaboration among young minds.

## Ongoing initiatives

### Academos

Through our partnership with Academos, Ubisoft mentors connected directly with students, giving them a unique opportunity to ask questions and gain insights into their dream careers.

### Montreal Science Centre

Ubisoft supports the Science Centre's permanent exhibition Explore, featuring highly interactive spaces where kids can delve into the science of motion, air, light, water, geometry, and matter—and even experiment with coding.
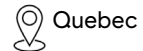

*Photo credit: Mathieu Chevalier*

# Bringing passion to life at the university level

Ubisoft offers hands-on experiences and mentorship to help students transition into the workforce.

## Ubisoft Game Lab Competition

📍 Quebec

### 200+
participants

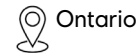| 25 | 9 |
|---|---|
| teams | prizes |
| 8 | 50 |
| scholarships | Ubisoft mentors |

### 13
university campuses

Ubisoft's annual Game Lab Competition helps prepare the province's next generation of developers. Over 10 weeks, students create a playable video game prototype based on a theme, guidelines, and constraints set by a jury of Ubisoft professionals.

## Ubisoft Toronto NEXT

📍 Ontario

### 300+
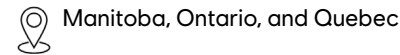participants

### 21
finalists

| 35 | 30 |
|---|---|
| Ubisoft mentors | schools |

The Ubisoft Toronto NEXT shines a spotlight on Ontario's game development students, helping kickstart their careers in the industry.



## Develop at Ubisoft

📍 Manitoba, Ontario, and Quebec

### 140
participants

### 30
schools

### 14
Ubisoft mentors and 19 mentees

One of Ubisoft's most impactful university-level initiatives, Develop at Ubisoft is a global mentorship program designed to support women, non-binary, and trans individuals pursuing careers in game design and programming.



## Other initiatives

→ **Game Dev Atlantic** (Halifax): We brought three inspiring team members with different backgrounds to speak and network with professionals and students in the video game industry.

→ **Les Astucieuses with COlab** (Saguenay–Lac-Saint-Jean): This year-long program for college and university women focuses on building leadership, entrepreneurship, and networking skills. Participants take part in workshops, co-development sessions, and personalized coaching as they develop and prototype their own projects.

→ **Opening doors to the future:** We host open houses across our Canadian studios, offering students a behind-the-scenes look at careers in the video game industry. These experiences help demystify the digital world and inspire the next generation of creators, thinkers, and leaders.

"NEXT has truly broadened my understanding of game design and enhanced my technical skills."

—Junsu Jung
Game Designer

"It was my first time being a mentor in this program, and I had a wonderful experience. I loved seeing my mentee's project come to life, and at the end of it all, she secured an internship at Ubisoft Montreal."

—Juliette Pelletier
Mentor, Ubisoft Quebec City

# ENVIRONMENT







## Empowering climate action through awareness and engagement

In 2024, we deepened our efforts to raising awareness and inspiring action across our Canadian studios and communities. Through targeted education, hands-on initiatives, and inclusive partnerships, we're reducing our environmental footprint and fostering a culture of climate responsibility—one action, one studio, one community at a time.

## Climate education for all

Education is a cornerstone of our environmental strategy. This year, over 1,000 team members enrolled in our climate school. The newly launched Climate School for All is an e-learning module that simplifies complex climate concepts and empowers participants with practical, job-specific actions they can take.

## Earth Week: A nationwide effort

Ubisoft's Canadian studios came together during Earth Week to take action for the environment. Here's how our teams contributed across the country:

→ **Community cleanups**: Our teams in Sherbrooke, Montreal, Quebec City, Halifax, and Winnipeg removed waste from streets, rivers, and neighbourhoods. Ubisoft Sherbrooke—our youngest studio in Canada—collected an impressive 500 pounds of waste and recyclables.

→ **Tree planting and green initiatives**: In Toronto, team members helped restore the rare freshwater dune ecosystem at Hanlan's Point Beach through a tree planting event with the City of Toronto.

→ **Environmental involvement**: In Saguenay, team members volunteered at Eurêko!'s educational garden, helping with planting, potting, spreading mulch, and general site upkeep. Their efforts were warmly appreciated by the organization.

## Learning about pollinators

To promote a deeper understanding of biodiversity, we hosted beekeeping workshops and quizzes in our Montreal, Toronto, and Saguenay studios. These interactive sessions helped team members learn about the critical role pollinators play in our ecosystems.

## Comm-Un resilient gardens

In partnership with Mission Inclusion, we launched the Comm-Un Resilient Gardens in Montreal's Milton-Parc neighbourhood. Led by Indigenous community members and people experiencing homelessness, this initiative transforms urban space into a vibrant hub for community agriculture, biodiversity, and inclusion.

→ **Led by the community**: The project centres Indigenous community members and people experiencing homelessness as leaders and knowledge-sharers.

→ **Urban agriculture for all**: Our gardens grow fruits, vegetables, native plants, and flowers—creating a "cooling island"

that promotes healthy eating and boosts urban biodiversity.

→ **Workshops and knowledge exchange**: Public gardening and horticulture workshops led by those with lived experience pass on traditional and sustainable practices.

→ **A space for healing and connection**: More than a garden, this is a place for community gatherings, cultural exchange, and resilience building.

## Sustainable living in action

Our studios embraced circular economy principles through clothing swaps and garage sales in Montreal, Quebec City, Saguenay, Halifax, and Toronto—giving a second life to hundreds of items.

We also promoted soft mobility through a variety of initiatives:

→ bike maintenance workshops in Montreal, Quebec City, Sherbrooke, and Toronto
→ cycling challenges in Saguenay
→ a summer soft mobility challenge in Quebec City
→ a new bike club in Halifax
→ public transit discounts offered to team members across Canada

## Energy-saving features in our games

*For Honor* became Ubisoft's first title to incorporate eco-design with the introduction of Eco Mode, a feature that dynamically adjusts graphics and caps the frame rate at 30 FPS. This reduces console energy consumption by up to 30%, all without compromising gameplay.

Initially offered as an optional setting, Eco Mode is now enabled by default in the popular Smart configuration, reaching 95% of players. The initiative was recognized with the Best Green Tech award at the 2024 Playing for the Planet Awards.

# RESEARCH AND DEVELOPMENT

## Innovating responsibly

Ubisoft continues to push the boundaries of innovation through our research and development hub, Ubisoft La Forge. Over the past year, the team advanced work in responsible AI, academic collaboration, and gameplay innovation—showing how cutting-edge technology can be developed with impact in mind.

## Making online play safer— and smarter

Keeping online spaces safe requires constant tuning. That's why we're refining our AI tools and investing in research and development to meet the evolving challenges of online play.

→ **ToxBuster** is now live in multiple games, helping moderators scan up to 700 chatlines per hour. It retrains daily to keep up with how players actually talk.

→ **Toxplainer** flags bias in moderation models and helps teams fine-tune how toxicity is labelled.

Finally, through the **Zero Harm in Comms** partnership with Riot Games, we're tackling harder cases like subtle, high-risk behaviour. This work led to a 20% increase in identifying rare but serious harms. These insights were shared at the **Game Developers Conference (GDC)**, pushing the conversation forward on what responsible moderation should look like in modern multiplayer games and helping shape industry-wide best practices.

**Better tools for creators, more immersive gameplay for players** Ubisoft La Forge also delivered major advancements in gameplay AI. SmartDrive, a reinforcement learning-based vehicle AI system, was deployed in *Star Wars Outlaws*, bringing realistic traffic behaviour to life.

In *For Honor*, a new machine learning pipeline reduced the time required to create combat bots from four weeks to one. This approach combines self-play, designer-controlled rules, and existing non-combat behaviours, reducing manual work by designers significantly. This approach enables the automatic creation of skilled bots across three difficulty levels, while allowing designers to maintain creative control and fine-tune combat behaviour.

## Innovation through collaboration

This year, we teamed up with the **University of Toronto** and **York University** on a new research project to push the boundaries of digital avatars. Using a technique called implicit representations, the goal was to create more lifelike characters and faster, more efficient tools for developers.

Beyond research, Ubisoft actively contributed to broader conversations about AI's societal impact:

→ At **OBVIA's Action IA** and **Dialogues Interdisciplinaires**, we explored how AI is reshaping culture and ethics.

→ During **ACFAS 2024**, we took part in a discussion on how the games industry is thinking about AI's role in society.

→ At **Entertainment-AI 2025** and the **MUTEK Forum**, we talked about the creative challenges of using AI in entertainment.

→ At the **Sommet Influence**, we highlighted how innovation in gaming can stay both bold and responsible.

Innovation isn't just about building new tools—it's about ensuring those tools empower the people behind the games. These conversations reinforce our guiding principle: AI should serve creators, keeping artists, writers, and developers at the heart of the process.

### Year in review

Research showcased at leading industry conferences

**GDC
SIGGRAPH
EMNLP**
and more

11
academic partnerships across Canada

**17**
R&D projects completed

**28**
collaborators

**6**
projects currently in progress

**26**
interns engaged
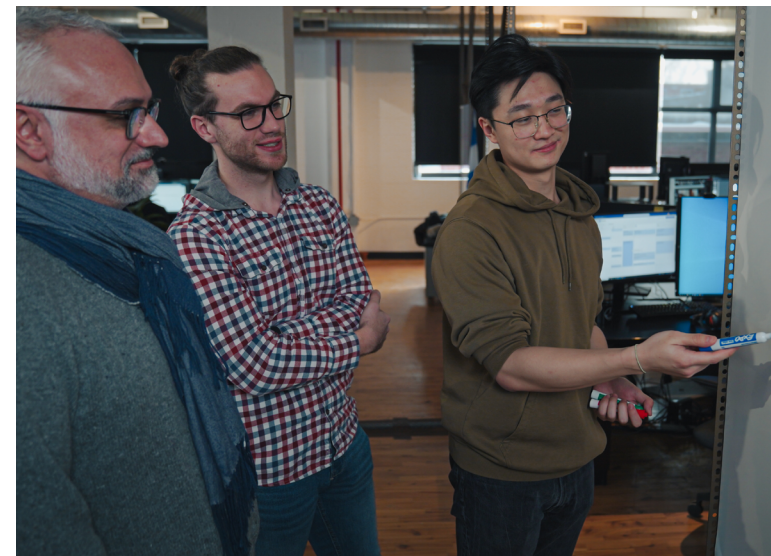
# ENTREPRENEURSHIP



## By the numbers

### $3M
invested in **nine Quebec indie games** through **Ubisoft RADAR** since 2022

### $190,000
invested in
**Caravane Entrepreneuriale Ubisoft**

### $50,000
invested in New Media Manitoba's
**GameBiz Lab** program

## Strengthening Canada's game development ecosystem

Ubisoft is committed to supporting independent game developers across Canada. In Quebec, Ontario, and Manitoba, we're helping equip indie studios with the funding, tools, and networks they need to grow, innovate, and compete globally.

But this isn't just about making games—it's about backing Canadian talent, encouraging innovation, and building a future where local studios thrive at home and abroad.



## Quebec:
## A launchpad for indie talent

Ubisoft RADAR proved once again to be a gamechanger for indie developers in Quebec, financially backing standout titles.

Titles launched in fiscal year 2025:

→ *Biomorph*, by Lucid Dreams Studio: A metroidvania platformer that blends action with city-building and narrative exploration.

→ *Two Falls (Nishu Takuatshina)*, by Unreliable Narrators: A story-driven experience exploring early encounters between settlers and Indigenous Peoples.

Investments made in fiscal year 2025:

→ **War Stories: The Caribou Trail**, by ManaVoid: A narrative game about the Newfoundland Regiment during World War I.

→ **Outward 2**, by Nine Dots Studio: A challenging action RPG with survival elements.

*Aloft*
Congratulations to Astrolabe Interactive, the team behind this co-op survival game set on floating islands! They're continuing their journey with publisher Funcom, who has officially taken over our stake in the project.

Ubisoft also partnered with La Guilde du jeu vidéo du Québec and National Bank to launch the Caravane Entrepreneuriale Ubisoft—an accelerator for indie studios that offers expert-led training, studio tours, networking opportunities, and practical guidance on funding, marketing, and scaling up.

We also supported a new **incubation and acceleration consortium** led by CEIM (Centre d'entreprises et d'innovation de Montréal) and Indie Asylum designed to:

→ provide **comprehensive coaching** in marketing and financing;

→ equip studios with **specialized tools**; and

→ lead **international trade missions**, including participation at GDC in San Francisco.

The goal? Help Quebec studios reach global audiences while staying rooted in the province and driving local growth.

## Ontario:
## Building business muscle

In Toronto, Ubisoft backs **Indie Superboost**, a program by Interactive Ontario that helps indie and XR developers through:

→ **industry-specific business training**,

→ **mentorship** from seasoned pros, and

→ **networking opportunities** that open doors to global markets.

## Manitoba:
## Nurturing emerging talent

In Winnipeg, Ubisoft supports **GameBiz Lab + Starter Fund**, a New Media Manitoba initiative that's all about early-stage growth. It offers:

→ **incubation and mentorship** for new developers,

→ **seed funding** to get projects off the ground, and

→ a launchpad for **fresh, diverse voices** in gaming.

# COMMUNITY

## 1,800+
**volunteer hours** logged across Montreal, Quebec City, Sherbrooke, Saguenay, Toronto, and Winnipeg

## 130+
**community-focused activities** organized at our Canadian studios

United for our national cause:
## education

## Empowering communities through team-driven impact

Our impact is driven by our team members. Their dedication to volunteering, fundraising, and cultural engagement reflects a shared belief: when we come together, we can build stronger, more vibrant communities.



## Celebrating local art and culture

We're proud to be a catalyst for creativity, championing initiatives that bring culture to life in unexpected places. From immersive music labs to public art on city streets, we aim to amplify diverse voices and make culture more accessible to all.

→ **Screen Music Lab with SOCAN Foundation**: Ubisoft Montreal helped emerging composers further develop their skills and collaborate to reinvent a video game soundtrack, bridging creativity and tech.
→ **Nuit Blanche and MUTEK**: We powered immersive, high-energy cultural events that lit up Montreal and celebrated digital artistry.
→ **"Love Me Gender" exhibition**: We partnered with the Musée de la civilisation in Quebec City to raise awareness around gender identity and inclusion.
→ **La Noce and REGARD**: We supported regional festivals in Saguenay that spotlight indie filmmakers and emerging artistic voices.
→ **Festival Jazz et Blues de Saguenay**: We brought rhythm and soul to Saguenay-Lac-Saint-Jean, supporting local talent and cultural vitality.
→ **L'art s'affiche**: We transformed our Montreal studio into a public gallery, showcasing thought-provoking works by Nicolas Grenier and over 15 emerging artists.
→ **POP Montréal**: We brought the heart of the Mile End to life through a vibrant collaboration with this international music festival for an unforgettable night cele-



brating the neighbourhood's cultural energy and creative spirit.

## Studio spotlights: local action, lasting impact

### Montreal

The Montreal studio led the way with a variety of impactful initiatives:

→ Raised funds through a cycling challenge for Mission Inclusion's environmental fund.
→ Organized a food drive and donation for Mission Mile-End.
→ Assembled more than **220 gift bags** for the Welcome Collective, supporting vulnerable refugee claimants
→ Sent handwritten holiday postcards to isolated seniors.

### Quebec City

The team in Quebec City used creativity and compassion to help people facing homelessness, precariousness, and food insecurity:

→ Collected essential winter items for the Night of the Homeless.
→ Organized a toy drive for Reno-Jouets to support children and families in need.
→ Held the annual bake sale, featuring treats made by **30 of their "chefs"** and raising funds for the local breakfast club.

## Saguenay

In Saguenay, the focus was on food security and youth empowerment:

→ Collected more than **650 food items** for Moisson Saguenay-Lac-St-Jean.
→ Volunteered at the Chicoutimi food centre to sort and distribute supplies.
→ Assembled educational gift bags for local youth centres.

## Sherbrooke

Sherbrooke's team brought joy and creativity to their community through food and celebration:

→ Prepared ready-to-make brownie kits for families in need.
→ Volunteered with Moisson Estrie, the local food bank.

## Toronto

In Toronto, the studio deepened its connection with the BGC Dovercourt Club, a vital community hub for children and families:

→ Supported the club's Christmas hamper program, delivering fresh food and essentials to families in need.
→ Hosted a chili cook-off to raise funds for the club's programs.

## Winnipeg

Winnipeg team members continued to make an impact through a variety of volunteer-led events:

→ supported **D'Arcy's Animal Rescue Shelter** by cleaning, sorting, and organizing supplies.
→ assembled educational gift bags for the **Wii Chiiwaakanak Learning Centre**.

## Halifax

The Halifax team brought compassion to life through a series of meaningful community initiatives:

→ Donated to the Art Gallery of Nova Scotia to support a local exhibition.
→ Raised funds for the **Pearleen Oliver Education Fund** during Black History Month.
→ Partnered with **Make-A-Wish** to host two youth aspiring to learn about gaming, and supported the organization's fundraiser.



## Rallying around a common cause

For the first time, all our Canadian studios united to support education as a common cause. During Global Volunteer Week in December, our teams made a meaningful impact:

### 125+

**volunteers** participated in International Volunteer Day

### 12

**organizations** across Canada

### 750

**gift bags distributed, filled with educational tools** to spark curiosity and ignite a passion for STEM in young people

Building on this momentum, **over 250 education-focused volunteers** engaged in education-focused activities—offering mentorship, participating in speaking opportunities, and providing feedback on student portfolios and projects.

# APPENDIX
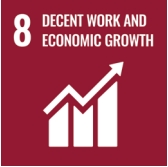
**SUSTAINABLE DEVELOPMENT GOALS**

Ubisoft is committed to participating in the global effort towards achieving the United Nations's sustainable development goals (SDGs), adopted in 2015. These 17 goals call on countries worldwide to foster prosperity while protecting the planet by 2030. Ubisoft recognizes the vital role that economic and financial actors play in this global effort and is committed to supporting the SDGs that align most closely with our values and corporate social responsibility commitments. These include SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 9 (Industry, innovation, and infrastructure), SDG 10 (Reduced inequalities), and SDG 13 (Climate action).

| SDG | Goal | Ubisoft's actions |
|---|---|---|
| **4 QUALITY EDUCATION** | **4.4 \|** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship. | Ubisoft attaches great importance to education and actively supports this goal through initiatives that promote quality education and increased diversity in tech-related professions through:<br>• collaborations with NGOs to help youth build fundamental STEM skills;<br>• initiatives to diversify the tech talent pool;<br>• support for coding programs aimed at young learners;<br>• development of educational games like Play to Learn, offering engaging and accessible learning experiences for all ages; and<br>• provision of mentorship, study grants, internships, and job opportunities. |
| **5 GENDER EQUALITY** | **5.1 \|** End all forms of discrimination against all women and girls everywhere.<br>**5.5 \|** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.<br>**5.2 \|** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.<br>**5.b \|** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women. | Ubisoft promotes gender equality within the organization, in its games, and by organizing volunteer activities with local organizations by:<br>• creating diverse stories and characters that reflect inclusivity;<br>• supporting educational initiatives that encourage women to pursue careers in STEM, tech, and gaming;<br>• increasing visibility of recruitment opportunities for women;<br>• working with employee resource groups to address sector-specific challenges;<br>• partnering with local organizations to support women in vulnerable situations through volunteering; and<br>• participating in tech workshops that help women re-enter the workforce with digital tools and foundational skills. |

| SDG | Goal | Ubisoft's actions |
|---|---|---|
| 8 DECENT WORK AND ECONOMIC GROWTH | **8.3 \|** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.<br>**8.5 \|** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. | Ubisoft advocates for entrepreneurship, diversity, inclusion, and accessibility by:<br>· encouraging entrepreneurship through initiatives like the RADAR fund and Quebec City's Catapulte competition to support new studios; and<br>· promoting diversity, inclusion, and accessibility through Ubisoft Education and employee resource groups. |
| 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | **9.4 \|** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities. | Ubisoft drives innovation by:<br>· advancing research through La Forge, our internal R&D lab;<br>· partnering with Canadian universities; and<br>· offering internships that bridge the world of research and the professional world, aiming to bring forth new ideas and innovative concepts. |
| 10 REDUCED INEQUALITIES | **10.2 \|** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.<br>**10.3 \|** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard. | Ubisoft places strong emphasis on reducing inequalities and fostering diversity and inclusion by:<br>· enhancing game accessibility for players with disabilities;<br>· adjusting its recruitment process by adopting inclusive language in job postings and training for recruiters;<br>· supporting initiatives that promote social inclusion, diversity, and accessibility in the video game industry;<br>· implementing safeguards to prevent inappropriate behaviour in online communities;<br>· partnering with associations to better represent ethnic minorities and women in gaming;<br>· allowing players to choose the gender and ethnicity of their characters;<br>· fostering an inclusive workplace with equal opportunities;<br>· partnering with associations that offer internal training on discrimination, inclusion, and accessibility; and<br>· collaborating with local organizations to support food security, thereby contributing to the empowerment and the social and economic inclusion of people in vulnerable situations. |
| 13 CLIMATE ACTION | **13.1 \|** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.<br>**13.2 \|** Integrate climate change measures into national policies, strategies, and planning.<br>**13.3 \|** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning. | Ubisoft embraces sustainable practices and works to reduce its carbon footprint by:<br>· setting environmental targets to reduce greenhouse gas emissions, waste, and water use;<br>· hosting annual events that provide a platform for sharing contributions and solutions to environmental issues in the gaming industry;<br>· equipping teams with resources to address climate challenges;<br>· encouraging production teams to develop game narratives that raise environmental awareness;<br>· strengthening awareness through studio-based initiatives such as climate schools, biodiversity murals, and beehive workshops; and<br>· leading volunteer activities in collaboration with local organizations—particularly during Earth Week, celebrated across all our studios—to raise awareness and foster engagement around climate issues. |