

Canadian Impact Report



UBISOFT

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25 Years of Growth in Canada

“From the very beginning of our journey, we have believed in the power of supporting our communities and making a positive impact. Today, we are fully committed to contributing to a more sustainable and inclusive society.”



In 2022, Ubisoft marked 25 years in Canada. This major milestone was celebrated across the country and underscored just how much Ubisoft has evolved throughout the years. Since we first opened our doors in Montreal in 1997, thousands of talented employees have become members of our teams and our communities in Montreal (1997), Quebec City (2005), Piedmont (2008), Toronto (2010), Halifax (2015), Saguenay (2018), Winnipeg (2018), and Sherbrooke (2022).

From the very beginning of our journey, we have believed in the power of supporting our communities and making a positive impact. Today, we are fully committed to contributing to a more sustainable and inclusive society. We support access to culture, drive sustainable and inclusive economic growth in the gaming industry, and champion multiple STEM initiatives in education to empower underrepresented communities. Through these endeavours, we contribute to making a long-lasting and positive impact on our colleagues, players, partners, communities, and our planet.

Both in the virtual and the real world, we have taken several actions to reach our goal.

Many initiatives have been put in place to promote positive online behaviour and a healthy gaming culture to **increase player safety**. Programs have been developed to encourage positive player interaction, such as the Fair Play Program and the Rainbow Six Siege Reputation System. This year, we also partnered with Riot Games to create the first cross-industry research initiative to address disruptive behaviours. For our players, we strive to cultivate an environment that enables them to enjoy abundant freedom, while upholding the values of respect and safety.

One of our primary focuses these past years has been diversity, inclusion, and accessibility (DIA) to raise awareness, connect with our communities, and act on relevant and impactful issues and realities. We foster an **open and inclusive culture** in which everyone can be themselves. From our teams to players and partners, everyone needs to feel safe, respected and valued as

their authentic selves. Many initiatives have been implemented to achieve this ambitious objective, and it's only the beginning!

Collectively and individually, we have developed projects for the well-being of our planet. We believe in the need to act on **climate change**. Hand in hand with Ubisoft's Canadian green committees, we ensure our actions and our studios leave a limited footprint on the environment globally and locally. As part of Ubisoft's global commitment to reducing our carbon footprint by 8.8% per employee by the end of 2023, we are actively working to decarbonize our operations.

In this increasingly complex technological world, we want the next generation to have the tools to face tomorrow's challenges. From primary to university levels, **Ubisoft Education** encourages youth—especially girls and members of underrepresented communities—to increase their knowledge and interest in STEM. And even more importantly, we hope to inspire future generations on how to collaborate and find creative and innovative solutions that will shape their future.

Building on the foundation of our first 25 years, and for the years to come, we are committed to contributing to a sustainable and inclusive society for our communities in Canada and beyond.

Sincerely,

LESLIE QUINTON

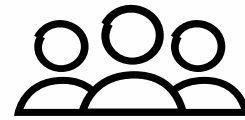
Vice-President, Communications



Ubisoft in Canada at a Glance

Ubisoft is a global leading creator, publisher, and distributor of interactive entertainment and services, and has a rich portfolio of world-renowned brands, including Assassin's Creed, Just Dance, Rayman, Far Cry, Watch Dogs, and the Tom Clancy series. Globally, our 20,000 employees are committed to delivering original and memorable gaming experiences on all popular platforms. We boast a growing and diverse team with a shared vision for world-class game development. Ubisoft's Canadian studios collectively employ 5,440 talented creators at studios in Halifax, Montreal, Quebec City, Saguenay, Sherbrooke, Piedmont, Toronto, and Winnipeg. We aim to enrich the lives of our players, as well as of our teams, our communities, our society, and our planet.

Key Figures in 2022-2023



20K+
employees worldwide

5,440
employees
in Canada

Ubisoft in
Canada employs
27%
of all Ubisoft
employees
worldwide

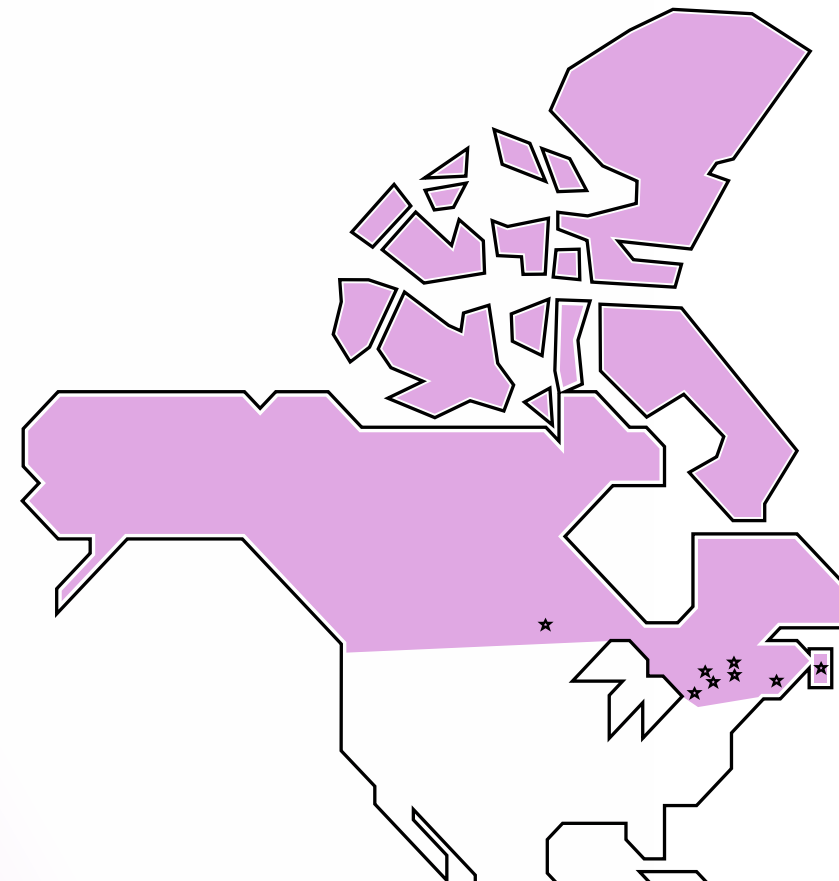
*Figures as of March 1, 2023

23.5%
of all employees
are women

23.5%
of all managers
are women

15.9%
of the Executive
team are women

22.25%
of full-time employees
are under age thirty



2022
opening of newest
Canadian studio in
Sherbrooke, Quebec



Highlights



25

years of game
creation
in Canada



15th

anniversary of
the award-winning
Assassin's Creed
game franchise

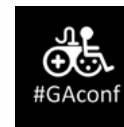
Accolades



2022

Forbes

Ranked 290th by Forbes
World's Best Employers



3 GAconf award wins for stellar
game development to raise
the bar in accessibility

Forbes

Ranked 53rd by Forbes
for Canada's Best Employers
for Diversity



2023



Canada's Top 100 Employers
for Young People



Ranked 221st by Forbes
for Canada's
Best Employers



Positive Impact of Gaming

To ensure a positive experience for all players, Ubisoft prioritizes making our spaces safe, fair, and fun. But the positive impact of our games goes beyond pure entertainment. Serving as educational tools that make learning more engaging and interactive, some of our video games are being integrated into school curricula. Additionally, we have games that are being prescribed to treat medical conditions such as amblyopia, highlighting the potential of gaming technology to revolutionize healthcare. We're proud to contribute to the development of new applications for games that have far-reaching benefits for players of all ages and backgrounds.

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Just what the Doctor Ordered





On a Mission to Promote a Healthy Gaming Culture

As the games and communities that we develop and support in Canada expand and become more diverse, teams across functions are coming together to ensure we can provide environments that promote healthy in-game interactions.

By implementing a wide range of measures, we take a comprehensive approach to protecting our communities from problematic and disruptive behaviours such as harassment, negative language, cheating and unfair advantages.

Over the past few years, we have been working to proactively address player trust and safety, a strategy that has accelerated over the last six months as teams across our studios, from production to legal and everyone in between, have adopted a cross-department plan founded on three guiding principles: prevention, detection, and intervention.

“When it comes to our players’ safety, we can’t simply rely on sanctions, such as banning players who are cheating,” says Montreal-based Jeremy Marchadier, Player Safety Director. “Those measures are limited; they don’t create a virtuous

cycle, and they don’t actually promote our values at Ubisoft.”

The objective of Ubisoft’s Player Safety and Trust program is to be an actor of change led by goodwill and care. The first major proactive measures to create gaming structures that foster more rewarding social experiences and avoid harmful interactions were launched in December 2022 after months of work with digital-learning experts, psychologists, internal Ubisoft creatives and Ubisoft’s Online Services team, based in Montreal.



Ubisoft is an active member of the Fair Play Alliance, a coalition of studios and publishers dedicated to fostering positive and safe player communities. Composed of more than 200 gaming companies, the Alliance provides a forum to exchange ideas and discuss solutions for reducing player toxicity and encouraging healthy communities.

The Fair Play Program: Managing the Emotional Aspect of Gaming

The Fair Play Program was originally rolled out in beta mode on Ubisoft Connect, the online service where Ubisoft games can be downloaded by customers. The program consists of five learning capsules with nine videos, one quiz, one self-assessment test, and one commitment statement. These focus on player behaviour, player protection, impact on gameplay, and impact on player well-being. The basic premise is that it’s managing both the emotional and the social aspects in gaming is critical to create positive spaces for everyone.

The program is designed to be beneficial for players of all genres, and it encourages all players to think of it as something that can be used in everyday digital interaction, not just while gaming.

“It’s always about the impact you have on others. When you’re frustrated and stressed, you are living in anxiety, and then you’re in a spiral where it’s difficult to think about the impact you’re having,” says Marchadier. “That’s why we want to get at the root cause of how to help players manage stressful situations.”

Developing this kind of emotional intelligence can help players react

when faced with disruptive behaviours while gaming, on social media, or even in day-to-day interactions. There are no rewards for completing the program, a decision the team made to make sure players took part because they genuinely want to learn.

The Rainbow Six Siege Reputation System

Released in December 2022, Ubisoft’s new Reputation System was bundled into Year 7, Season 4 of Rainbow Six Siege, a game developed in Montreal.

The goal of the system is to guide players and give them the opportunity to change the way they interact with others and within the game by ranking players’ in-game behaviour on a scale from Dishonourable to Exemplary.

For now, there are no negative or positive effects associated with the standings; they have been integrated to create awareness and give players a chance to adjust their behaviour. Eventually, it will aim to discourage poor behaviour through feedback and consequences, and to highlight and support those who positively contribute to the game environment, making the game a better place for others.

“This is something we could potentially be launching across all our games,” Jeremy says. “The Reputation System is the result of a truly collaborative and

transverse effort across all our teams, involving hundreds of people. And it’s showing a lot of promise.”

Leaning on Old Measures and Researching New Avenues

Still, redirecting a culture made up of hundreds of thousands of people takes time, and occasionally drastic measures. That’s why in February 2023, Ubisoft applied account-level sanctions on nearly 19,000 player accounts that were using “fraudulent practices”.

In addition to these concrete measures, Marchadier also points to research being done at Ubisoft and with partners to leverage technology to create more positive gaming environments, for instance by using machine learning algorithms in the detection of in-game toxic behaviour, such as Zero Harm in Comms ([see page 41](#)).

“Ubisoft is present for player safety; if we have to crack down, we’ll crack down appropriately,” Jeremy concludes. “We’re being proactive about this—taking the bull by the horns—and testing scalable solutions that are innovative and strategic.”



Learning through Play

From Ancient Egypt to algorithmic logic, Ubisoft's Canadian studios are committed to developing enriching educational experiences.

We believe that video games can be a portal to engaging and fun learning experiences, which is why we're making our educational content more accessible to cultural and educational institutions across the country.

Living History: The Discovery Tour

Launched in 2018, the Discovery Tour by Assassin's Creed is a video game series that was created by the resident gaming experts and historians at Ubisoft Montreal. Players immerse themselves in history through a memorable interactive experience. This nonviolent, educational version of our Assassin's Creed games invites players to freely explore various ages as they learn about

art, architecture, philosophy, politics, religion, and more.

After receiving many awards and recognitions for its Ancient Egypt and Ancient Greece editions, in June 2022, Ubisoft released a stand-alone version of Discovery Tour: Viking Age for consoles and streaming platforms. This was a big step in making content more accessible to schools in particular, and in overcoming the hardware barrier.

In 2022, McGill University partnered with Ubisoft to create curriculum guides for educators interested in using Discovery Tour as a teaching tool. The guides empower teachers to choose a subject area for learning, including science, social science, math, along with language, and literacy. The McGill team customized activities to create tailored lesson plans for educators that take into account grade level.

7.7M Discovery Tour Players

- 2.7M Ancient Egypt players
- 3.8M Ancient Greece players
- 1.2M Viking Age players

Enabling Access: Play to Learn

In September 2022, Ubisoft announced its Play to Learn initiative, which offers free access to educational games to cultural and educational institutions.

The Play to Learn library currently offers four different titles on PC:

- **Rabbids Coding** helps players understand the basics of programming and algorithms.
- **Anno 1404** brings players to 15th century Europe, where they learn about trade, diplomacy and strategic resource management.
- **Assassin's Creed Discovery Tour: Ancient Egypt** lets players freely roam Ancient Egypt to learn about its history and daily life.
- **Valiant Hearts: The Great War** has players explore the history of World War I through the eyes of multiple fictional characters.

Since the program launch, countless patrons and students from 112 institutions across Canada have benefitted from free access to history, geography, science, and technology content.

Assassin's Creed Discovery Tour: Ancient Egypt



Winner of Best Learning Game and the G4C People's Choice Award at the 2019 Games for Change Awards



"The ideal situation is that learning and fun are the same thing. In other words, playing is learning, and learning itself is interesting and worthwhile."

— CHU XU,
PhD candidate,
McGill University



"Ubisoft is committed to supporting the world of education, which is why the team called upon McGill's Faculty of Education to create curriculum guides for Discovery Tour."

— ANTOINE GUIGNARD,
Discovery Tour Producer,
Ubisoft Montreal



Just what the Doctor Ordered

Ubisoft and Novartis are developing a novel, non-invasive, and engaging way to treat a condition that affects roughly 3% of the global population and can lead to poor vision if left untreated.

What if being treated for your medical condition could be... fun?

In 2015, Ubisoft made headlines when it announced its game Dig Rush, co-developed with the startup Amblyotech and led by researchers at Montreal's McGill University, was showing signs of successfully treating amblyopia, a condition that causes impaired vision.

Nearly eight years later, after multiple proofs of concept and qualitative clinical trials, the preliminary results are in. The science behind this novel digital therapy is strong and being tested through clinical trials.

And the biggest breakthrough: the solution seems to be the first that works in adults as well as children.

Today, Dig Rush is one example of a few different 2D puzzle games developed by Ubisoft in collaboration with Novartis, the multinational pharmaceutical corporation that purchased Amblyotech in 2020. The games use 3D glasses to train the patient's eyes and brain to work together to view an image in full. The patient plays a game one hour per day, every day, for eight weeks—a time commitment that could be challenging if the treatment were any less creative.

About Amblyopia

Amblyopia, also called lazy eye, is a sight disorder in which vision in an eye does not develop properly during childhood.

Traditional treatment in children is to wear an eye patch to force the use of their weaker eye. It's a process that can improve vision, yet is very long and intrusive, with the possibility of regression over time. That's because it doesn't address the core issue: amblyopia lies in the brain, which tends to favour one eye over the other, rather than the eyeball. This also means that no treatment has been possible for adults, whose vision has attained maturity.





Diversity, Inclusion & Accessibility

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Making an Impact on our Communities



02



Our DIA Pillars

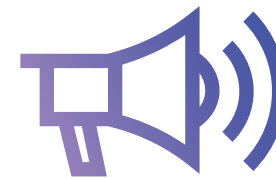
Across Canada, Ubisoft's more than 5,000 colleagues are dedicated to demonstrating creativity and groundbreaking ideas to build unforgettable experiences for our players. We believe that to truly have an impact with our efforts, we must build and develop our teams, our company, and our industry so that they are welcoming to all.

That's why we are putting diversity, inclusion, and accessibility at the heart of our work. Our far-reaching strategy is built on four pillars: Colleagues, Culture, Community and Content.



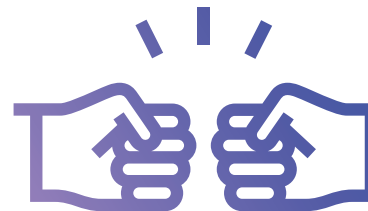
COLLEAGUES

To build the most creative, inclusive and diverse teams



CULTURE

To foster culture where inclusion is our key ingredient and foundation



COMMUNITY

To enrich our players' lives by creating the standard for inclusion within our games and communities



CONTENT

To produce games and content that build diverse worlds and tell inclusive stories





Diversity and Inclusion at the Heart of what We Do

In Canada, we have notably increased our investment in DIA over the years and we welcomed our first Director of Diversity & Inclusion in 2021, Erin Roach. Erin shares some insights and thoughts after her first year on the job.



Q Erin, how would you describe your role and philosophy as Director of Diversity & Inclusion for Ubisoft's Canadian studios?

A For me, putting diversity, inclusion, and accessibility (DIA) at the heart of everything we do means that DIA can't be a separate function; it has to cut across all our teams. I collaborate closely with the teams who make our games, our service teams who support them, as well as with our Employee Resource Groups and leadership, to grow our strategy and embed DIA in our policies, practices and how we make games. For years, we have encouraged team members to bring their individual

personality, experiences and perspectives when they create our worlds and interact with their colleagues. I see it as my role to help ensure that each and every team member feels accepted and valued when doing so. It's a long-term commitment, but we've started planting the seeds in all our eight Canadian studios and they are beginning to really bear fruit.

Q What has the journey been like for you over the past year?

A I spent my first year listening to and learning from our teams—connecting with more than 500 team members about their experiences and priorities—and digging into our data to better understand the current state of D&I in our studios. I made some key observations from that journey that are helping guide our initiatives. For instance, we don't have all the data that we need to comprehend the diversity of our workforce, so that has limited our understanding of where we should focus our efforts, and how we are progressing. That said, only two years ago, we simply didn't have a dedicated team working on this topic like we do now. And I can proudly say that Ubisoft has come quite a long way in a short amount of time, with long-term action plans in place to advance sustainable change.

Q And how are you moving forward with these observations?

A Last year we implemented our first Canadian Diversity & Inclusion strategy which lays out our strategic priorities across all four of our DIA pillars for the next two years. We've placed a lot of emphasis on our first two C's, colleagues and culture, by setting a standard for ourselves, we'll do our best work setting a standard in our games, in the industry and for our player communities.

To better understand the diversity of our **Colleagues**, we'll be launching *Self-ID at Ubi* a voluntary option for our team members to share more about their demographics, across categories such as race and ethnicity, sexual orientation and more. We'll also continue our work to embed D&I across our HR systems; building on the steps that our Talent teams have already taken to make our recruitment processes and tools more inclusive.

To build an inclusive workplace **Culture**, we're growing and empowering our Employee Resource Groups as they create supportive spaces for their communities and build allyship, while also rolling out our Advancing Inclusion training program to grow our senior leaders' cultural competence and inclusive leadership skills.

When it comes to our **Content**, I partner with our Inclusive Games & Content team and our production teams in Canada to turn inclusion into a creative opportunity. We're continuously building up our library of trainings and resources that empower our teams to achieve their inclusion objectives.

Finally, we're being strategic when it comes to how we partner and invest in the **Community**, and we're building connections and strengthening our support for groups who are underrepresented in the gaming industry where we can have the greatest impact.

Q Given that we are on a long-term journey, are there any results to communicate so far?

A I've been here just over a year and I'm already noticing progress—more diversity in our talent pipelines, new community partnerships, a strong focus on inclusive content, accessibility in our games, and our growing Employee Resource Group program, for example. This progress is thanks to the commitment and passion of our teams. And I should note that Ubisoft made the Forbes annual list of Canada's Best Employers for Diversity for 2022!

Q What is the plan for the year ahead?

A In Canada, we'll be testing some new programs, such as mentorship, the new employee self-identification program, and initiatives which support the professional development of racialized and Indigenous team members at Ubisoft, as part of the global initiative, Project Rise. We'll keep sharing our progress on 'putting diversity and inclusion at the heart of everything we do' as we go.





To Build a **Robust Foundation** for our **DIA Initiatives**, Start with **our Practices**

The heart of Ubisoft is its people. That's why we're determined to both build the most creative and diverse teams, and foster a culture based on a foundation of inclusion. To reach these goals, while our DIA strategy spans teams and functions, we are putting a special focus on evolving our HR practices and our overall employee offer across all stages of the employee experience.

Building Connections with New Talent

Our attention to DIA starts before we even schedule an interview: at school. Our studios across the country partner with their local universities, and work with those universities' student groups, to ensure our talent acquisition specialists can identify and build connections with candidates from underrepresented groups and provide them with guidance as they explore fields in the video game industry. Over the past year, for instance, we've worked with the University of Manitoba's Women in Computer Science, the PolyOut student committee at the Polytechnique de Montreal University, and the Develop at Ubisoft mentorship program in Toronto. This is in addition to our larger scholarship and mentorship programs ([see page 23](#)).

Attracting the Best through Inclusivity

Across the country, our different studios have reworked their job ads to attract more diverse candidates. We believe the workplace is stronger when there are many experiences and voices around the table. So, we have adopted more inclusive language to encourage applications from underrepresented groups, and have committed to accessibility and openness to varied skills and experiences in our recruitment strategies. We're also making it clear that, at Ubisoft, we welcome team members who believe in the power of diversity, inclusivity, and accessibility so that our future colleagues appreciate the kind of environment they will be stepping into.

Onboarding with a Local Flavour

Each studio has its own process for onboarding new employees that highlights the importance of the local culture to their recruits. Over the past year, studios have also added a component that speaks to our commitment to diversity, inclusion and accessibility. It's important for each new team member in every studio to learn about our global approach and our expectations as we evolve our culture and practices together. And, of course, the recruits are invited to get involved in our Employee Resource Groups or discover other ways that they can contribute locally and companywide from Day 1.

Working on Self-Awareness and Evolving as a Group

Our DIA strategy is iterative, cumulative, and introspective. To ensure we're on the right track, over the past year, we have integrated new questions related to diversity and inclusion in our internal employee engagement survey. The data collected through this survey allows us to track progress on our D&I index; in fact, we have already seen our scores improve greatly year over year. The data has also helped us identify areas where there are differences in experiences between genders or on inclusion scores, and we've started to dig deeper and speak with employees to understand the levers for change so we can better target our efforts in the year to come.

Based on these findings and other learnings, we are already planning the launch of new programs next year that will help us to continue levelling up inclusion in our Canadian studios.



Employee Resource Groups: **Connection** and **Belonging**

More than 1,150 employees at Ubisoft are members or allies of our Employee Resources Groups (ERGs), which have an impact both internally at Ubisoft and externally in our communities.

We are on a mission to build more diverse, representative teams and our ERGs are a part of the answer. The most effective way to fulfill this mission is by creating a work environment that fosters a sense of inclusion, where every team member can show up as their authentic self and feel respected and valued. Our ERGs offer critical feedback on how we're doing and where we need to go. As employee-led organizations with access to Ubisoft support and resources, our ERGs offer a safe space where underrepresented communities with a shared identity or experience can connect, as well as champion their community via celebrations, educational efforts, and research activities.



Ubisoft Toronto's Women and Nonbinary ERG mixer.



Some members and allies of our Canadian ERGs met up to celebrate at Ubisoft Montreal's Zeitgeist celebration in July 2022.



Ubisoft Toronto celebrating the Lunar New Year.










A Women in Tech panel at the Ubisoft Montreal studio for International Women's Day in March 2023.



ERG Membership in Ubisoft's Canadian Studios

ERGs at Ubisoft represent the following communities, though they often have distinct names highlighting the studio's personality.

 A.P.I. A UBISOFT ERG Asian and Pacific Islanders	 B.E.A.U. A UBISOFT ERG Black Employees	 UBIPROUD A UBISOFT ERG UbiProud 2SLGBTQIA+ Employees	 SALAAM A UBISOFT ERG Middle Eastern & North African	 NEURODIVERSITY A UBISOFT ERG Neurodiversity, Mental Health & Accessibility	 W.E. A UBISOFT ERG W.E: Women for Equity	 GENTE A UBISOFT ERG Gente: Latino, Latinx, Latin, Hispanic community
100+ Members and allies	250+ Members and allies	500+ Members and allies	50+ Members and allies	100+ Members and allies	100+ Members and allies	50+ Members and allies
<p>"We deeply believe that we can have a good impact at our workplace and bring positive change for us, for our coworkers and for the generations to follow us. It's all about celebrating Asian heritage and achievements, uplifting the community at Ubisoft and standing against increasing violence and inequities facing the community."</p> <p>— CLAUDIA NGUYEN, Production Manager and ERG leader Ubisoft Montreal studio</p>	<p>"Ubisoft is the first organization I've worked for that has an employee resource group. And yet, I've been working for national and international companies in different sectors for over 20 years. Being part of this community makes me feel supported and understood, and that feels good."</p> <p>— MIJA RABEMANANJARA, IT Project Manager Ubisoft Montreal studio</p>	<p>"I'm extremely excited to be a part of PRIDE Ubisoft Quebec, our studio's first-ever ERG! We want to create a space to foster a sense of belonging and community in the workplace for underrepresented or otherwise marginalised people. Everyone is welcome to join an ERG either as someone who identifies as a member of the community, or as an ally."</p> <p>— NIK PANTIS, Project Manager Ubisoft Quebec City studio</p>	<p>"Our hope is that through sharing our personal experiences we collectively gain a greater understanding and respect for Middle East & North Africa cultures and faiths. With this knowledge we can make an effort to promote inclusivity across our games."</p> <p>— KAREEM EL-BARADIE, Production Manager and Salaam global co-lead Ubisoft Toronto studio</p>	<p>"I joined the Neurodiversity ERG because I was hoping to find some answers and connect with other people who are also either on their journey to figure things out for themselves, or are in a place where they can share and support. For me, it's been immensely helpful to hear other people's experiences and be able to relate to them. And knowing that they can relate to me, without the need to explain anything or provide more context."</p> <p>— ANDY SCHMOLL, Game Director, member of the Toronto Neurodiversity ERG Ubisoft Toronto studio</p>	<p>"It's especially meaningful to work in a place where leadership supporting women in tech is unmatched in the industry."</p> <p>— SUE PETERSON, Production Manager Ubisoft Winnipeg studio</p>	<p>"GENTE is a collective thought that there is so much more that unites us than separates us, and that our roots and heritage are what have shaped our past, driven our present, and need to continue shaping out future. GENTE is proudly dedicated to championing our Latin American community globally and elevating the voices of our <i>comunidad</i> here at Ubisoft and externally."</p> <p>— JULIAN CASTANO, Category Manager and Global GENTE co-lead Ubisoft Toronto Studio</p>



Universes made Richer through the Diversity of the Human Experience

We have been enriching the lives of tens of millions of people around the globe for decades through the worlds we create in our games. This gives us an incredible platform right in the homes of our players to recognize and celebrate the diversity of the world we live in and our player community.

We're committed to telling stories that challenge stereotypes, broaden perspectives, and contribute to more inclusive communities. Over the past year, our DIA team has been working closely with editorial, production and publishing teams to determine the best ways to integrate more diversity into our games in respectful and authentic ways, building on the great work that many of our teams have started organically. This has led to, among other things, the creation of the Inclusive Games and Content team, which is turning inclusion into an unprecedented driver of creativity and innovation at Ubisoft. In addition, the Inclusive Content Review Group is made up of employees from around the world who have been trained in providing actionable feedback and reviews of our content for our development teams and the more than 15 games currently being worked on in Canada.

Here are some of the rich, complex characters created by our teams and how they've impacted their creators and our players.

Mina Sky aka Thunderbird Rainbow Six Siege



When R6S devs decided to make their next operator an Indigenous woman from Turtle Island, they opted to cast the voice actor before developing the character. That's how Regina-born Sera-Lys McArthur not only became the voice of Mina "Thunderbird" Sky but inspired her development.

"They wanted to keep the specific cultural heritage of the character in line with the actress that they chose," McArthur says. "She's Nakoda, just like me."

Devs also worked with Nakoda consultants in Saskatchewan to construct the military pilot's rich background.

"I had never felt so seen before and I felt really special to be able to represent this to the mainstream audience of the world."

— SERA-LYS McARTHUR,
The voice and inspiration behind Thunderbird



Anja Katarina Janković aka Osa Rainbow Six Siege



"2SLGBTQIA+ characters are a rare sight in the tactical shooter genre, and Tom Clancy's Rainbow Six Siege's commitment to including multiple queer characters is a refreshing change of pace. As veterans in the gaming world, Ubisoft's commitment to inclusion has the potential to encourage other developers to do the same, and we hope to see these characters inspire more queer representation."

— GLAAD Media Awards

Anja Katarina "Osa" Janković was introduced to R6S in late 2021. She is a tech genius, and also the first trans character in the Rainbow Six Siege series.

Because the dev team always has an eye on creating authentic and respectful characters, it entrusted Osa's character development to a team and consultants that could do the character justice.

"I myself have learned about my identity by working on these characters. All of this has given me the tools to think about my identity and move towards the happiness of knowing that I've stopped hiding."

— SIMON DUCHARME,
Scriptwriter, on Rainbow Six Siege, Ubisoft Montreal

Gilberto Rosario aka Rosa Mel Paquete Far Cry 6



"It's about time that queer characters are allowed to be loud, flawed, and important, and Far Cry 6 perfects the imperfect hero. These are the complex 2SLGBTQIA+ characters we love to see in the spotlight"

— GLAAD Media Awards

The Far Cry franchise doesn't shy away from being bold, and production on Far Cry 6 is a study in inspired characters. The supporting cast alone comprises figures such as Paolo de la Vega, a trans man who fights alongside you; Chorizo, your fierce dachshund amigo in a doggy wheelchair; and Gilberto Rosario, who works undercover in his drag persona Rosa Mel Paquete to help you build a network of spies.

Developing Rosa in particular gave the FC6 team the opportunity to do a massive amount of research into drag culture in the Caribbean and work with members of Ubisoft's ERGs to make sure they got the details right. The team also enlisted the help of Rosa's voice counterpart, real life drag queen Selena Vyle, to ensure the character is fully realized and authentic.

"A lot of care was taken to ensure the 2SLGBTQIA+ representation in Far Cry 6 did justice to the people and issues the game reflected. We worked closely with members of the 2SLGBTQIA+ Employee Resource Group at Ubisoft Toronto and members of the Far Cry 6 team, who are part of the 2SLGBTQIA+ community, as well as our external consultants for feedback on the scripts and storylines. There were so many people – both within and outside of Ubisoft – who provided vital feedback to make sure these characters resonated in an honest and truthful way. Our story is a reflection of their passion and dedication."

— NAVID KHAVARI,
Narrative Director, Far Cry 6,
Ubisoft Toronto



Eivor Assassin's Creed Valhalla



Assassin's Creed Valhalla notably took home five Canadian Game Awards (out of nine nominations) in 2021 including:

- Game of the Year
- Best Performance
- Best Story
- Best PC Game
- Best Console Game

Choose your own hero! As our games evolve and technology offers more possibilities, it's becoming easier for our development teams to let our player decide: do you want to play as a male or female protagonist?

In Valhalla, your selection automatically makes your sibling, who is the antagonist, the opposite gender. But you can also choose to not make a choice, and let the Animus decide for you throughout your game.

"Personally, I have a particular attachment to playing the character as a female warrior. Maybe it's because I have a young daughter and I find the model strong and inspiring. That said, both performances by our actors are exemplary!"

— JULIEN LAFERRIÈRE
Senior Producer, AC Valhalla,
Ubisoft Montreal

Azami Rainbow Six Siege



Azami is one of R6S's most iconic operators. Hailing from Kyoto, a city known for its history, traditionalism, and a taste for elegance and fashion, Azami is a former bodyguard.

The team's Japanese team members provided feedback on Azami's facial design to give her an authentic look, given that different local cultures have a specific way of applying makeup, wearing jewelry, or doing their hair.

"Azami's occupation allowed the team to be more creative with her appearance, but we didn't want to fall into clichés, so we talked to our colleagues at Ubisoft Japan about different fashion styles, from traditional clothing to modern streetwear."

— JOANNA TSUI
Assistant Art Director,
Rainbow Six Siege, Ubisoft Montreal



Sharing our Universes with a Broader Audience through Accessibility

In May 2022, Ubisoft’s Accessibility team merged with Ubisoft’s Diversity and Inclusion team to form the Global Diversity, Inclusion, and Accessibility team. This has allowed the Accessibility team to broaden the scope of its efforts from games to our communities, and most recently to our internal teams. In Canada, we have embraced this vision and are building the foundation to further employ it in our games and in our places of work.

For the past five years, thanks to our Accessibility team, Ubisoft has progressively introduced measures that put accessibility at the heart of our games. For instance, we have developed systems to test games with players with various disabilities and have integrated accessibility functionalities directly into our tools. And based on player feedback and formal accolades, our incremental measures have been showing tremendous potential.



Player Testimonials

“For several years now if you’ve been watching what Ubisoft has been doing for accessibility, every single game that they’ve come out with, every flagship title has an improvement over the other when it comes to accessibility and Watch Dogs is no different.”

— STEVE SAYLOR, Host of Blind Gamer

“An interesting feature that makes its debut in Assassin’s Creed Valhalla is the ability to amplify dialogue... I was elated to see such a feature existing at all, and it’s one I’ve wanted to see in games for a while now.”

— BEN BAYLISS, CanIPlayThat.com



“Ubisoft’s applaudable efforts at inclusivity—most recently demonstrated in Far Cry 6—were specifically praised, most notably with Assassin’s Creed Valhalla. Among those gamers with disabilities who played the game, 85% were impressed by its accessibility options in the game, including subtitles, color blindness, navigation, control customization, and graphic settings.”



“Ubisoft Toronto’s Far Cry 6 boasts an expansive accessibility menu of audio and interface options, from enabling closed captioning for all in-game sounds to outlining certain enemies and items in different colors for people with visual disabilities.”



Awards

2021 Video Game Accessibility Awards
Improved Precision
Win:
Far Cry 6, Ubisoft Toronto

Global Industry Game Awards 2021
Accessibility Innovation
Win:
Assassin’s Creed Valhalla, Ubisoft Montreal

3 GAconf award wins in 2022 recognizing stellar efforts around game development to raise the bar in accessibility:
Rocksmith+ for *Best physical/mobility accessibility*
Just Dance 2023 for *Best representation*
Ubisoft Forward for *the most accessible gaming event*



Understanding and Removing Accessibility Obstacles

As the primarily Canada-based Accessibility Team grows and works to move our entire production pipeline away from the traditional “accessibility by options” approach toward an “accessibility by design” approach, this momentum of improvement brings a tactical shift.

The end goal is to systematically incorporate accessibility in our games’ core designs (mechanics, systems, etc.), rather than have it be offered via customization features and add-ons.

Most recently, as the DIA teams have started working together more closely, and after five years of player-centric efforts, the Accessibility Team has expanded its scope to employee-centric initiatives, starting with a Canadian accessibility taskforce launched in October 2022. Top of mind for the taskforce: assessing our employees’ accessibility needs in terms of everything from processes to policies to our physical spaces, so that we can all be included and be at our best when we’re at work.

PERMANENT
ONE ARM TEMPORARY
ARM INJURY SITUATIONAL
NEW PARENT



Designing for people with permanent limitations, often benefits others with temporary or situational constraints.

Ubisoft’s Approach to Accessibility:

- Share accessibility information for every game before release
- Actively seek out relationships and feedback from disabled players, reporters and content creators
- Offer multiple captioned languages, ASL, and audio-described trailers for live events such as Ubisoft Forward

Subtitle Usage in Games

Assassin’s Creed Odyssey and Far Cry New Dawn, were the first games to be shipped with subtitles on by default, when teams realized that most players prefer to turn subtitles on.

In Odyssey, only **5%** of players eventually opted to turn subtitles off; in Far Cry New Dawn the number is a mere **3%** of all players.

“When it comes to subtitle usage, this feature is technically created for 5% of the planet who identify as living with hearing loss, but is widely used and appreciated by the vast majority of our players.”

— DAVID TISSERAND,
Accessibility Director
at Ubisoft Montreal



From Streamer to Collaborator

Spotlight on Stacey Jenkins, Accessibility Design Specialist

You might know her as @staceyofgotham, a gaming influencer who was an active streamer on Twitch when she became disabled. Today, Stacey Jenkins is an Accessibility Design Specialist at Ubisoft. She brings us on a whistle-stop train tour of her journey.

“I’m a disabled person, but I haven’t been disabled my entire life. It happened about eight or nine years ago. And I was in so much pain that I had to quit my job; streaming was a way I could earn a bit of pocket money.

It very quickly became my little social window into the world, as I was quite housebound. So, gaming became really special to me, and it’s how I met other disabled streamers, how I learned more about accessibility and about my own cognitive barriers.

Eventually I met with Ubisoft for my first consulting gig, during an accessibility workshop. And when this [Accessibility Design Specialist] role came up at Ubisoft... well, there are very few people in the world who get to do this full-time – it’s still quite new. So I was thrilled when I got the job!

And now, my job is essentially to support and provide guidance to game teams – I work across a few games – to collaborate with them so we can embed accessibility into the DNA of their games.”



Making an Impact on our Communities

Making a long-lasting positive impact on players' lives around the world starts at home, but home isn't just our games and our people—it's also the communities where we work, live, and play. That's why Ubisoft's studios in Canada always set aside time and resources to connect with and to give back to their communities, including in ways that advocate for marginalized people, and champion inclusion. Here is a small sampling of the various projects we've led or have supported.



Indspire: Supporting Our Local Indigenous Cultures

After developing the Thunderbird operator, the Rainbow Six Siege teams in Montreal became inspired to engage more closely with Indigenous communities. They donated 100% of net proceeds from the sales of their Year 6 Season 3 in-game bundle to Indspire, an organization that invests in the education of First Nations, Inuit and Métis people for the long-term benefit of these individuals, their families, and their communities. What's more, team members from Toronto and Winnipeg came together at the Indspire Soaring Conference in May 2022 to talk to high school students from across the country about the possibilities for them in the video game industry.

Queertech: Boosting 2SLGBTQIA+ Developers

Recruiting teams from Ubisoft Toronto and Ubisoft Montreal were delighted to attend QueerTech Careers Fair & Conference in Toronto this year, which focused on tech jobs to help "queer the tech ecosystem!". Our specialists had the opportunity to openly discuss the opportunities for mindfulness in tech as queer people and allies, as well as give jobseeker tips on networking from a talent acquisition and inclusivity point of view.

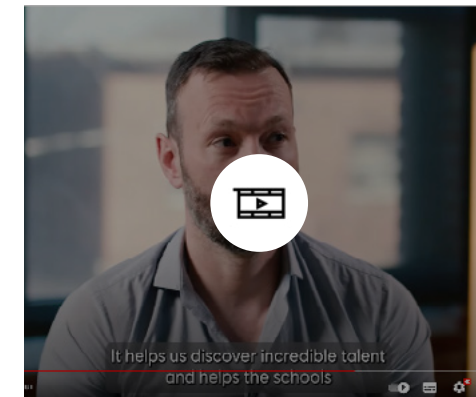
"QueerTech brought people of the 2SLGBTQIA+ community as well as allies together to authentically and vulnerably talk about their queerness and how it intersects with a variety of areas from a sense of self to mental health. Having the opportunity to speak in person and virtually to people from all walks of life on a topic near and dear to my heart was really something."

— JONATHAN PAVAN,
Talent Acquisition
Specialist,
Ubisoft Toronto

Develop at Ubisoft: Seeking Out Different Perspectives

Since 2019, Develop at Ubisoft has been a key mentorship program that aims to help students and new grads from underrepresented gender identities (women, trans, non-binary, two-spirit) break into the video game industry. Develop at Ubisoft takes a mentorship approach to support and guide participants throughout the program – this includes networking sessions with the judges, 1:1 coffee chats, and continuous feedback at each stage of the submission.

Successful applicants receive access to mentorship, a paid internship, and real-world experience in programming, game design, and production management. Over its three editions in Toronto, the Develop at Ubisoft program has attracted almost 300 applications from more than 30 different post-secondary schools in Ontario.



Develop at Ubisoft by the numbers

19

schools represented

50

participants

4

Ubisoft Toronto games contributed to by Develop participants

6

Develop participants have secured positions at Ubisoft Toronto



“These workshops are a unique opportunity to spend time with some of our most passionate gamers, but also to better understand the obstacles that we don’t always experience.”

— JONATHAN BÉDARD,
Director of User
Experience, Ubisoft
Quebec

Accessibility Workshops

400+ employees at Ubisoft Quebec took part in a two-day accessibility workshop in October 2022 to gain better understanding about the barriers disabled players face when playing games.

Gala Dynastie: Celebrating Black History Month

Since 2017, *Gala Dynastie* has paid tribute to people from Quebec’s Black communities who have made their mark in culture, media, and the arts. In 2022, to recognize and celebrate Black History Month, Ubisoft Montreal became a Dynastie partner and sponsored the Public’s Choice award—a commitment it happily chose to renew in 2023.

Autism Nova Scotia: Partnering for an Accessible and Welcoming Workplace

When Autism Nova Scotia and Ubisoft Halifax met—thanks to Ready, Willing & Able, a national partnership that connects individuals with autism with employers who can provide workplaces that understand and accept autism and employees with autism—the potential of the relationship was obvious. RWA gives Ubisoft Halifax advice and feedback on making our hiring practices more accessible, and Autism Nova Scotia refers excellent candidates who bring fresh perspectives to our studio.

COLab: Empowering Indigenous Girls and Young Women through Tech

COLab and Ubisoft Saguenay collaborated on an educational project dedicated to girls and young women of Mashteuiatsh, an Innu community in Quebec. COLab accompanies 30 youth in the development of a collaborative project with a social cause, intended to contribute to the well-being of their community. The projects emphasize entrepreneurship, leadership and technology.

“Our aim is for the participants to see that through technology, they can find solutions to improve their community and participate in its development, in accordance with their values.”

— JOSÉE GAUTHIER,
Director of Digital
Entrepreneurship
and Innovative
Pathways at COLab





Education

STEM education is increasingly important in today's rapidly evolving digital world, and we are working to equip the next generation with the skills they will need to thrive in the future. By investing in initiatives that promote and facilitate access to STEM education for all youth, especially in underrepresented communities, Ubisoft is helping to ensure that students from all backgrounds have the opportunity to develop the knowledge and skills they'll need to succeed tomorrow.

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Inspiring Students through the Power of STEM

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At the Elementary School Level, we Create the Spark

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At the Secondary Level, we Feed their Curiosity

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At the University Level, we bring their Passion to Life

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A Student Battle for the Ages: Ubisoft's Game Lab Competition

03





Inspiring Students through the Power of STEM

From elementary to university level, we work together with key partners in the education sector to create awareness among young people about the vast possibilities offered by technology. Our goal is to help students feel confident using technology, to enhance their STEM skills, and to encourage them to take their passion to the next level.

71

education-related activities such as conferences and school visits in Canada in 2022.

236

Ubisoft mentors supporting students across Canada.

41

students received a scholarship this year in Canada. On average, 50% of scholarships are reserved for female students.

22,228

downloads in 2022 of the "Les Jeunes Décodent" podcast, a French-speaking series for children that explores the potential of emerging technology to do good.

\$12M

have been invested in our Ubisoft Education program between 2015 and 2022 in the province of Quebec alone.

\$115K

total annual scholarship amount invested in Canada.

2,639

interactions between students and Ubisoft mentors through our partnership with Academos, which allows students to ask questions about their dream careers.

204

paid internships offered in our studios within our production teams in 2022. Internships are veritable career launching pads, as they offer interns the chance to perfect their expertise and develop a network within a leading video game company.



At the **Elementary** School Level, we **Create** the **Spark**

At the elementary level, Ubisoft focuses on raising awareness and taking part in developing children's STEM abilities, encouraging creativity, cooperation, critical thinking, problem-solving, and computational thinking, as well as empathy and resourcefulness. Working with non-profit organizations, we support the development of age-appropriate educational resources, including interactive learning tools that teach children the basics of coding, robotics, and other STEM-related subjects. By making learning fun and engaging, we strive to spark students' interest in these fields and lay the foundation for future learning.

Game Creation Projects in the Classroom

📍 Throughout the provinces of Quebec and Ontario

Through its video game creation projects for elementary and high school students, Youth Fusion aims to help students discover technology and design with a view to empathy, peace education, and anti-bullying. This year, 880 students were guided through the creation of an interactive story and a video game prototype by 28 Ubisoft professionals in four studios across Canada.

"The creativity shown in all the games produced was amazing and the exchanges we had were rewarding for both the students and me. Their openness to receiving feedback and their eagerness to put the insights into practice were remarkable."

— DWAYNE LE BLANC,
Modeler, Ubisoft
Saguenay; Youth
Fusion mentor



Youth Fusion participants working on their creations in Saguenay, Quebec.

Supporting Free Code Clubs in Community Spaces

📍 Throughout the province of Quebec

Ubisoft is proud of being an early partner of Digital Moment, a non-profit organization that aims to give every child access to digital skills, especially girls and underserved communities. Digital Moment offers free introductory activities in schools and public spaces, allowing young people to explore coding and revel in its infinite possibilities.



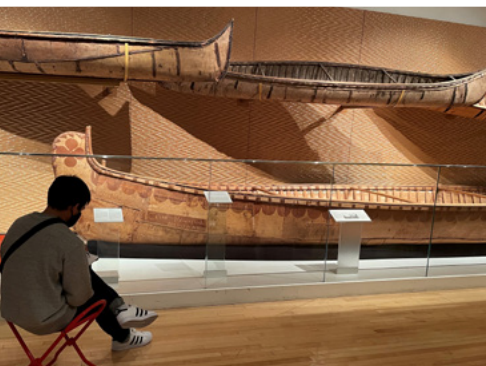
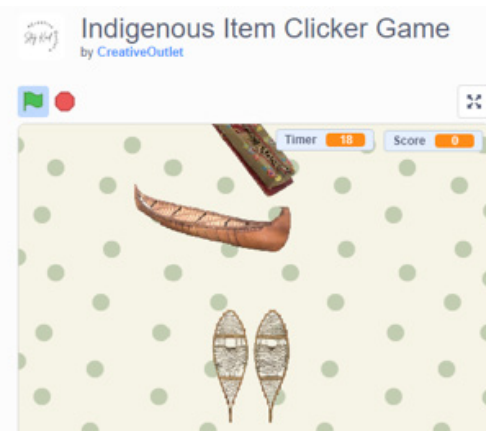
Ubisoft employees participated in a Digital Moment interactive session and panel on Artificial Intelligence in Montreal in March 2023.

"Ubisoft has been a game-changing partner for Digital Moment, helping us reach 600 teachers and 15,000 students in Quebec through our teacher training workshops, in-classroom and community workshops, and Code Club sessions."

— DAVID VAZ,
Digital Moment



HACK THE ROM



Ubisoft Toronto artists dedicate their time to creating assets that students can use in their games.



At the **Secondary** Level, we **Feed** their **Curiosity**

To prepare kids for the next level, we support the development of STEM skills and projects that help students hone the skills they'll need for the future. Our efforts involve informing students about possible academic pathways in STEM fields, opening the doors to our studios, and providing opportunities for mentorship with our diverse group of experts.

An Indigenous Digital Learning Program at the Royal Ontario Museum

Ubisoft Toronto

Ubisoft Toronto is a proud supporter of the Hack the ROM program at

the largest museum in Canada, the Royal Ontario Museum. This digital learning program engages Indigenous students (grades 4-10) and their peers throughout Ontario by building their digital literacy skills, including coding, and by connecting students with Indigenous knowledge and ancestral objects at the ROM.

Ubisoft Toronto employees volunteer as mentors, sharing best practices on how to research and create content, and providing feedback on the students' games and digital projects. Several Ubisoft Toronto artists also offer their artistic talents to provide a custom asset library of ancestral objects for students to use in their games.

Secondary School Students Creating Games for Kids

Ubisoft Winnipeg

By matching its students with mentors from Ubisoft Winnipeg and CBC Kids, Sisler High School's Create Program allows students to create games of their own. Students pitch their game ideas, while receiving mentorship from experts throughout the year, covering everything from conceptualization to tech-related questions. At the end of the program, the students' creations are exhibited in a showcase and may even have the chance to be featured and played on CBC Kids' website, encouraging them to pursue their interests in the field of tech.



"I am an Indigenous person. When I heard that Hack the ROM was specifically designed with Indigenous values, I immediately wanted to get involved. Now that I am here [as a mentor], I can't get enough!"

— MICHAEL PILATZKIE,
Level Designer, Ubisoft Toronto



Mobile Apps Built by Girls

📍 Across the province of Quebec

Technovation gives girls aged 10 to 18 throughout Quebec the opportunity to learn about entrepreneurship and programming. From November to May, they work in teams and learn to build a prototype for a mobile app. The activity takes place on weekends, supervised by volunteer professionals. More than 110 girls took part in the program this year, and five Ubisoft employees acted as year-long mentors to the participants.



Technovation participants. Photo: Denise Barria for Technovation Montreal

“There is nothing more gratifying than seeing a student’s eyes light up when they understand a complex concept. Ubisoft Education’s support makes this possible at a much bigger scale. From granting visibility to Gameable, a new video game creation program, to donating expensive equipment, this road would be much more challenging without Ubisoft’s support.”

— MARIYA ZINCHENKO,
Game Play Programmer,
Ubisoft Montreal;
Technovation mentor



Les filles et les sciences event in Quebec City in November 2022. Photo: Michel Pézolet

Girls and Science “Les filles & les sciences” Events

📍 Montreal, Quebec and Sherbrooke

Six female mentors from Ubisoft participated in campaigns aimed at raising awareness and attracting girls to the fields of science and technology through three *Les filles et les sciences* events held in Montreal, Quebec City and Sherbrooke during the fall of 2022. For the past two decades, these annual events have been giving female high school students in Quebec the opportunity to learn about exciting career options in STEM. Ubisoft proudly partnered with Technovation to lead coding workshops for the 400 participants who attended.

“I would describe my experience as a mentor for the Ubisoft Education program as inspiring. I meet talented, passionate, and curious young girls who return year after year to inform us of their achievements and give thanks.”

— LINNA LIM,
Game Play
Programmer, Ubisoft
Montreal; Ubisoft
Education mentor



At the **University** Level, we Bring their **Passion** to Life

At the university level, we give post-secondary students practical skills through programs including mentorship and internships that broaden their knowledge and immerse them in real-world experiences. Through our programs, students learn from our experts, develop valuable abilities, and gain insight into the industry's inner workings.

A Video Game Competition to Help Kick-Start Early Careers



Ubisoft Toronto NEXT, the studio's marquee education program, is an annual competition designed to showcase the talent of video game development students in Ontario and to help kick-start their careers in the industry. Many Ontario post-secondary schools build the NEXT challenges into their curricula and encourage their students to apply.

This year, the program is celebrating 10 years of impact on game development education in Ontario. The 2022-23 competition saw more

than 200 students from 29 post-secondary institutions across Ontario compete to win a paid internship at the studio across seven disciplines: 3D Art, Animation, Concept Art, Game Design, Level Design, Programming, and UX Design. 35 judges from Ubisoft Toronto created and oversaw the challenge briefs for this year's competition, many of whom were past NEXT winners. In total, 87 NEXT participants have been hired as full-time employees since the program started.

"Ubisoft was very much involved as a godfather of [our game design] program in terms of helping us determine what we need to teach our students. And so when NEXT came around, it just became natural that our students would be involved."

— JEFF PIDSDANY,
Professor & Program
Coordinator,
Sheridan College

NEXT by the Numbers



220

participants over
the last 5 years

6

Ubisoft Toronto games
contributed to by
NEXT participants

30

schools represented

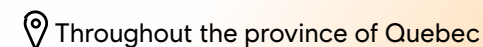
87

NEXT participants
secured positions
at Ubisoft



2023 Ubisoft Toronto NEXT and Develop at Ubisoft Winners. Photo: Jordan Probst Photography

Educational Resources for Women in STEM



Throughout the province of Quebec

The Parité Sciences program provides free training sessions to college educators to encourage female students to enroll in science-based university programs. Providing educational resources and support has been shown to have a profound impact on female students' career choices. This year, 612 teachers received the training and positively influenced about 30,000 young women to pursue STEM careers.

Portfolio Advice from our Experts



Ubisoft Quebec and Ubisoft Saguenay organized an online event where 165 students interested in about 15 different fields related to the video game industry had the opportunity to have their portfolios thoroughly examined by 30 studio mentors. Notably, approximately one-third of the participants were women.



A Student Battle for the Ages: Ubisoft's Game Lab Competition

The Game Lab Gala at the Rialto
Theatre in Montreal in April 2022.



At the end of January 2022, nearly 200 students across universities in Quebec simultaneously refreshed the same web page, awaiting the video that would outline the mission assigned to them by a group of Ubisoft professionals: the theme, guidelines, and limitations for Ubisoft's annual Game Lab Competition. And with that, the 23 teams not so much ran off as hunkered down, aiming to deliver a full video game prototype... in only 10 weeks.

This is Ubisoft's Game Lab Competition, Ubisoft Education's flagship program, and a momentous event for everyone involved.

The teams participating in the 2022 edition had a particularly tricky competition, working together (and apart) in a semi-pandemic context, with a fitting theme, "Student XP—An introspective look at your life as a student". The winners were announced at the annual awards gala, which was held in person at Montreal's historic Rialto Theatre on April 28, 2022.

"At the end, we can really be proud that, in 10 weeks, we managed to create a game of such high quality," says Jimmy Lim, whose team from École de Technologie Supérieure presented the prototype Lumo: The Light Within.

Each year, the prototypes are evaluated by a jury made up of experienced employees from our studios in Montreal, Quebec City and Saguenay. For this 12th edition of the competition, the president of the jury was Leroy Athanassoff, a creative director on Rainbow Six Siege who joined Ubisoft as a game designer back in 2007.

12th

edition of the Game Lab Competition, which was first launched in 2011

184

students competed

23

teams presented prototypes

\$22K

in scholarships distributed among the different category winners

12

universities from across Quebec represented

10

weeks to build a playable prototype

8

prizes awarded

30

participants hired by Ubisoft

94%

satisfaction rate of students, mentors, jury members and teachers

46

mentors from our studios in Montreal, Quebec City and Saguenay assisted the participants



"Seeing so much creativity and passion reminds us why we wanted to do this originally. It makes you want to live up to this next generation, which is gearing up to be exceptional."

— LEROY ATHANASSOFF,
Creative Director,
Rainbow Six Siege and
President of the Game
Lab Competition jury



Environment

The issue of climate change will continue to be one of the world's greatest global challenges in decades to come, and the [United Nations Environment Programme](#) (UNEP) stresses the crucial need to act now. As a company, we acknowledge that we have a part to play in tackling this matter and we have made concrete environmental commitments.

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Ubisoft's Commitment to Addressing Environmental and Climate Issues

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Green Champions: Employees Driving Sustainable Change in our Studios

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Our Workspaces: More Quality, Less Quantity

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Inspiring Teams, Partners and Players to Take Climate Action

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Going Green at the Office

04





Ubisoft's **Commitment** to Addressing **Environmental** and **Climate** Issues

Ubisoft has pledged to reduce our carbon footprint per employee by 8.8% by end of 2023 (based on 2019 levels) and to continue to decarbonize our operations in alignment with reduction targets validated by the Science Based Targets initiative (SBTi) to limit global warming by 1.5°C. Our global decarbonization plan, which includes 77 decarbonization commitments, outlines short-term targets to reduce our emissions on various fronts. In addition, we voluntarily contribute to external projects that reduce third-party emissions or develop carbon sinks, which are chosen collectively through a global employee voting campaign.

As founding partners of UNEP's Playing for the Planet Alliance, we have made a formal commitment to collective action and collaboration across the entire gaming industry to make systemic changes. Our focus is on reducing our carbon footprint as well as using games to inspire players to take environmental action.

Reducing our emissions

The three areas of focus to reduce our carbon footprint worldwide are:

- 1 Electrification:** Transition to electricity 100% from renewable sources.
- 2 Restraint:** Improve behaviours and habits to be more sustainable.
- 3 Increase efficiency:** Review and redesign our processes and operations to reduce related emissions.

Key Data on Decarbonization Plan Results in 2022-2023

77	decarbonization commitments
148	kilotonnes of CO ₂ eq: The total carbon footprint for Ubisoft worldwide in 2022, which equates to 7.2t CO ₂ eq. per employee.
100%	studios committed to reducing our carbon footprint
99%	of electricity supplied to all Canadian studios is from renewable sources (hydroelectric dams, solar and wind).
86%	reduction in business travel kilometres per employee globally between 2019 and 2022.
8.8%	reduction target per employee by end of 2023 (vs. 2019)



Reducing our Carbon Footprint

Our 2030 goal: to achieve a reduction consistent with limiting global warming to 1.5°C (SBTi).

Exerting a Positive Influence

Goal: to raise awareness of environmental issues and inspire new initiatives among our millions of players

BUSINESS TRIPS New travel policy and development of remote collaborative working solutions	WORKSPACES Optimizing on-site power consumption, ensuring environmentally friendly sustainable teleworking	DATA CENTRES Acquiring repurposed servers, using more recycled heat, reducing data retention times	ENERGY Target: 100% electricity from renewable sources	HUMAN RESOURCES Team member awareness, information, training and onboarding
WASTE MANAGEMENT Target: Zero single-use plastic, overall reduction in all types of waste, optimized recycling	IT EQUIPMENT Extending hardware life cycles, systematic hardware reuse and recycling, more energy-efficient workstations	PURCHASES A responsible purchasing policy binding our suppliers	PRODUCTION Digitalization of games (vs. hard copies)	GAME CONTENT Using games to encourage a positive commitment to environmental protection



Our Workspaces: More Quality, Less Quantity

Shifting to a Decarbonized Mindset in our Workspaces

The past few years have opened the working world to the possibility of increased remote work. Now, as Ubisoft's studios in Canada redesign their physical locations to optimize for hybrid teams and shared spaces, we're also engaging in more practices and decisions that are environmentally sustainable.

We have been targeting our decarbonization efforts on the two major sources of our emissions, as described in [Ubisoft's Play Green](#) commitment to global carbon neutrality: our purchases and our buildings. This represents a major and continuous learning process for us, with our workplace and purchasing teams testing different approaches to creating workspaces that are more sustainable – and promote employee health and well-being. Through testing, we collect best practices that encourage our teams to adopt a mindset of “more quality, less quantity,” for instance by:

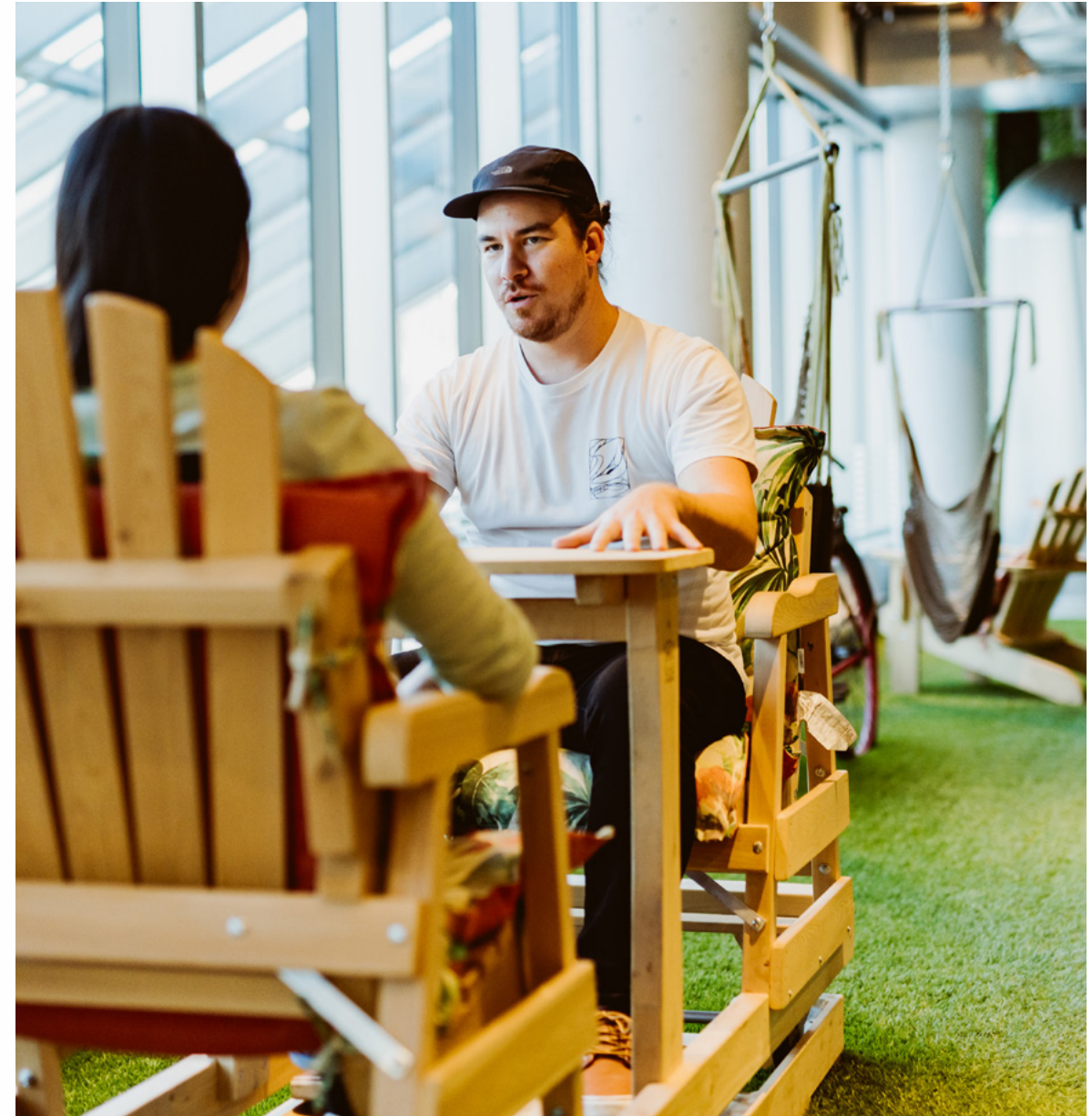
- Making larger, rather than numerous, smaller orders to minimize and optimize the number of deliveries.
- Prioritizing suppliers who produce their goods in Canada and the United States, instead of overseas.

- Opting for suppliers who offer long-term warranties on commercial-quality goods, which usually correlates to goods that are durable and easily repairable.

There is still much to be done and we're always on the lookout for more ways of creating a healthy physical work environment while reducing our impact. Our next major hurdle: tackling a deep dive into sustainability labels and identifying office materials that are sustainable and safe.

75%

of workplace purchases for our new studio in Halifax were locally sourced in Canada, with another 10% from the United States, lowering transportation costs from overseas imports. Environmental labels and certifications played an important role in selecting suppliers.





Inspiring Teams, Partners and Players to Take Climate Action

Games are meant to be entertaining, but they can also inspire our audiences to take action, and make them feel connected to nature. With the gaming industry reaching one in three people around the world, this expansive platform allows us to raise awareness about environmental issues across all our stakeholders, be they our players, our in-house teams or our industry partners.

Green Game Jam

The Green Game Jam is an industry-wide global event hosted by UNEP's Playing for the Planet Alliance. This annual competition encourages production teams to develop narratives that raise awareness on environmental topics and to create green in-game activations that have real-world impact. Fourteen Ubisoft game teams around the world, including two Canadian teams, worked together on green activations in existing games.

"This year, the annual Green Game Jam led to the planting of more than 2.5 million trees and the distribution of a 400,000-strong gamer survey. This showed that 68% of gamers want to engage more on environmental issues: arguably, the gaming industry is unique in having such reach and appetite for sustainability." UNEP's 2023 [Playing for the Planet report](#).

2

Canadian studios participated in the Green Game Jam in 2022

42

projects were submitted to the Green Game Jam worldwide in 2022

70%

of gamers worldwide responded that they'd be open to changing their environmental behaviours

81%

of gamers responded that they'd be open to changing their environmental behaviours **after** playing the Green Game Jam games



Rainbow Six Siege: Operation Reforestation

For the Green Game Jam, our Rainbow Six Siege team created the Singapore Nighthaven R&D map, featuring an energy-efficient, high-tech lab where renewable energy and your carbon footprint are key. In addition, a customized bundle was created with all proceeds going to tree planting initiatives through a partnership with the environmental social enterprise Ecologi.

"A game like Rainbow Six Siege is a huge platform that can act as a bridge between developers and the community on important topics. The environment, now more than ever, requires our collective attention, which makes us proud of our involvement with the Green Game Jam this year," said Mohammed Benhenneda, Business Strategy Director, Rainbow Six Siege

Assassin's Creed Valhalla: Charity Mount Pack

The Assassin's Creed Valhalla team is committed to supporting forest conservation initiatives, reforestation efforts, and educating players on endangered species. Within this game, players have the possibility of purchasing an exclusive Charity Pack that features two unique mount skins inspired by endangered and vulnerable species. All profits generated from this campaign are donated to Ubisoft's long-time partner, Ecologi, to fight climate change through reforestation initiatives and investments in renewable technology.



"Participating in this initiative resonates with our belief that video games can be a platform for change. We are proud to be part of the Green Game Jam and to contribute, at our level, in unique actions supporting forest preservation."

— ALEXANDRE DOUCE,
Game Economy Designer,
Assassin's Creed



Going Green at the Office

Throughout the year, our studios partner with environmental NGOs, and hold internal events and activities centred around significant dates such as Earth Day in April and Green Weeks in November. The aim of these events and initiatives is to raise awareness about climate issues and to take positive action towards protecting our environment.

Climate School

Launched in 2021, Climate School is a global environmental e-learning program. Available to all employees, this program provides an opportunity to learn about environmental issues, and in particular, outlines tailored sustainability recommendations for all departments within Ubisoft.

419

Canadian employees were enrolled in Climate School courses in 2022

Examples of Green Initiatives in our Canadian Studios in 2022



Multiple workshops open to employees focused on sustainable eating, bike maintenance, urban agriculture, zero-waste activities



A month-long campaign encouraging employees to get outside via walking, biking, running and other sustainable forms of transportation



Various local community clean-up events. At a community clean-up event in Montreal, studio employees collected 1 tonne of litter that had accumulated in the nearby Champ des Possibles in the Mile-End neighbourhood



\$5,000 donation to Centre Urbain, a revitalization project chosen by our Montreal Green Committee, to support its effort to create more green spaces



Reusable cup giveaways, zero-waste events, and in-studio bring-your-own-mug café discounts



Enhanced practices, signage and educational material to encourage employees to think about their environmental practices



Item exchange and donations to give unused items a second life



Composting and comprehensive recycling programs (including small electronics recycling program, mask recycling program, and others)



Earth Day activities at the Montreal studio



Green Champions: Employees Driving Sustainable Change in our Studios

Our Green Committees are composed of nearly 200 members in four Canadian studios, and these passionate employees constantly push our company and our neighbourhoods to be more sustainable. Their goal is to raise awareness of environmental issues among studio team members and to share information on how to reduce our environmental impact at home and at work. Local initiatives led by Green

Committees complement those implemented at the corporate level. Thanks to their commitment and the involvement of leaders tasked with accelerating projects within their fields of expertise, these committees contribute their perspectives and ideas for more sustainable workspaces, events, and more.



“Being part of a studio that values and supports green initiatives has brought a great sense of pride to my work. It’s inspiring to see the positive impact we can have on the environment, and it motivates me to continue finding ways to reduce our carbon footprint both in and out of the studio.”

— NADINE SKINNER,
Ubisoft Toronto Green Committee member

164**MONTREAL**

Green Committee members

5**SAGUENAY**

Green Committee members

190**TOTAL**

members Canada wide

8**QUEBEC**

Green Committee members

13**TORONTO**

Green Committee members

4Number of green
committees in Canada



Neighbourhood Clean-up

📍 Ubisoft Quebec

Employees from the Quebec studio spent a sunny afternoon cleaning up the banks of the Saint-Charles River in May 2022.



"As many employees regularly stroll along the banks of the Saint-Charles River, we find it important to participate in a spring riverbank clean-up to do our part for the environment and to maintain this beautiful ecosystem."

— CYNTHIA CÔTÉ,
Ubisoft Quebec City Green
Committee member



A Green Volunteering Event

📍 Ubisoft Quebec

Twenty-five Quebec studio employees spent a day volunteering at Moissonneurs Solidaires in October 2022. During this activity organized by the studio's Green Committee, employees harvested carrots, which were then given to food banks to ensure better access to healthy foods for people in need. The team was treated to beautiful fall weather that allowed them to harvest about 7,000 pounds of fresh vegetables.

"Vines are one of the rare perennial plants that can tolerate extreme heat, while adding incredibly greenery. They require little water (10 times less than tomato plants for instance) and are excellent during this time of climate change. The vines absorb rainwater and contribute to lowering CO₂ levels. In addition, each of our vines is planted in soil mixed with 30 wine bottles that have been crushed into powder. Our rooftop vineyard alone has already recycled 1,200 glass bottles in total all while providing the vines with a favourable environment aimed at boosting their maturity in cold climates."

— VERONIQUE LEMIEUX,
Vignes en Ville

An Urban Rooftop Vineyard with Vignes en Ville

📍 Ubisoft Montreal

Ubisoft's rooftop vineyard alone has already recycled 1,200 glass bottles to provide the vines with a favourable environment aimed at boosting their maturity in cold climates. This year, Vignes en Ville also held workshops on permaculture design and our employees were invited to sample our very first wine produced from our urban Montreal-grown grapes.

Our Montreal studio boasts an urban vineyard made up of 40 vines on its rooftop terrasse.





Beehives at our Studios

📍 Ubisoft Montreal & Ubisoft Toronto

Both Ubisoft Toronto and Montreal welcomed the addition of urban hives this year. Our partner, Alvéole, manages the beekeeping but also the educational component for teaching our employees about biodiversity, the impacts of urbanization and the importance of pollinators.



“An urban beekeeping project opens up a more global conversation on pressing environmental issues. With the commitment of leading companies like Ubisoft, we can cultivate greener, more connected communities and truly transform our urban landscape.”

— ALVÉOLE

Supporting Sustainable Transportation

📍 Ubisoft Montreal & Ubisoft Toronto

Our Toronto and Montreal studio support sustainable transport by partly subsidizing annual bike-sharing memberships. 498 employees in Montreal and Toronto took part this year!



Gardening with The Stop

📍 Ubisoft Toronto

Whether it's in their urban gardens, at a drop-in meal, or in the community advocacy office, The Stop in Toronto is a place where everyone is welcomed with a seat at the table. In Fall 2022, to help The Stop prepare their urban garden for the next growing season, a group of studio green thumbs volunteered to get their hands dirty with an afternoon of gardening.



Research & Development

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Ubisoft La Forge
in Canada

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From Research to
Prototype to Tool;
from Student to
Intern to Employee

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Fighting Online
Toxicity through
Partnerships,
Community, and AI

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At a Glance:
Other La Forge
Projects on the Rise

05



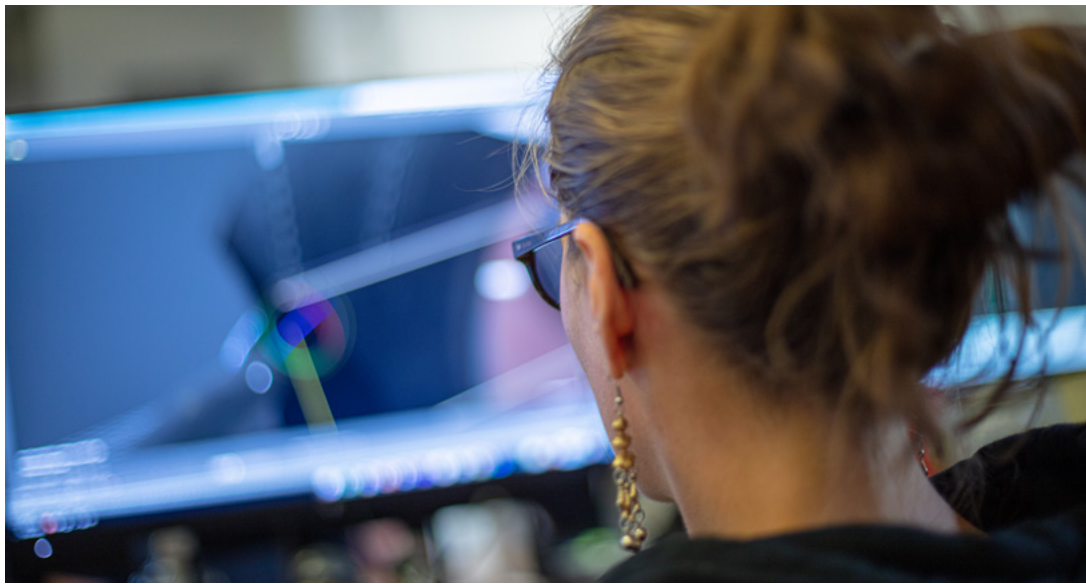


Ubisoft La Forge in Canada

Founded in Ubisoft Montreal in 2016, Ubisoft La Forge is a research and development team that expanded to Ubisoft Toronto in 2019 and went global in 2021 when two labs opened abroad. La Forge teams collaborate with dozens of universities worldwide with a mission to bridge the gap between academic research and concrete applications of this research. This gives research programs access to Ubisoft’s vast resources, while accelerating all kinds of tech innovations applicable to our new and existing games.

<div>50+</div> <div>projects completed</div>	<div>150+</div> <div>collaborators</div>
<div>48</div> <div>projects underway</div>	<div>100+</div> <div>interns</div>
<div>Participation in</div> <div>4</div> <div>major academic conferences (ICSME, MICCAI, ICML, SIGGRAPH, Interspeech) in 2022</div>	<div>16</div> <div>Canadian university partnerships</div>





From Research to Prototype to Tool; from Student to Intern to Employee

La Forge interns not only get to work on impactful, innovative projects with real resources, they also get an opportunity to accelerate their learning, their results, and their career.

When Saeed Ghorbani joined La Forge as an intern at Ubisoft Toronto in 2020, he was working on his PhD at York University. Saeed realized in no time the new opportunities this internship afforded them all.

At Ubisoft, he was assigned to the team working on ZeroEGGS, or Zero-shot Example-based Gesture Generation from Speech. The aim of ZeroEGGS was to animate a character's gestures automatically and believably, based on only the recording of a speech and a very short videoclip to illustrate the intended motion.

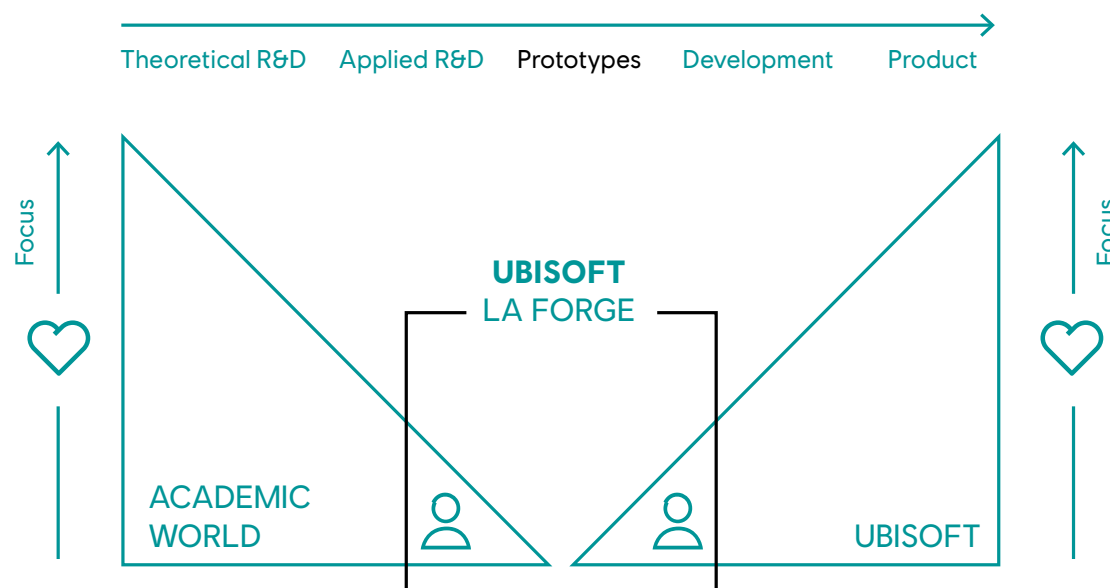
As a student, Saeed had spent the first year of his PhD collecting a dataset of motion video clips synchronized to speech; as an intern at Ubisoft, they were able to put together a similar dataset in just one week, with only two people.

What's more, not only did the team reach its objective with ZeroEGGs, but it had a prototype within a few months and, shortly after that, the prototype was found to outperform previous state-of-the-art techniques in the "naturalness of motion, appropriateness for speech, and style portrayal."

ZeroEGGS was presented at an international conference and was featured in Two Minute Papers, a YouTube channel with nearly 1.5-million subscribers, and is currently being "industrialized," which means it's being converted into a resource that will be used by our game development tools.

Nevertheless, the dataset and code remain open source, published online for public use and, today, Saeed is an R&D scientist at Ubisoft. Still at La Forge, he now works on a half-dozen projects that intend to turn abstract research into prototypes, and prototypes into tools. More broadly, Saeed points out that making the code open source is of great benefit to the community, to Ubisoft and to the researchers themselves.

So, while a successful R&D project at La Forge leads to tools being used in production, it also benefits the research community at large—not to mention the students who contribute to the research. It's no wonder that La Forge is recognized as a leader in the Canadian research space, working with groups such as the FRQ (Fonds de recherche du Québec), the National Sciences and Engineering Research Council of Canada committees and CDRIN (Centre de développement et de recherche en intelligence numérique).





Fighting **Online Toxicity** through **Partnerships, Community,** and **AI**

Ubisoft and Riot Games came together to create the first cross-industry research initiative to fight disruptive behaviour in in-game chats.

In November 2022, Ubisoft and Riot Games announced the Zero Harm in Comms project, an AI-research partnership that aims to detect harmful content in in-game chats to curb player interactions that create noxious and unwelcoming environments.

Ubisoft's La Forge is collaborating with the technology research team at Riot Games to solve the complex problem of identifying toxic behaviour in a live chat as it happens. The ultimate intention is to leverage AI tools as chat moderators, although the initiative is still in its exploratory phase. Its initial goal is to create a shared database and labelling ecosystem that gathers in-game data that can train AI models to detect and mitigate disruptive behaviour.

While chat moderation issues certainly aren't unique to video games, it's worth noting that the situation is complicated by the fact that, for instance, it's normal for Rainbow Six Siege players to chat about weapons, threats, kidnappings, and terrorists, which is part of the gameplay. The crux of the problem is differentiating this kind of language from true toxic behaviour.

Ubisoft and Riot are committed to sharing their learnings with the entire industry. The Zero Harm in Comms research project is the first step of an ambitious project led by Ubisoft and Riot to benefit the entire player community.



"At Ubisoft, we have been working on concrete measures to ensure safe and enjoyable experiences (...) and we believe that, by coming together as an industry, we will be able to tackle this issue more effectively."

— YVES JACQUIER,
Executive Director
of Ubisoft La Forge





At a Glance: Other **La Forge Projects** on the **Rise**

Faceshifter

Working with Ubisoft Helix (a team that specializes in the production of visuals and cinematics) and production teams, La Forge experts developed Faceshifter, a tool that generates heads for non-playable characters (NPCs) in high definition in mere seconds, creating crowds that are more diverse, yet still realistic. The tool, which is now in production and managed by our Technology Group (TG) team, is based on prototypes that used La Forge research.

Toxplainer

In collaboration with l'Université du Quebec à Montreal and in partnership with Mitacs, a non-profit Canadian research organization, the Toxplainer project combines linguistics and machine learning with the aim of better detecting harm and harassment in in-game chats. More specifically, the project's purpose is to "identify identity-based biases and explain their sources in language models trained to detect toxicity in online multiplayer games' text chat." Whereas current solutions focus on searching for key words, Toxplainer aims to integrate notions of context and culture into its detection methods.

VoRACE

Another La Forge project that is moving into industrialization, the goal of the Voice Recording Automatic Cleaning Engine, or VoRACE, is to automate an audio engineer's more tedious tasks, namely trimming audio recordings to remove unwanted sounds such as unintentional heavy breathing, coughing or microphone manipulations. The latest iterations, featured at GDC in March 2023, have shown that audio engineers can work ten times faster using VoRACE than by manually trimming their recordings... a very promising result!





Entrepreneurship

Today, Ubisoft's teams are renowned worldwide for their innovation, creativity, and intrapreneurship. And it all began decades ago as an ambitious dream by visionaries with a passion for video games. With Ubisoft Entrepreneurs, we are translating our real-life experience into robust assistance programs in Canada that bolster creative technology companies across the country as they undertake their own entrepreneurial journeys.

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Ubisoft Entrepreneurs: Putting our Techno-creative Industry on the World Stage

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Mentorship to Drive Local Leadership in the Video Game Industry

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Financial Support to Accelerate Local Indie Video Game Studios

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Our Partnerships and Initiatives

06





Ubisoft Entrepreneurs: Putting our **Creative Technology Industry** on the **World Stage**

The Ubisoft Entrepreneurs program has been dedicated to supporting local, creative technology entrepreneurs since 2017. We're proud to share our knowledge and provide expertise and support, including mentoring, partnerships, and financing, at every stage of an organization's creation and development process.

That means local startups, indie studios, and other creative technology businesses can tap into Ubisoft's counsel, local and international networks, and growth capital, whether they're getting off the ground or eyeing the world stage.

The Pillars of Ubisoft Entrepreneurs



Mentorship

Accelerate the next generation of creative technology entrepreneurs



Partnerships

Connect local businesses with Ubisoft's global network and work with other players in the ecosystem to support the next generation of creative technology entrepreneurs



Financing

Accelerate creative technology businesses through RADAR and White Star Capital



Ubisoft Entrepreneurs by the Numbers

7

years of the annual Ubisoft Indie Series presented by National Bank in Quebec and Ontario

\$40M+

in financial support and collaboration with Quebec companies. Over one third of those investments are earmarked for techno-creative companies including Audiokinetic, Illogika, Keywords Studio, Studio Mathematic, Take off Studios, El Toro Studio, Studio Lounak and Malicis Informatique, among others

"I really appreciate Ubisoft's sense of giving back and investing in the local ecosystem via their Ubisoft Entrepreneurs programming. The mentality that a rising tide raises all boats makes a real difference in evolving the local ecosystem and creating more resiliency for talent and startups."

— JASON DELLA ROCCA,
Co-Founder of Execution Labs,
who has consulted on the design of some
of Ubisoft Entrepreneurs' projects

Ubisoft Radar, an evergreen

\$10M

fund, was launched in 2022 to support and accelerate independent studios in Quebec

Mentorship to Drive Local Leadership in the Video Game Industry

Mentorship accelerates the next generation of tech entrepreneurs by providing them with invaluable guidance, industry insights, and expertise that would otherwise be difficult to access. Enhancing entrepreneurial skills, but also opening doors to networking opportunities, resources, and potential collaborations, helps local startups propel their growth and enables them to make a more significant impact in the tech industry.

The Ubisoft Indie Series presented by National Bank

The Indie Series is an annual competition where independent game development studios in Ontario and Quebec pitch their games to gain access to funds, tools and expertise that will help them bolster their studio and their games. Each year, applicants are reviewed by juries made up of Ubisoft experts in game design, narrative, accessibility, programming, art, and marketing along with representatives of the National Bank.

Ubisoft Indie Series Winners Take Home

\$50K for the Grand Prize

\$25K for the National Bank Special Prize

"Anytime we've had questions, Ubisoft has been happy to answer. [They] connect us with the right people, whether it's through marketing or sensitivity. We also did a sensitivity read which was really helpful as we don't have those resources or those networks."

— SAFFRON AURORA,
CEO and Art Director at
Kitten Cup Studio, a Top 10 Finalist
in 2023 and the National Bank
Special Prize winner in 2020





The Lives and Experiences of Ontarians Reflected in Video Games

This year, many studios submitted applications to the Ontario competition, and Rocket Adrift was named the Grand Prize winner for Psychroma, a side-scroller game that shares personal narratives highlighting 2SLGBTQIA+ and BIPOC experiences and depicts Canadian culture through an outsider's lens.

Toronto-based Thousand Stars Studio, which creates immersive video games and interactive experiences, received the National Bank Special Prize. Sally Luc from Thousand Stars Studio said, "It's been really hard working as a small indie studio, and it's nice to know and validate that this is one step forward for us!"



"We're consistently blown away by the imagination, skill and tenacity of the indie studios here in Ontario, and it's wonderful to see how the industry continues to evolve and grow year after year."

— ANDY SCHMOLL,
The Ontario Indie Series
Jury Chair 2023 and
Game Director
at Ubisoft Toronto



"As an indie, it's really important to get support and mentoring because that's what actually helps us. It's pretty difficult to get even basic financing, so this support allows us to pay our extraordinary employees and be able to bring our ideas to fruition!"

— MAXIME GRÉGOIRE,
Co-founder and CEO of Astrolabe



An Opportunity to Tap into Quebec's Potential

This year's Indie Series in Quebec attracted exceptional applicants and the judging panel witnessed a fierce competition to narrow down the finalists.

"We were wowed by the passion of all 10 finalists, making it difficult to choose between them," said Julien Laferrière, the Quebec Indie Series Jury Chair 2023 and senior producer at Ubisoft Montreal. "The Indie Series 2023 was a great year, where we got to see the creativity and entrepreneurship of the Quebec industry at work."

In the end, the Grand Prize went to Astrolabe Interactive, a multidisciplinary game studio located in Montreal that promotes inclusion, diversity, and creativity, and has created a wide array of projects. Meanwhile, the 2023 National Bank Special Prize went to Lucid Dreams Studio for its game BioMorph, which invites players to solve puzzles in a mysterious 2-D world.



Financial Support to Accelerate Local Indie Video Game Studios

By providing indie video game studios with the financial means to turn their ideas into reality, Ubisoft Entrepreneurs gives a leg up to local indie studios. Financial support, through Ubisoft Radar and White Star Capital, allows entrepreneurs to focus on their innovative ventures by enabling them to bring their games to market more quickly and effectively.

Ubisoft Radar

Ubisoft Radar is Ubisoft's first-ever investment fund. In keeping with Ubisoft Entrepreneur's ambitions of accelerating techno-creative entrepreneurship, Ubisoft Radar is dedicated to identifying, financing, and promoting games created by indie studios in Quebec. In the first four months since its launch in December 2022, it has already awarded \$1.45 million of its \$10 million budget in funding, which supports 43 full-time positions, and provided dozens of hours in mentorship by Ubisoft experts and external partners, to five Quebec studios.

"Ubisoft Radar is an important fund for Quebec, and I hope the first of many," says Pascal Nataf, CEO of Affordance Studio and founding partner of Indie Asylum, a video game company incubator. "[The fund] offers more leverage and more possibilities

for independent studios because it's smart capital; it comes with the help of Ubisoft Entrepreneur, and that's something that's really valuable."



"We wanted to give a boost, give new impetus, and make sure Quebec indies have more means to develop and export the best games in the world, as well as share our pride in what can be done by local companies"

— FRANCIS BAILLET,
Vice-President,
Corporate Affairs,
Ubisoft

UBISOFT
RADAR
2022

280

Studios

36

Projects

8

Pitches

5

Investments



White Star Capital

Ubisoft also supports local startups through an investment of \$24M USD with three funds through White Star Capital. Ubisoft joined forces with Caisse de dépôt et placement du Québec, Fonds de solidarité FTQ, Investissement Québec, and the Business Development Bank of Canada to create the White Star Capital (WSC) investment fund for Québec's creative technology businesses.



Our Partnerships and Initiatives

Through Ubisoft Entrepreneurs, our studios are involved in more than a dozen other local and provincial initiatives that cover different niches. The initiatives include everything from donating desktop computers to the Ulnooweg Education Centre in Halifax, which provides “Indigenous-based learning, STEAM programming, and educational initiatives across all four Atlantic Provinces,” to being a main partner at WAQ, the largest francophone digital event in North America.



La Catapulte

Catapulte is a competition dedicated to independent video game developers in Quebec who are at the starting stages of their entrepreneurial journey. This Catapulte edition was presented by Ubisoft, who was represented on the judging panel by Andrée Boisvert, a producer at Ubisoft Quebec. The grand prize? Several thousand dollars in grants, dozens of hours in mentoring from experts from Ubisoft and other partners, and the unique opportunity to playtest the game at Ubisoft Quebec’s lab, for a total value of \$125,000. After a showdown at the Grand Finale in April 2022, during which developers hopped on stage to pitch their project to a panel and a huge audience, Vidvad Games was declared the winner for Chaos in Aisle 7.

La Caravane

Presented and organized by Ubisoft, La Guilde du jeu vidéo du Québec, and Québec Epix, the Caravane, as its name indicates, is a tour during which some of the biggest video game studios and their partners, throughout the province of Québec meet local developers. It’s an exciting and unique opportunity for local studios to network, and to gain access to conferences and experts from all facets of the industry, from publishing to financing, from tech to media. The free event is also an opportunity to practise their pitches and get discovered.

Les Astucieuses

In June 2022, just as their school year came to an end, 14 women made up the first cohort to graduate from the ambitious new Astucieuses programme, a COlab initiative which Ubisoft is proud to support.

Les Astucieuses is a free program dedicated to women enrolled in science, technology, engineering, and math (STEM) programmes in the Saguenay-Lac-Saint-Jean region of Québec. It aims to foster the entrepreneurial spirit of women in STEM by providing them with bursaries and unique educational opportunities.

Over the course of the school year, the participants participate in workshops and lectures during which they developed their skills, but also prototyped digital solutions for problems they’d identified in their field. At the end of the year, not only had they developed their solutions, confidence and skills, they also shared \$70K in bursaries.



“We got to know one another and discover our strengths and weaknesses so we could then develop our skill set from an entrepreneurial standpoint. I’ve always had the right spirit, but now I know how to leverage it.”

— ANNE-MARIE PROULX
Astucieuses participant and geological engineering student at UQAC



Community Contribution

A quarter-century ago, Ubisoft opened its first studio in the Mile-End neighbourhood of Montreal, and ever since, each of our subsequent studios across Canada has played an active role in their unique communities.

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25 Years of Impact within our Communities

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Making Culture more Accessible

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Generosity that Shapes our Communities

P.55

The Transformative Power of Volunteering

07





25 Years of Impact within our Communities

Today, Ubisoft is committed to contributing to a more sustainable and inclusive society by supporting cultural initiatives, the video game ecosystem, and investing in educational opportunities for youth. Each studio also invests in its neighbourhood, contributing to local economic development. And with paid volunteering days offered to all employees, our teams are encouraged to give time to causes that they care about most.

Participation in

56

community events across Canada annually

3

paid volunteer days offered per employee annually

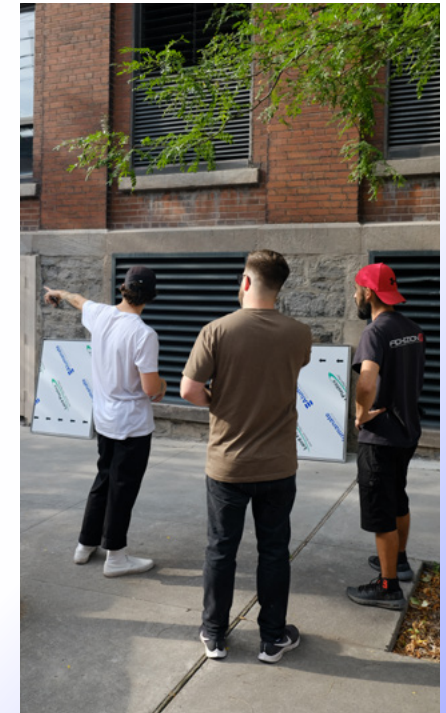
Creating Lasting Ties with the Local Communities where we Operate

Ubisoft has always made it a priority to establish its presence in cities with a robust talent pool and then grow local roots. Our latest Canadian studio, Ubisoft Sherbrooke, marked its one-year anniversary this year. Since opening its doors, the Sherbrooke studio has partnered with local school programs, and has committed to revitalizing the community and to supporting the economy of the Eastern Townships region of the province. In particular, the studio started a fund aimed at promoting an inclusive downtown community, where the permanent studio will be located once construction is completed. A committee will be responsible for devising an action plan, and Ubisoft has pledged \$333K over a five-year period.

Additionally, Ubisoft is investing in local education by contributing \$1M over five years to establish a three-year technical arts certification program at the NAD-UQAC school located in downtown Sherbrooke. Planned for September 2023, this program will be the first of its kind in the region.

And then there's Ubisoft Winnipeg, which opened its doors in 2018, and recently announced that it would triple in size by 2030.

"The first three years of Ubisoft Winnipeg have already been an exceptional success," said Michael Henderson, Managing Director of Ubisoft Winnipeg. "The city has proved to be a gem of techno-creative talent, and an environment that is right for growth thanks to the leadership of the Province of Manitoba and City of Winnipeg. We look forward to continuing to grow the industry by attracting national and international talent to the city and investing in the development of innovation and the next generation of local talent."



"Ubisoft's investment here has been a big step forward for our gaming industry. They've essentially anchored a new sector here in our city, and it's a sector that we can now build around."

— RYAN KUFFNER,

Vice-president of sales and business development with Economic Development Winnipeg



Ubisoft Montreal celebrated its 25th anniversary by adding a splash of colour to the Mile End neighbourhood. Artist Dalkhafine joined employees and neighbours alike in an inaugural block party in summer 2022.



Making Culture more Accessible

Ubisoft recognizes the importance of supporting local cultural initiatives in the communities in which we operate. By doing so, we contribute to the preservation and celebration of local traditions, history, and heritage, which vary from studio to studio.

The 7 Fingers Arts Collective

Ubisoft Montreal | August 2022

As part its 25th anniversary festivities, the Montreal studio organised a very special evening to thank its many partners and friends with a private presentation of *Mon île, mon cœur* by The 7 Fingers arts collective, a human-only circus. A delicious dinner, with Ubisoft founder and CEO Yves Guillemot, was served before the immersive show. In attendance were several studio partners, including public figures of all stripes who have played an important role in the studio's history, members of the senior management team, along with employees celebrating their 25-year Ubiversaries (work anniversaries).

17 majour cultural initiatives supported in Canada this year



A 25th anniversary private showing of *Mon île, mon cœur* by The 7 Fingers arts collective for Ubisoft Montreal's closest partners, supporters, and employees celebrating their 25-year work anniversaries.

Mosaïcures 2022

Ubisoft Quebec

Ubisoft Quebec was the official partner of the Owlthenea artwork during the Mosaïcures Quebec 2022 horticultural art exhibition. Close to 500,000 visitors attended the exhibition.





Centre CLARK

📍 Montreal | February 2023

The Centre CLARK is an artist-run, contemporary art gallery in Montreal's vibrant Mile-End neighbourhood. Ubisoft Montreal sponsored the Maison Modèle : Nitakinan fundraising exhibition presented during the winter of 2023.



Musée des beaux-arts de Sherbrooke Art Dinner and Auction

📍 Ubisoft Sherbrooke | March 2023

For more than 30 years, the Soirée des beaux-arts events have raised funds to support the museum's programming, to ensure the development of educational and cultural programs, and to offer original exhibitions of the highest quality. Ubisoft Sherbrooke sponsored this event and Nathalie Jasmin, Managing Director of Ubisoft Sherbrooke, was named honorary co-president.

"By supporting our programming and our annual fundraiser, Ubisoft Montreal not only allows our organization to pursue its mission of contributing to the vitality of the Montreal community, but also to extend its reach beyond its borders by producing and presenting the most innovative art. This financial support is essential to our operations and gives us the opportunity to play a significant part in the province's artistic ecosystem."

— JOSÉPHINE RIVARD,
Centre CLARK

POP Montreal International Music Festival

📍 Ubisoft Montreal

POP Montreal International Music Festival is an annual, non-profit cultural event that promotes indie music by presenting emerging and renowned artists from around the world.

REGARD Saguenay International Short Film Festival

📍 Ubisoft Saguenay | March 2023

Ubisoft Saguenay has partnered with the REGARD International Short Film Festival for the past five years. This year, the festival also presented a multitude of free outdoor activities for all.

L'art s'affiche, by Art Souterrain

📍 Ubisoft Montreal | Year round

The facade of the Montreal studio displays artist exhibitions year-round. The aim of this unique project is to support artists and make art accessible to the public by incorporating it into their everyday lives.



"Shows on the rooftop of Ubisoft's iconic Peck building, various neighborhood parties, virtual activities created together, and the list goes on. This shared desire to make our community radiant has been part of our partnership since our edition in 2014; and we're just getting started."

— ERIC CAZES,
Director of Operations,
POP Montreal International Music Festival

"Whenever we sit down with Ubisoft, it's always to come up with the most creative ideas."

— MARIE-ELAINE RIOU,
Executive Director, REGARD
- Saguenay International
Short Film Festival



"Ubisoft has been hosting contemporary art exhibitions on its premises and façade for the past seven years. Its contribution to the Mile End neighbourhood and its support of emerging artists makes it a key player in the contemporary art ecosystem."

— FREDERIC LOURY,
Founder and General Manager,
Art Souterrain



Generosity that Shapes our Communities

We have the capacity to make a real impact in our communities and we're using it to shape a more promising future. Across Canada, our studios raise funds and give back to the causes that are near and dear to their hearts.

The Ride to Conquer Cancer

📍 Ubisoft Toronto | June 2022

The Ubisoft Toronto R2CC team rode over 280 km to Niagara Falls and raised more than \$78K for cancer research, placing first in the Tech category! The Ride to Conquer Cancer is Canada's largest and most impactful cycling fundraiser. All proceeds directly benefit The Princess Margaret Cancer Centre, one of the top five cancer research centres in the world.



La Console qui Console

📍 Ubisoft Sherbrooke | March 2023

Ubisoft Sherbrooke was the main partner of the La Console qui Console event, a two-day gaming marathon to raise funds for Leucan, the association for children with cancer and their families. The event brings together many different types of entertainment, such as old-school console and board-game tournaments, role-playing game initiations and video games. The event brings the passion of gaming to the community, raises awareness on healthy lifestyle habits related to gaming, and supports the growth of e-sports in Quebec.



Ukrainian Canadian Congress

📍 Ubisoft Montreal | Spring 2022

In April 2022, the Montreal studio purchased 20 new laptops for newly arrived Ukrainian families to help them get established personally and professionally in Montreal. Our HR team also gave a variety of talks and offered professional guidance on careers in the video game industry.



A recently arrived Ukrainian family receives a new Ubisoft-donated laptop on stage at a Ukrainian Canadian Congress networking event in Montreal.

"A warm thank you from all the Ukrainian families who benefited from Ubisoft's presence at the networking event, and especially from those who can now work and study using their new computers."

— TETYANA TSOMKO,
Ukrainian Canadian Congress



Carrefour des enfants de Saint-Malo

📍 Ubisoft Quebec

Ubisoft Quebec committed to a three-year partnership with Carrefour des enfants de Saint-Malo to support the development of services dedicated to families with young children in the Quebec City neighbourhood of Saint-Malo. Ubisoft's financial support helped a local summer camp renovate its outdoor space and build a separate arts and culture area. The initiative empowers children in the community to express themselves creatively.



"We are very grateful for Ubisoft's loyal partnership over the past 15 years. Their support helps us further our important mission of providing access to nutritious meals for school children."

— MYRIAM BRISEBOIS,
former Lead, Corporate &
Community Giving – Quebec,
Breakfast Club of Canada

The Breakfast Club of Canada

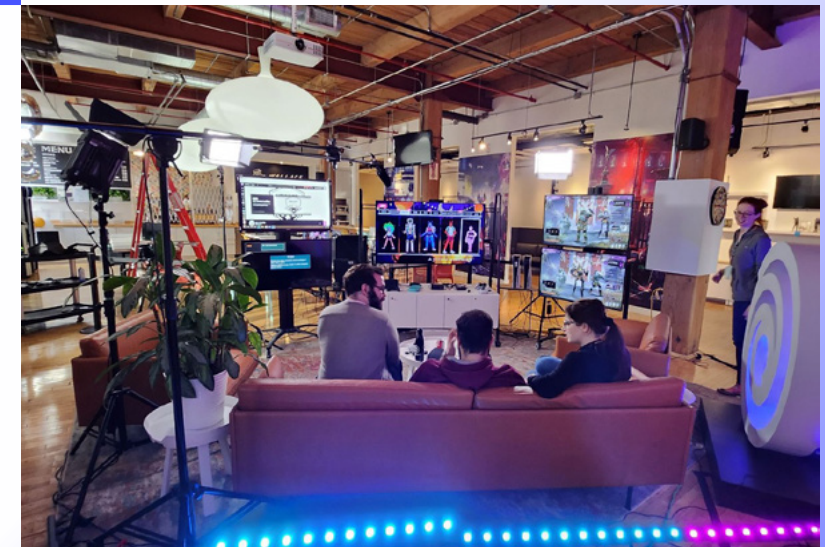
📍 Ubisoft Montreal

For the past 15 years, Ubisoft Montreal has been providing support to the Breakfast Club of Canada. Donated funds support school breakfast programs to ensure all Canadian students have access to nutritious food. In 2022, the studio organized several fundraising activities and events, raising **\$40,000**. The Montreal studio has raised **\$1,057,000** in contributions throughout the course of this partnership.

Extra Life fundraiser

📍 Ubisoft Winnipeg, Ubisoft Toronto, Ubisoft Saguenay, and Ubisoft Quebec

Our studios participated in the Extra Life fundraiser, raising more than \$22,000 for local children's hospitals. Our Toronto, Quebec, Saguenay and Winnipeg studios hosted a 25-hour fundraiser marathon live stream, and donated an adaptive controller to a Winnipeg hospital.



The 25-hour Extra Life live stream at Ubisoft Toronto.



The Transformative Power of Volunteering

Giving back to the community is part of our studios' values—it's in our DNA! With three annual paid days off earmarked for volunteering, our volunteering program makes it easy for employees to give back to the causes that matter to them most. Whether it's on their own, with their team, or through our organized company activities, our employees love to make a difference.

238

Number of employees who participated in volunteering activities this year

250+

Number of volunteer days taken in 2022

Welcome Collective

📍 Montreal

This year, employees took part in four volunteer sessions at the Welcome Collective warehouse. More than 50 volunteers helped create newborn kits and kitchen kits, as well as sort children's clothing for newly arrived asylum seekers in Montreal. Dozens of kits later, we can proudly say that our support will go a long way.

And just in time for back-to-school, a team of 20 Ubisoft volunteers got together to fill backpacks with school supplies for refugee children in Montreal. All in all, we donated 40 backpacks and \$6,000 to the Welcome Collective.

"A beautiful reminder of all that we take for granted. It takes so little to make a difference!"

— GABRIEL
Ubisoft Montreal employee

"A big thank you for the amazing and much needed initiative by Ubisoft! We are very grateful for the backpacks and the donation. Please know that this is greatly appreciated and needed, as this will greatly help the Welcome Collective support newly arrived families who seek asylum in Canada on a daily basis in search of a better and safer life."

— DINA SOULEIMAN,
Executive Director,
Welcome Collective



School supply assembly initiative by the Ubisoft Quebec studio for the Carrefour des enfants de Saint-Malo.



Employees volunteering at the Centre Lasallien in Montreal in winter 2023.







Appendix



Ubisoft is actively engaged in the global effort to achieve the Sustainable Development Goals (SDGs) established by the United Nations in 2015. With a total of 17 SDGs encompassing various aspects of sustainable development, countries worldwide are called upon to take action, fostering prosperity while protecting the planet by 2030.

Recognizing the role of economic and financial actors in driving progress, Ubisoft has embraced the responsibility to contribute to several goals that best align with our business and our corporate social responsibility commitments: SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities) and SDG 13 (Climate Action).

Ubisoft's commitment to these specific SDGs showcases its dedication to corporate social responsibility and its commitment to contributing to a more sustainable and inclusive society.

SDG	Target	Ubisoft Actions
SDG 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 places great importance on education and actively supports this goal through initiatives that promote quality education and increase diversity in the technology professions by: <ul style="list-style-type: none">• Partnering with NGOs to support the development of young people's STEM and foundational skills to prepare them for the future• Diversifying the technology talent pool• Supporting coding programs for youth• Creating educational games such as the "Discovery Tour" series to deliver engaging and accessible learning experiences for individuals of all ages• Providing young people with scholarships, internships, or even job opportunities within Ubisoft
SDG 5: Gender Equality		
	5.1 End all forms of discrimination against all women and girls everywhere.	Ubisoft is committed to fostering gender equality within its organization and through its games by: <ul style="list-style-type: none">• Challenging gender stereotypes and crafting diverse narratives and characters to promote inclusivity• Supporting educational initiatives that encourage women to pursue careers in the gaming and technology industries• Increasing awareness and visibility of recruitment opportunities for women
SDG 10: Reduced Inequality		
	10.2 By 2030, empower and promote the social, economic and political inclusivity of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. 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.	To contribute to a more equitable society, Ubisoft places a strong emphasis on reducing inequality and ensuring diversity and inclusion by: <ul style="list-style-type: none">• Developing the accessibility of its games for people with disabilities• Changes in the recruitment process including widespread use of inclusive language in job advertisements, training for recruiters when hiring new employees• Supporting initiatives that promote social inclusion, diversity, and accessibility within the gaming industry• Taking action to prevent inappropriate behaviour in online communities• Partnering with various associations that promote a video game ecosystem that is more representative of ethnic minorities and/or women• Offering the possibility to choose the gender and ethnicity of characters• Fostering an inclusive work environment that values diversity and provides equal opportunities for all employees• Partnering with associations that provide in-house training on subjects such as discrimination, inclusion, accessibility and others
SDG 13: Combating Climate Change		
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. 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 actively works towards reducing its carbon footprint by: <ul style="list-style-type: none">• Setting environmental targets focused on minimizing greenhouse gas emissions, and waste generation, and water consumption• Organizing annual events that open a space for contributions and solutions to environmental issues in the video game industry• Providing resources for employees on climate issues• Encouraging production teams to develop narratives that make players aware of their impact on the environment