



CANADIAN IMPACT REPORT

2025-2026



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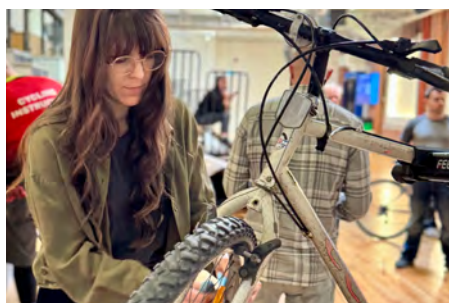
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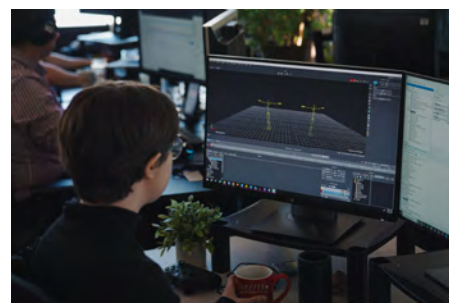
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INTRODUCTION



Photo credit: Veronique Duplain

In Canada, Ubisoft does more than make games—we are proud to be part of a broader ecosystem shaped by people, partners, and communities. With 30% of our global workforce based in Canada, the country plays a central role in how we create, collaborate, and grow.

The *2025–2026 Canadian Impact Report* explores how this role is evolving and where it is making a meaningful difference.

Expectations across the industry continue to rise. Companies must deliver great experiences while fostering thriving communities both online and off. In response, we have aligned our efforts around three core priorities: player experience, long-term ecosystem growth, and technology innovation.

Player well-being is a clear example of this approach. Rather than relying on moderation alone, we prioritize prevention by helping players develop positive online behaviours from the start. Developed with Safe in Our World, the expanded *Good Game Playbook*

combines technology with practical guidance to help players and families navigate online spaces with confidence.

This same long-term focus also shapes how we support the industry in Canada. As a locally rooted employer and partner, we aim to help build a more resilient video game sector. This includes supporting indie studios beyond early-stage funding and helping address the challenges of bringing projects to market.

Our approach to AI is thoughtful and measured. We explore how it can support developers and enhance player experiences, while contributing to broader conversations about its impact on society. For example, we participate in forums such as the National Summit on Artificial Intelligence and Culture, helping shape how these technologies are developed and used.

Across all our efforts, the goal is the same: connect our daily work with outcomes that matter beyond our organization. As we look ahead, we will continue building on the impact

we create in Canada through our games, our teams, and the communities we are proud to be part of.



– Magali Valence
Director of Communications



UBISOFT IN CANADA AT A GLANCE

Ubisoft's Canadian studios—located in Montreal, Quebec City, Saguenay, Sherbrooke, and Toronto—are a driving force behind some of our best-known brands, including *Watch Dogs*, *Assassin's Creed*, and *Rainbow Six*. With approximately 5,000 team members across the country, we are committed to creating great games while making a positive impact on our people, our communities, and the environment.

We welcome talent from all backgrounds and invest in the next generation of creators to help shape the future of video games. Through partnerships with schools, universities, entrepreneurs, and emerging studios, we help strengthen Canada's video game ecosystem and support innovation across the country.

Highlights

- Became a founding member of the Accessible Games Initiative
- Celebrated 15 years of the Ubisoft Game Lab Competition in Quebec
- Launched *Rainbow Six Mobile* worldwide

Awards and accolades



Received Gold Parity Certification from Women in Governance



Named one of Canada's Best Employers for Recent Graduates (2025)



***Assassin's Creed Shadows* earned multiple accessibility awards and nominations, including:**

- American Council of the Blind's Barry Award for Gaming
- GAConf Award for Best Deaf and Hard of Hearing Accessibility
- Nomination for Innovation in Accessibility at The Game Awards



Key figures (2025-2026)

As of March 31, 2026

16,590

team members worldwide

Approximately

5,000

team members in Canada

30%

of Ubisoft team members are based in Canada

24%

of team members are women

23.7%

of managers are women

13.9%

of the executive team are women



POSITIVE IMPACT OF VIDEO GAMES

“By empowering families with the right tools and insights, and through our continued partnership with Safe In Our World, we want to help the next generation of players build empathy, respect, and healthier gaming habits.”

— Jeremy Marchadier
Director of Player Safety, Ubisoft

Fostering safer, more positive play

Creating safer and more respectful online spaces starts with helping players understand how their actions affect others. At Ubisoft, we see player well-being as a shared responsibility. That’s why we combine in-game safeguards with practical guidance that helps players engage in positive play throughout their experience.

Encouraging positive play through the *Good Game Playbook*

This year, we expanded the *Good Game Playbook*, developed with Safe in Our World, a non-profit dedicated to mental health in the games industry.

The Playbook provides clear, expert-backed guidance to help players navigate online interactions, manage emotions, and make thoughtful choices. It also includes tailored



advice for children, teens, adults, and parents, fostering a shared understanding of respectful play and digital well-being.

Available in multiple languages, including French and English, the Playbook is accessible to players and families across Canada.

From foundation to proactive player behaviour

Year 10 of *Rainbow Six Siege* marked a major milestone: we introduced live moderation and continued strengthening the game’s reputation system, contributing to a 50% reduction in critical toxic communication and a 25% decrease in overall exposure to toxicity.

Features such as real-time chat filtering, reputation tracking, and player commendations work alongside educational resources like the *Good Game Playbook*. Together, they help players recognize and adjust their behaviour while encouraging positive interactions from the outset.

By combining technology with education, we aim not only to address harmful behaviour when it occurs, but also to help prevent it before it starts.

Strengthening player protection as experiences evolve

As online experiences continue to evolve, so do the tools we use to protect players. In addition to reducing toxicity in text chat through systems like Detox (formerly ToxBuster), we are expanding our moderation capabilities into voice communications.

Through partnerships with companies such as Modulate, we can better detect harmful behaviour in voice chat and respond more quickly. This approach combines AI-powered tools with human review to ensure decisions remain balanced, accurate, and context-aware.

Together, these efforts create a more comprehensive approach to player well-being, combining real-time protections with tools that build awareness and resilience to help players feel respected, supported, and empowered to engage positively online.

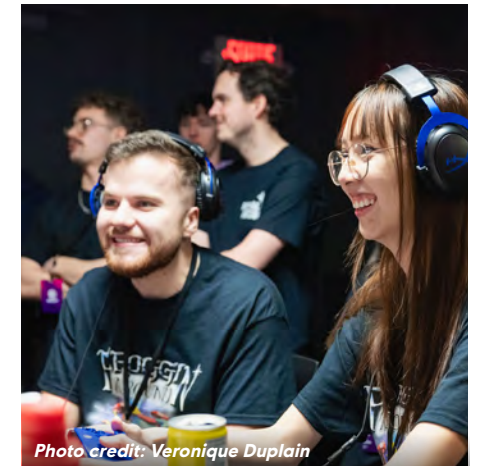


Photo credit: Veronique Duplain



DIVERSITY, INCLUSION, AND ACCESSIBILITY

“We’re proud of our progress over the past three years and remain focused on what’s next: strengthening leadership accountability, expanding career pathways, and removing barriers so more people can access opportunity and thrive.”

— Erin Roach
Director of Diversity and Inclusion,
Ubisoft Canadian studios

Strengthening leadership engagement, career pathways, and accessibility across Canada

At Ubisoft, advancing diversity, inclusion, and accessibility means creating opportunities for people to grow, contribute, and succeed. This year, we continued to strengthen career development, support community engagement initiatives led by our teams, and advance accessibility both within Ubisoft and across the gaming industry. Highlights from the year include:

→ **Strengthening career development pathways:** Through programs such as Dare to Empower and mentorship initiatives, we helped women, non-binary, racialized, Indigenous, and early-career talent build skills, confidence, and professional networks.

→ **Creating local impact through ERGs:** Employee resource groups (ERGs) strengthened community connections through volunteering, partnerships, and outreach activities across Canada.

→ **Advancing accessibility across the industry:** We became a founding member of the Accessible Games Initiative and open-sourced Chroma, helping improve accessibility practices for developers and players alike.

Achieving gold-level parity certification

Women in Governance’s Parity Certification recognizes organizations that advance equity through leadership engagement, workplace practices, and talent development.

This year, our Canadian studios achieved Gold-level certification, reflecting the progress we have made through mentorship, professional development, and ERG initiatives.





GENTE
A UBISOFT ERG

**Latin American and
Hispanic community**

132

members
and allies



A.P.I.
A UBISOFT ERG

**Asian and Pacific
Islander community**

206

members
and allies



UBIPROUD
A UBISOFT ERG

**2SLGBTQIA+
community**

231

members
and allies



SALAAM
A UBISOFT ERG

**Middle Eastern and
North African community**

86

members
and allies



NEURODIVERSITY
A UBISOFT ERG

**Neurodivergent
community**

256

members
and allies



B.E.A.U.
A UBISOFT ERG

**Black
community**

142

members
and allies



W.E.
A UBISOFT ERG

**Women for Equity
community**

445

members
and allies



ERG
A UBISOFT
PROGRAM

All ERGs

1,326

total members
and allies





Co-coaching for clearer pathways and stronger networks

The Dare to Empower co-coaching program continued to support women and non-binary team members in identifying their strengths, building confidence, and growing their professional networks. The program also helps managers better recognize and support participant contributions.

To date, nine cohorts have been completed, reaching 161 women and non-binary participants and 115 managers.

Mentorship across career stages

Mentorship programs help make knowledge more accessible, especially for those who may lack established networks or visibility. In Canada, our mentorship programs pair participants with experienced mentors for guidance, feedback, and career development.

- **Emerging Talent Mentorship:** Supported 30 early- to mid-career participants through an eight-month program featuring monthly mentor-mentee meetings.
- **Project Rise:** Supported 60 mentees from racialized and Indigenous groups, including 40% who identify as women or non-binary. The program achieved a 90% satisfaction rate, with participants reporting progress toward development goals, clearer career paths, greater confidence, and stronger networks.

Community impact through employee resource groups

Employee resource groups (ERGs) turn commitments into practical support. They create spaces for learning, community building, and collaboration with external partners. This year, their impact continued to grow locally.

In Montreal, members of the Salaam ERG volunteered with the Welcome Collective, putting together care packages containing baby supplies, clothing, and household essentials for newly arrived asylum seekers.

In Toronto, members of the Black Employees at Ubisoft ERG hosted students and early-career professionals from the Toronto District School Board's Centre of Excellence for Black Student Achievement (CEBSA) and the CEE Centre for Young Black Professionals, providing insights into careers in the gaming industry.

For the second year in a row, Toronto's 2SLGBTQIA+ ERG partnered with the City of Toronto to plant trees on the Toronto Islands, supporting the restoration of a rare freshwater sand dune ecosystem.

Advancing accessibility across the industry

This year, Ubisoft became a founding member of the Accessible Games Initiative, a cross-industry effort that helps players better understand the accessibility features available in games. The initiative received the Best Accessibility Resource award at the GACoNf Awards.



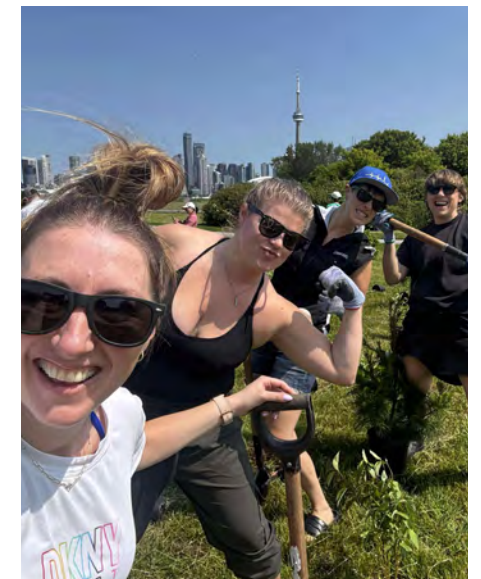
We also open-sourced Chroma, a real-time colour blindness simulation tool originally developed for internal use. By helping developers identify accessibility issues earlier in the creative process, Chroma supports more inclusive game design across the industry.

Creative leadership and industry recognition for *Assassin's Creed Shadows*

Assassin's Creed Shadows received multiple accessibility awards and nominations this year, including the American Council of the Blind's Barry Award for Gaming, the GACoNf Award for Best Deaf and Hard of Hearing

Accessibility, and a nomination for Innovation in Accessibility at The Game Awards.

The project also demonstrates how accessibility can be integrated directly into game design. Examples include a reusable modular UI approach and a map-filtering system shaped by feedback from a legally blind player.





EDUCATION

In today's tech-driven world, Ubisoft Education helps the next generation develop the skills and confidence needed to thrive in the digital age. We partner with educators and organizations working directly with students to provide practical learning experiences.

This year, our efforts focused on three priorities:

- Promoting STEM (science, technology, engineering, and mathematics)
- Fostering responsible digital citizenship
- Raising awareness about cybersecurity and online safety

Building curiosity and foundations (elementary school)

This year, we launched our first national school visit program, welcoming 1,031 students to Ubisoft studios across Canada. Through hands-on, behind-the-scenes

experiences, students explored how art, storytelling, and coding come together in game development. Interest was strong, with 766 requests from schools nationwide.

In Quebec, our partnership with **Cyber-Cap** reached 311 students in Grades 5 and 6 through activities focused on online behaviour, digital citizenship, and responsible participation in online spaces. We also supported workshops based on Décode le code, helping students develop computational thinking and digital creativity skills

Hack the ROM reached 350 students from nine Ontario schools. Working with the Royal Ontario Museum and Indigenous educators, students created games inspired by Indigenous artworks and teachings, then shared their work at a final showcase. At our BGC Dovercourt summer camp, students explored game development through art, storytelling, and coding workshops led by Ubisoft mentors.

In Winnipeg, we supported hands-on learning experiences such as STEM Days and

Indigenous STEAM Camp, run by the Wii Chii-waakanak Learning Centre at the University of Winnipeg. These programs engaged youth in Grades 1–8 in digital media, coding, and design alongside learning from Indigenous knowledge keepers.

Learning through creation (high school)

At the high school level, we focus on hands-on learning that helps students develop technical skills, creativity, and confidence.

Through Fusion Jeunesse, 831 students designed video games that encouraged collaboration, empathy, and reflection on social issues.

Meanwhile, programs such as the Creativity Championship and TEDx Ville-Marie Education challenged participants to develop



Photo credit: @Denise Barria



ideas, prototype solutions, and explore new approaches to learning.

Expanding access remained a priority. Through initiatives including Le Code des filles, Technovation Gameable, and Women and Girls in Science, nearly 1,500 girls and underrepresented youth participated in mentorship opportunities, hands-on workshops, and activities that connected them with role models:

- **Le Code des filles (LCDF)**: Introduces girls to technology through hands-on learning and helps build confidence. During several events, particularly in Quebec City, our team members shared insights into their roles, career paths, and experiences in the gaming industry.

→ **Technovation Gameable**: Supports participants aged 13–18 in designing and prototyping their own video games with mentorship from Ubisoft teams. The program concludes with a demo day, where participants present their work to industry professionals.

→ **Women and Girls of Science (9th annual)**: Ubisoft contributed to an immersive day in Montreal that brought together 1,411 participants. By offering hands-on game-development activities and opportunities to connect with role models, the event helps make STEM careers more accessible and relatable.



“The best part of the Ubisoft Game Lab Competition was getting to learn so much over those ten weeks. Seeing players discover our game for the first time and seeing their reactions made all the hard work worth it. I also loved meeting other student teams who shared the same passion, which made the experience even more memorable.”

— Emeryc Primeau
Student participant
Member of the dev team
behind ***Oh Puck!***, presented by
Université de Sherbrooke

Bridging education and early careers (post-secondary)

As students transition from education to employment, access to mentorship and industry experience becomes increasingly important.

In 2025–2026, programs such as the Ubisoft Game Lab Competition, Ubisoft Toronto NEXT, and Develop at Ubisoft provided more than 560 participants with opportunities to work on real-world challenges, collaborate across disciplines, and build portfolio-ready projects with guidance from Ubisoft professionals.

Spotlight: 15 years of Ubisoft Game Lab Competition

For 15 years, the Ubisoft Game Lab Competition has helped students transform classroom learning into practical experience.

This year, 206 students from 13 universities formed 26 teams to develop playable prototypes over 10 weeks. Supported by 52 Ubisoft mentors representing four Canadian studios, participants collaborated across disciplines before presenting their projects to a jury of industry professionals at Ubisoft Montreal.

By the numbers

206

students

26

teams

13

universities

52

Ubisoft members

10

weeks to deliver playable prototypes

9

awards and \$22,000 in scholarships



Photo credit: Veronique Duplain





ENVIRONMENT

Empowering climate action through awareness and engagement

Everyday actions and choices can contribute to positive environmental outcomes. Over the past year, our teams focused on sharing resources, exploring lower-impact transportation options, and reconnecting with nature in their local communities.

Making reuse part of everyday practice

Much of our environmental footprint is influenced by what we buy and how often we replace it. This year, we leaned into the circular economy by creating more opportunities for team members to share, repair, and repurpose what they already have. Across our studios, teams set up donation shelves, clothing swaps, flea markets, and book swaps. These initiatives helped keep useful items in circulation and out of landfills. **In total, 850 items found new homes.**

Supporting lower-impact ways to get around

Commuting is one of the most practical ways people can reduce their environmental footprint. In 2025, we promoted lower-impact transportation options through targeted support.

In Montreal and Toronto, we offered discounts on public transit passes and bike-share memberships, making these options more



accessible. We also added and improved bike parking to make commuting to work easier and more secure.

Turning awareness into action across regions

Earth Week in April once again brought teams together around environmental action and more mindful consumption:

- Teams took part in **neighbourhood cleanups** in Montreal and Sherbrooke, **collecting more than 1,050 kg of waste**
- Teams in Quebec City and Toronto organized small electronics collection drives, helping divert hard-to-dispose items from household waste
- Bicycle repair workshops were held in Montreal, Toronto, and Quebec City to support sustainable commuting



Creating pathways to environmental engagement

In 2025, we focused on simple, accessible ways for people across our studios to connect with environmental issues and take part in local action. Activities included launching an urban gardening club to maintain Montreal's rooftop garden, hosting a workshop with Eurêko at our Saguenay studio, and organizing plant-cutting exchanges in Toronto.





RESEARCH AND DEVELOPMENT



Designing technology that supports creators and players

Through Ubisoft La Forge, our research and development hub, we invest in technology that addresses real production and player experience challenges.

- Improved efficiency for creators through **new tools and workflows** that reduce repetitive work and streamline production processes
- Advanced player safety research by creating systems that **combine human judgment with technology** to support more informed decision-making
- Contributed to discussions on **responsible AI practices** through participation in industry, academic, and government forums across Quebec and Canada

Turning research into real-world tools

When a game world feels believable, it is because many small details work together. Light behaves naturally. Environments react. Systems respond to players' actions.

This year, La Forge continued its work on advanced simulation technologies, with a stronger focus on practical use. Research is developed alongside production teams, making it easier to integrate into game engines and workflows.

One example is *Assassin's Creed Black Flag Resynced*, where this work helped create a more realistic and interactive simulation of the sea.

At the same time, La Forge is exploring ways to support developers more directly. This includes using machine learning to help create high-quality assets and reduce repetitive tasks, giving creators more time to focus on iteration, problem-solving, and creative decisions.

Strengthening player safety through human-AI interaction

Player safety tools are most effective when people and technology work together. Systems can spot patterns at scale, while human experts provide nuance and context. This partnership is the foundation of two recent initiatives from our player safety team.

For text-based toxicity moderation, we worked closely with moderators who review chat every day. Rather than simply validating automated flags, moderators now use tools that provide added context. These include slang dictionaries, large language model (LLM) translation tools, and features that allow them to express uncertainty and explain their decisions. Moments where moderators





Year in review

Research showcased
at leading conferences,
including

GDC
Eurographics
SIGGRAPH
FSE
(ACM International
Conference on the
Foundations of Software
Engineering)

39

R&D projects
completed

34

collaborators

11

academic partnerships
across Canada,
strengthening links
between research and
production

14

projects currently
in progress

27

interns engaged

hesitate or disagree with the system are especially valuable, helping identify opportunities to refine both moderation guidelines and detection systems.

This same approach is shaping new tools to detect cheating. By analyzing gameplay footage, experienced reviewers identify patterns that inform what to look for in large volumes of game data. Their insights help improve detection accuracy and reliability over time.

Building responsibly with partners

Progress in areas such as AI and player safety takes collaboration across industry, academia, and public forums.

Together with the University of Toronto and York University, we advanced research on creating more lifelike digital characters and improving the efficiency of tools for developers.

We also contributed to broader discussions on the societal impact of AI, helping shape how these technologies are developed and applied. This year, this included:

- **National Summit on Artificial Intelligence and Culture:** Discussions on how AI is shaping creative industries and cultural production
- **COEFLAB IA Panel:** Organized by the Computer Research Institute of Montreal (CRIM), this panel explored the impact of AI across work, science, democracy, and the environment
- **IA Quebec:** Participation in discussions on building and innovating with human-centred AI approaches





ENTREPRENEURSHIP



By the numbers

\$5M

invested in **11 projects** to support
**Quebec's independent game
development ecosystem**
since 2022

\$225,000

invested in **ecosystem partners**,
including
La Guilde du jeu vidéo du Québec,
Québec EPIX,
the **Centre d'entreprises
et d'innovation de Montréal (CEIM)**,
and **Interactive Ontario**

Strengthening the game development ecosystem

Across Quebec, Ontario, and Manitoba, Ubisoft helps independent studios build sustainable businesses so they can continue to create and compete on a global stage.

Quebec: From production to commercialization

Through Ubisoft RADAR, we continue to support independent studios by backing high-potential projects.

- This year, ***Bonaparte: A Mechanized Revolution***, developed by **Studio Imugi**, launched with support from RADAR. Set during the French Revolution, the strategy game invites players to influence the course of history.
- RADAR also supported ***Join Us***, an open-world sandbox survival game from **Wolf Haus Games** that offers a satirical take on cult dynamics.

This year, RADAR expanded its focus beyond production support. A new strategic partnership with Quebec-based game publisher Gambit Digital aims to strengthen commercialization efforts to help studios reach broader audiences.

Investing in Quebec's ecosystem

Alongside direct studio support, we continue to invest in organizations that strengthen the broader ecosystem.

- **La Guilde du jeu vidéo du Québec:** Contributed to the organization's 2026–2029 strategic plan, helping shape its vision for the future. This strategic planning process led to a public-private investment, supported by the Government of Quebec, to help advance Quebec's video game industry.
- **Québec EPIX, a Centre of Excellence powered by Québec International:** Launched a new partnership providing training, a marketing clinic led by experts

from the United Kingdom, and one-on-one mentorship to help studios strengthen their commercialization strategies and expand their market reach.

Ontario: Strengthening pathways to market

In Ontario, our focus is on giving independent developers the business skills and industry connections they need to grow. Through programs such as Indie Superboost with



Interactive Ontario, we support mentorship, professional development, and access to industry networks.

This year, programming placed greater emphasis on commercialization, helping studios position, finance, and launch their projects.

Manitoba: Supporting early-stage growth

In Manitoba, we continued supporting New Media Manitoba's GameBiz Lab program, which provides seed funding and guidance to help developers test ideas and build prototypes. This year, we also expanded access to a dedicated creative workspace where developers can collaborate, learn from one another, and advance their projects.



COMMUNITY

By the numbers

456

team members volunteered

3,520

hours contributed

440

full workdays equivalent

Driving impact through our people

Community engagement continued to grow across Canada, with more volunteering initiatives and support for a wider range of organizations.

Volunteering for a common cause

For the second year in a row, teams across Canada united around a common focus during Global Volunteer Week: **food security**. As communities continue to face rising demand for food assistance, especially during the winter months, our teams partnered with local organizations to provide practical support where it was needed most.

- \$16,000 in donations supporting food security initiatives across Quebec
- **Quebec City**: More than 200 meals served at Café Rencontre for people experiencing isolation and food insecurity



- **Montreal**: Food and donation drives supporting Mission Mile-End
- **Saguenay**: Fundraising support for Moisson Saguenay/Lac-Saint-Jean
- **Sherbrooke**: Volunteer support for Moisson Estrie through sorting and preparing supplies
- **Toronto**: Partnership with BGC Dovercourt to prepare 800 food baskets reaching approximately 350 families, alongside a food drive supporting The Stop





Celebrating local creativity and culture

We work with partners to bring culture into everyday spaces and create opportunities to experience and share diverse forms of creative expression.

Through the [SOCAN Foundation Screen Music Lab](#), we brought together 10 composers and game developers for a week-long program focused on skill development, mentorship, and creative exploration within interactive media.

In partnership with **MUTEK**, we hosted [Photomode: Framing the Game](#), an exhibition that highlighted how players and artists use game worlds as a medium for creative expression.

At the [Société des arts technologiques \(SAT\)](#) during **Nuit Blanche**, we helped bring a large-scale immersive experience to the public at the Satosphere.

Since 2020, the exterior of our Montreal studio has served as a public gallery, **showcasing works by more than 20 emerging artists** and bringing creative expression into everyday urban spaces.

Across the country, we also supported festivals and cultural initiatives that strengthen the local creative ecosystem. This included partnerships with the **SRXP Festival** and **Saint-Roch Festival** in Quebec City, as well as regional festivals in **Sherbrooke** and **Saguenay** that help amplify independent and emerging voices.



Photo credit: TBC



APPENDIX

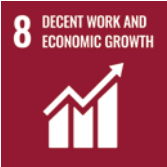


Ubisoft is committed to participating in the global effort towards achieving the United Nations’s sustainable development goals (SDGs), adopted in 2015. These 17 goals call on countries worldwide to foster prosperity while protecting the planet by 2030. Ubisoft recognizes the vital role that economic and financial actors play in this global effort and is committed to supporting

the SDGs that align most closely with our values and corporate social responsibility commitments. These include SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 9 (Industry, innovation, and infrastructure), SDG 10 (Reduced inequalities), and SDG 13 (Climate action).

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



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