



# Impact Report

2025

Electronic Arts Impact Report / FY 2025

# Table of Contents

A Letter from Our CEO	2	Social Impact	18
Introduction	3	Environmental Sustainability	23
Our People & Culture	5	Governance	29
Positive Play	14	Appendices	37

# A Letter from Andrew Wilson, CEO

Today, more than ever, people are choosing interactive entertainment as their favorite way to spend their best time with their best friends. At EA, we are privileged to help create these moments, connecting hundreds of millions of people every day through experiences that shape culture and bring fandom to life.

We are a global company with a global community. From Vancouver to Melbourne, Stockholm to Seoul, our teams are building worlds that connect fans across continents and reflect culture in every corner of the globe.

The creativity, passion, and dedication of our teams bring to life the experiences that inspire the world to play – opening opportunities for people to immerse themselves in their favorite sports and stories, connect with friends, and celebrate community.

Entertainment is evolving at remarkable speed, with fans engaging in more ways than ever – playing, watching, creating, remixing, and connecting in vibrant communities built around interactive experiences. Our extraordinary teams are pushing creativity further than ever, embracing new technologies to broaden their creative canvas and drive innovation – telling bigger stories, delivering more authentic gameplay, and unlocking new ways for players to express themselves.

Throughout our history, we've remained committed to expanding access to play – through our Positive Play charter, building accessible games, and designing STEAM programs that help the next generation gain the skills and confidence to become future innovators. At the same time, we're focused on ways we can operate more efficiently and sustainably, limiting our environmental impact along the way.

EA continues to pioneer in one of the most dynamic industries in the world – leading through change, building beloved IP, and delivering innovative experiences. With the scale of our communities and the imagination of our teams, we are excited to lead the future of entertainment.

Thank you for being on this journey with us.



**ANDREW WILSON**

Chief Executive Officer and Board Chair



# FY25 Highlights

83%

of our global operations  
are now carbon neutral

6,000+

employees  
are accessing internal AI resources

\$5.9M

and 18,000+ volunteer hours  
invested in communities where  
we live, work and play

17%

of hires are returning employees  
who chose to come back to EA

23

open-sourced accessibility  
patents powering inclusive gaming

95%

renewable electricity  
attributable to our operations



# Play Big

## Opportunity and Strategy

Our relentless focus on delivering groundbreaking entertainment drives us to bring incredible sports experiences and blockbuster entertainment to hundreds of millions of players and fans around the world. The business driving our innovation revolves around engaging massive online communities, telling blockbuster stories and harnessing the power of community around and beyond our games. Our ESG efforts encompass our people practices, positive play and social impact initiatives, sustainability efforts, privacy, security and governance work. They each play a critical role in advancing our strategic goals.



Our global workforce and exceptional culture are competitive advantages, fueling innovation and enabling us to better connect with players worldwide. Our talent practices attract, develop and retain the best of our industry – across geographies, experiences, skills and backgrounds. We create dynamic, collaborative workplace environments where new perspectives are welcomed, our people feel valued, and are able to do their best work.

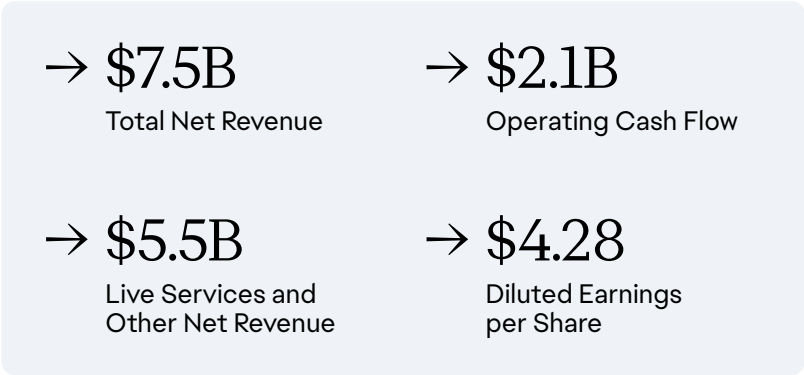
As we develop games and experiences that resonate with our wide audience, we leverage positive play initiatives to foster communities where all players are welcome, safe and included. We embed player safety and accessibility principles in our product development and live service practices and advance accessibility efforts to enable all communities to play, watch, create, share and connect without limitations.

Longer-term execution of our strategy requires a new generation of innovators equipped to drive the industry forward. Our social impact investments and partnerships unlock potential in the communities where we live, work and play. Our environmental sustainability commitments strengthen our resilience to changes in the natural environment and protect the business long-term. We support these efforts with strong privacy, security and governance practices that strive to create value for all stakeholders.

## Recognition

We’re proud to be recognized for our efforts to create an innovative, supportive and high-performance workplace. A few of our recognitions during FY25 include:

- Time** The World’s Best Companies 2024
- Fast Company** Next Big Things in Tech
- Fast Company** Brands That Matter
- Forbes** World’s Best Employers 2024
- Newsweek** America’s Most Responsible Companies 2025



# Our People & Culture

We cultivate a workplace where teams can thrive, bringing their skills and perspectives together to craft the worlds, characters and stories that connect us with players everywhere.





# Our People, Our Story

## Building a Connected Culture

At Electronic Arts, we make play happen through a shared passion for innovation and creativity. Our success in interactive entertainment is powered by the ingenuity of our people. Our teams shape the immersive worlds, characters and communities that inspire and entertain millions of players worldwide. Through collaboration and continuous learning, our people, across geographies, experiences, skills, and backgrounds, drive innovation and shape the future of entertainment.

We continuously invest in best-in-class people practices throughout the employee lifecycle. This ranges from how we attract people, to expansive hiring practices that allow us to find the best talent, to learning and development which enables our people to grow their skills in our rapidly evolving industry, and to fair compensation and rewards that help us achieve industry-leading retention of talent. We foster a culture of innovation, continuous growth and excellence, providing our teams with the resources, opportunities and environment to thrive.

Our shared creativity and teamwork fuel our success, bringing joy and connection to the world through play.



# Cultivating Talent

## Hiring Practices

As the largest interactive entertainment company in the world, we are an employer of choice globally. To create and maintain a high-performing and engaged workforce with varied backgrounds, perspectives, experiences and skills, we strive for a fair experience throughout our hiring process.

Our goal is to identify the best candidates with skills and experiences that align with the needs of our business. We:

- Scout great people from across all industries, all over the world, with an enhanced focus on candidates who align with strategic initiatives.
- Ensure a fair and equitable selection process based on job requirements.

We leverage tools and processes that objectively assess candidates against our job requirements. These include (1) a program to support strong hiring decisions and create a positive candidate experience, (2) training on how to run an objective and skills-based process, (3) a guide to help managers set clear role requirements and evaluate candidates fairly, and (4) a resource hub with tools to support managers throughout the hiring process.

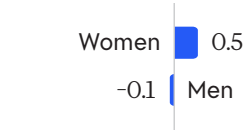
## Retention

Retaining our global workforce of talent across multiple disciplines is essential to creativity, innovation and long-term success. We continuously monitor our company culture and people practices to refine our offerings such as benefits, pay and development programs to foster a workplace where employees feel connected to each other, valued for their contributions and are able to do career-defining work. When they do, they create exceptional entertainment that resonates with players across the world. We're proud that our retention rates exceed industry benchmarks and that 17% of FY25 hires are employees who chose to return to EA.

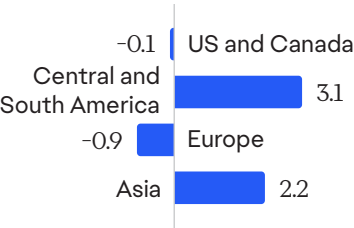
## Voluntary Attrition

The chart below shows voluntary attrition in FY25. The center line represents the average attrition rate. Values to the left or right indicate how many percentage points each group differs from that average.

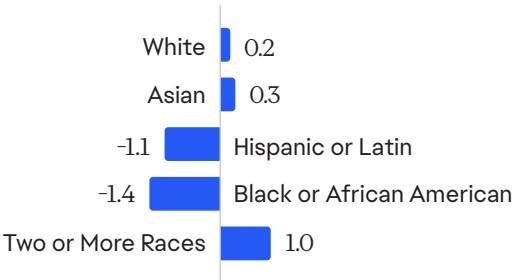
Global Attrition by Gender



Global Attrition by Region



US Attrition by Ethnicity<sup>1</sup>



1. No attrition for Native Hawaiian / Other Pacific Islander or American Indian / Alaska Native.



# A Workforce to Inspire Play

Our global workforce has evolved alongside our company’s continued growth. We’ve attracted, and will continue to attract, talented people worldwide with the skills and expertise to shape the future of interactive entertainment. In FY25, shifts in our workforce composition aligned with our broader global growth strategy, bolstering our ability to create experiences that truly resonate with players everywhere, including in emerging markets.

Sustained business performance requires building for the future, continuing to attract talent from a broad range of geographies, disciplines, experiences, and skills, and maintaining a workplace where employees can do their best work and achieve their career aspirations.

Our Global Workforce (%)		Overall		People Leaders		Technical Roles		VP+	
		FY24	FY25	FY24	FY25	FY24	FY25	FY24	FY25
Global <sup>1</sup>	Women	27.3	27.5	26.2	27.7	21.7	22.5	29.9	30.8
	Men	72.7	72.5	73.8	72.3	78.3	77.5	70.1	69.2
Regional	Asia	13.8	14.2	12.1	12.6	12.3	12.6	1.5	2.1
	Canada	26.1	27.2	25.0	25.5	29.9	30.7	22.6	23.1
	Central and South America	0.1	0.2	0.1	0.1	0.0	0.2	0.0	0.0
	Europe	26.2	26.2	25.2	24.9	27.5	28.0	5.1	6.3
	United States	33.8	32.1	37.6	36.8	30.2	28.5	70.8	68.5
US <sup>2</sup>	White	53.1	52.8	58.9	58.8	51.7	51.6	71.1	69.4
	Asian	22.3	22.4	20.0	19.9	25.5	25.1	13.4	12.2
	Hispanic or Latin	9.3	9.2	6.4	6.4	7.9	8.1	5.2	6.1
	Black or African American	4.0	4.2	3.4	3.6	3.3	3.5	2.1	3.1
	Two or More Races	3.8	3.3	3.6	3.3	3.4	3.0	3.1	3.1
	American Indian or Alaska Native	0.2	0.2	0.1	0.2	0.1	0.1	0.0	0.0
	Native Hawaiian or Other Pacific Islander	0.3	0.3	0.0	0.0	0.1	0.2	0.0	0.0
	Undisclosed	7.0	7.5	7.5	7.8	8.0	8.5	5.2	6.1

1. Gender data included in this table represents global respondents who self-identified as women and men. We recognize all gender identities and support fair treatment for all.  
2. Based on self-identification; responses may not sum to 100%.



# Supporting Our People

## Compensation

Our compensation philosophy is rooted in pay-for-performance. We offer competitive salaries, stock-based incentives and annual bonuses tied to financial and operational goals to align employee rewards with company success. Our pay structure is designed to attract and retain the best people and empower them to drive breakthrough experiences for our player community. It balances individual and team performance with a focus on long-term value creation for both employees and shareholders. We continuously refine compensation practices, aligning them with market trends and business strategy to support employee growth and retention.

## Equitable Pay

We focus on compensating our employees based on the work that they do. Equitable pay is generally defined under applicable law as ensuring our employees are compensated fairly for their work, based on role and performance, regardless of characteristics unrelated to the job. We analyze compensation and annually partner with an independent outside firm to review employees' pay. When we find compensation that deviates from what we would expect to see based on our practices, we take action, including adjusting base pay as appropriate. During FY25, our programs and processes have enabled us to maintain equitable base pay globally.

### Caring for Our People

## Employee Benefits

We provide benefits and reward packages customized to local markets to support the physical, mental and financial well-being of our employees. Benefits offered may include:

### Physical Health

- **Health Coverage:** Access to medical plans and supplemental insurance for employees and eligible dependents.
- **Global Fitness Benefit:** Benefit or local equivalent programs offering employees reimbursement towards fitness memberships/subscriptions.
- **Ergonomics Program:** Workspace assessments (at home or in the office).

### Mental Well-being

- **Mental Health Resources:** Coaching, counseling, various online resources and self-guided programs, as well as access to global networks of licensed therapists in 80+ languages.
- **Bereavement Leave:** Up to 20 days of paid time off for the loss of a loved one.
- **24/7 Counselor Phone Line:** Immediate crisis support.

### Financial Well-being

- **Retirement Contribution:** Retirement Planning for long-term financial well-being.
- **Bonus and Stock-Based Incentives:** Eligible employees may receive an annual bonus and stock-based compensation. 91% of stock-based award value is granted to non-executive employees (i.e., non-Section 16 Officers).
- **Vesting for Families:** Employee stock-based awards vest upon death or qualifying disability to support families.

### Family Health

- **Paid Vacation & Holidays:** Encouragement for employees to plan time off and recharge.
- **Parental and Caregiver Leave:** Paid leave for new parents and caregivers, aligned with local practices.



# Building Tomorrow's Teams

## Employee Growth

At Electronic Arts, we invest in the growth and success of our people by fostering a culture of continuous learning, mentorship and leadership development. Our programs are designed to expand expertise, support career navigation and enable employees to thrive in an environment where creativity and innovation drive impact.

In FY25, we embedded career development more seamlessly into the everyday employee experience. Through a more integrated system, we've equipped employees with the tools and support to own their growth. By continually evolving our learning experiences, strengthening leadership pipelines and offering access to industry-leading development resources, we empower our people to grow their careers while shaping the future of gaming and interactive entertainment.

## Developing Leaders

Leader development is a strategic investment essential to sustaining and growing our business, teams and people. Our programs are designed to cultivate exceptional leaders across the entertainment industry, strengthen our leadership pipeline and prepare us to meet evolving business needs.

In FY25, we prioritized two core capabilities: giving effective feedback and leading difficult conversations. To support this, we introduced Leader Labs, a new format delivering practical, focused experiences to build critical leadership skills.

## Rotational Experience Program (REP)

We also invested in building stronger pathways for our people to grow and thrive at EA. REP was founded on the idea that our most effective senior leaders have worked or had exposure and experience with various parts of the business. REP exposes employees to a variety of roles and functions, building the broad experience needed to grow into future EA leaders.

## Emerging Talent

We are committed to expanding career opportunities for those entering or transitioning into the interactive entertainment industry, particularly in skill areas critical to shaping the future of entertainment. At Electronic Arts, we bring together talent from across the globe with a wide range of skills and experiences. We invest in initiatives that build capabilities, provide mentorship, and create clear career pathways, strengthening both our people and our business.

**Software Engineering Academy:** Launched in FY25, it is the first tailored development experience for EA SPORTS software engineers in the early stages of their careers helping them build the skills, confidence and connections they need to succeed in game development.

**Partnerships for Academia, Innovation, and Research (PAIR):** Launched in 2023, PAIR reimagines academic partnerships to build talent pipelines and foster thought leadership in an era of AI-driven transformation. In FY25, PAIR expanded to 18 engagements across 8 countries, including funding an innovation lab and launching a game design course.

**Hiring Our Heroes:** We support career transitions for former military professionals by providing fellowships, education and networking opportunities.



# Learning Environment

We align our people development strategies with our vision to lead the future of interactive entertainment. We empower employees to identify and pursue learning, whether related to specific technical skills, leadership or other job-specific and general training.

## EA Learn

EA Learn, our learning management system, provides online resources with leading industry vendors and proprietary learning materials. We're proud that our employees logged over 335,000 hours on our online learning platforms.

## Skills Building

In FY25, we enhanced our Professional Skills program to offer more immersive and interactive learning experiences, empowering employees to develop essential skills for any role. Engagement reflects strong participation, with over 3,000 visitors, 7,300 page views and 3,800+ Power-Pack resource views.



## AI Learning

The AI Hub is our central resource for understanding and applying AI across the company. It equips employees with tools, training and guidance to use the technology responsibly. In FY25, more than 6,000 employees visited the Hub, with increased traffic following the release of tailored trainings and hands-on resources. We'll continue expanding support to help teams adopt AI in safe, meaningful and relevant ways as the technology evolves. More about how we use AI in our business, our strategic opportunities related to AI and AI-related governance processes can be found on page 34 of this report.

## Coaching and Mentoring

Coaching and mentoring are core to how we develop our people. We offer accessible, enterprise-wide opportunities for employees at all levels to grow their leadership capabilities, build critical skills, and navigate career paths. These experiences are designed to foster individual growth while strengthening our leadership pipeline across the organization.

## Recognition

By embedding recognition into daily interactions, we strengthen connection, enhance performance and reinforce our culture. In FY25, we launched Play It Forward, a program designed to make it easy to celebrate colleagues for their contributions, whether for high performance, key milestones or everyday impact. Over 13,000 recognitions have been shared in just the first two months of this new program (Feb - Mar 2025).

With features like a live social feed with reactions, comments and mentions, vibrant recognition cards, Slack integration and MemoryBooks for milestone work anniversaries, employees can acknowledge each other in real time.



# Welcoming Community



## Employee Resource Groups (ERGs)

Our ERGs are open to all and help foster a culture of connection, support and collaboration. ERGs celebrate our global communities year-round with experiences focused on cultural celebrations and professional development. In FY25, more than 30% of our employees engaged in ERG communities or events. ERGs grew by 8.2% to 66 chapters, with new chapters in India and Malaysia.

## Program and Events

Executive Sponsors and Advisors supported 267 global and local events that focused on celebrated community engagement, career development and professional networking. All programming was open to employees across the company. Highlights included a global cross-cultural business series, executive coaching, conference access and 291 ERG board leadership opportunities.

In FY25, ERGs expanded their reach by partnering with external organizations to provide additional resources, networking opportunities, and speaker events. Throughout the year, the ERGs also engaged employees with a series of cultural and professional development panels, workshops and community building activities. During Women's History Month, the Accelerate Action campaign in Play It Forward encouraged meaningful recognition and boosted team engagement. The campaign directly drove 390 new recognitions and a 16% increase in platform logins over average. Activity spikes aligned with key touchpoints suggest strengthened community bonds and cross-functional collaboration.

## EA Dev Days

EA Dev Days were designed to equip employees with the tools, resources and insights needed to become more effective leaders, strengthen team collaboration, and advance their professional growth. Our global event was open to all employees, welcoming participants from 98 global locations and featuring engagement from over 30 VP+ leaders alongside strong ERG support. It offered actionable takeaways and development opportunities for our entire global workforce.



# A Culture of Listening & Action

## Empowering Through Feedback

Our investments in policies, practices, people and tools help create an environment in which our people can do their best work.

## Listening

We engage, listen and respond to our people throughout their journey with us. To facilitate open communication, we expect managers to hold quarterly performance conversations with employees. We also conduct semi-annual engagement and annual manager satisfaction surveys to measure employee engagement, organizational health and manager effectiveness (FY25 results to right). We promote meaningful conversations and productive feedback loops to ensure employee voices are heard and success is achieved by working together.



## Raise a Concern

Our culture of listening and action also shows up in our “Raise a Concern” experience. This is the process by which members of our workforce can safely raise workplace concerns – including those related to discrimination, harassment and bullying. Through this program, we strive to foster a respectful workplace that supports our culture and builds employee trust. We make it a point to widely share this resource, and the trust that our people can have in it, through our employee communications.

When looking into concerns, we reinforce with all involved that it is against our policy for anyone to retaliate against someone who raises a legitimate concern or participates in an investigation.

We provide several channels through which employees can raise workplace concerns:

- An easily accessible online tool
- Managers
- People Experience partners
- Executives
- A dedicated phone number and email address

We review all concerns raised in good faith and take action to maintain a healthy workplace environment. We take action when appropriate to address behaviors that are inconsistent with our values or policies. Since inception, we have seen consistency in the usage of Raise a Concern, indicating employee engagement, confidence and trust in the process.

→ 87%

of employees felt recognized by their manager

→ 83%

of employees are happy working at EA

→ 86%

of employees agree that their opinion matters to their team



# Positive Play

We strive to create worlds and experiences where all players feel welcome, safe and included.



# Positive Play

As we build games that entertain massive online communities and harness the power of connection, we are committed to fostering environments that reflect positive play.

We design rich stories, authentic characters and immersive worlds that resonate with players everywhere. To maintain a fun and fulfilling space to play, we listen to what players tell us disrupts them and continuously refine our approach to building safe communities where all players feel welcome. We aim to empower players to engage meaningfully and responsibly, reinforcing our mission to inspire the world to play.

## Transparency Report

In early 2025, we published our first [Player Safety Transparency Report](#), which shares more about how we create a safe player experience.

We proactively scanned 25 billion usernames, item descriptions and text chat messages, with over 99% meeting our Positive Play guidelines. Additionally, over 99% of the 33 million user-generated images evaluated were deemed acceptable.

We continue to prioritize education as the first response to unacceptable content. Warnings are the most common intervention to help players align with community standards. These efforts underscore our commitment to player safety and confirm that a majority of our players engage with respectful and appropriate content.

## Positive Play Charter

We updated the Rules of Conduct in our User Agreement and our Positive Play Charter to provide players with an even clearer understanding of what behavior is acceptable and what they can expect from us if they break the rules. Each category of behavior listed in the Charter now includes examples of how this behavior can disrupt games and experiences. When players promote, encourage or take part in disruptive behavior, they violate the User Agreement. These rules empower our players to support this positive community.

## Partnerships

We maintained our partnerships with Tech Coalition and Family Online Safety Institute in 2025. This opportunity to collaborate with others in the industry helps empower innovation around risks and solutions that allow all of us to be better.



# Fostering Safe Play

## Proactive Moderation

Our safe play efforts start with proactive moderation to block certain content from ever entering our platform. We maintain filtering tools to scan for illegal, offensive or inappropriate content in real-time while respecting game context and age ratings. We deploy text filters across nearly all Electronic Arts experiences with usernames, item descriptions and text chat. Our tools can proactively moderate in more than 20 global languages. We include image filters in a small number of experiences in which players can upload images to create assets.

## Player Reporting

Player reporting lets us investigate any inappropriate content and behavior that is not blocked by proactive moderation. All Electronic Arts experiences give players the option to report in-game or on EA Help. Across 20 million reports, the largest number was for short text such as usernames and team names. In 2024, EA piloted voice chat moderation in Battlefield 2042, reviewing reported audio while respecting player privacy.

## Enforcement

We combine human moderation and automated tools to review reports, identifying and addressing inappropriate content. We may apply a number of penalties, including warnings and temporary suspensions, to remind players of the rules and detail the issue so they can make changes to their content or conduct and stay in the game. In 2024, less than 0.1% of active accounts required enforcement, with warnings via e-mail or in-game as the most common penalty. In some cases, we will issue permanent bans without warning to protect our players and employees from the most serious and illegal behaviors.

## Player and Parent Tools

Our player and parent tools enhance online experiences for families while educating users about moderation practices. In early 2025, we introduced a penalty expiration policy so that player penalties for minor behaviors expire over time as long as no other penalties occur. We also improved the player's visibility to their penalty history to better understand why they received a penalty and appeal it if they think we made a mistake.

# Promoting Fair Play

We are committed to fair play. That's why we invest in tools and technologies that protect against cheating behavior when it interferes with players' ability to enjoy a fair gaming experience.

## EA Anticheat

EA Anticheat is our flagship product to address cheating activity. Since its launch, over 27 million PC players have experienced fair play across 2.2 billion PC gaming sessions and 12 titles.

In 2025, we introduced EA Javelin Anticheat, the evolution of our flagship solution. It is designed to promote fair play and ensure progression and success are determined purely by merit. The tool protects players from cheaters who might undermine gameplay, privacy or account security. To date, it has blocked cheating attempts with an accuracy rate exceeding 99%.





# Creating for Everyone

## Reaching Our Global Audiences

We believe that interactive entertainment should be welcoming to everyone and playable by all communities. For two decades, Electronic Arts has been a leader in providing authentic content that resonates with our globally diverse player base and reaching more players with accessible design.

Our goal is to empower every player to fully engage with the entertainment they love. As technology and gaming evolve, we listen to our player communities and partner across the industry to enable players to connect, create and play without barriers. We strive to create rich worlds where all players feel included, whether by offering more ways to experience the game or by improving mobility, vision, hearing and cognitive accessibility.

## Patent Pledge

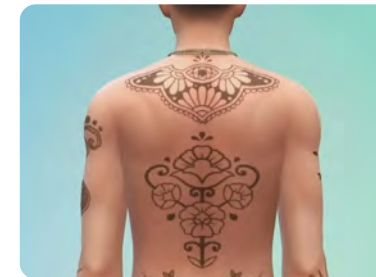
In FY25, EA made 23 additional accessibility-related patents open-source, allowing other developers to integrate accessibility features into new and existing games royalty-free. These patents aim to enhance experiences for players with disabilities and include speech recognition improvements, photosensitivity analysis tools, personalized speech technologies, voice-activated character control and color blindness adjustments.

## Awards and Recognition

We have earned industry recognition for our leadership. At GAConf 2024, we were named Most Dedicated Publisher and Dragon Age: The Veilguard received the Best Disability Representation award for its character creator, which features adjustable options for cataracts and vitiligo. Dragon Age: The Veilguard was also recognized by Can I Play for the comprehensive accessibility features included in Dragon Age that cater to players with various disabilities, including fine motor skill impairments, visual impairments and auditory processing differences.



In partnership with the Entertainment Software Association, we launched the [Accessible Games Initiative](#). This cross-industry effort provides players with consistent information about the accessibility features in games using 25 different accessibility tags to identify accessibility options before purchasing a game.



The Sims allows players to customize their characters with a variety of tattoo designs in Create-A-Sim. This year, we released a new Tattoo Paint Mode system, enabling greater choice for players to express their characters.



EA SPORTS College Football leveraged new technology to represent college athletes with more diverse hair texture, skin tone and face shape, which enhances the game's authenticity and realism.

# Social Impact

We create play-based experiences that enable access and opportunity to support a world where everyone can play, learn and thrive.





# Playing For a Better Tomorrow

Play connects our global communities and opens a world of possibilities. We're building play-based experiences in, around and beyond our games to expand access where we live, work and play. From bringing next-gen Science, Technology, Engineering, Arts and Mathematics (STEAM) skills to life to enabling youth development through sport, we are creating pathways that help people learn and thrive.

As a creative company, we're leveraging the power of our platform/IP, philanthropic capital and the people behind our games to deliver unique experiences in education and youth development. In FY25, we continued to focus on a strategic, long-term approach aimed at creating enduring value that strengthens our brand, builds trust in key markets, engages core audiences and fosters innovation through play. We took action across EA to drive meaningful impact at individual, local and global levels.



## Product

**Creating experiences in and around our games to engage players and connect the community to causes that matter**

## Philanthropy

**Investing in organizations that can scale our impact in strategic areas**

## People

**Empowering employees to give back where we live, work & play**

→ **\$5.9M**  
total charitable giving

→ **53%**  
share of giving directed to STEAM education initiatives

→ **18,000+**  
hours volunteered, a 5.6% increase YOY

→ **2,800**  
causes supported

# Building Community Through Play

We are committed to inspiring creativity, enhancing critical life skills and igniting a passion for STEAM through play-based experiences. In FY25, we invested \$3.1 million in partnerships that drive these efforts, including organizations that provide game design workshops, community-building coding clubs and creative computing activities.

By integrating play into education, we are bringing STEAM to life on and off the screen. Our education initiatives and sport-for-development programs equip youth with next-gen skills to confidently explore their interests, pursue emerging careers and grow into innovative creators and problem-solvers in an increasingly interconnected world.

We focus our philanthropic strategy on transformative partnerships that empower learners with capabilities designed for the future. Our franchises served as platforms to meaningfully connect players and fans through our games with important causes to make an impact.



We co-designed with Canada Learning Code a workshop series to introduce learners to foundational concepts in game development, creativity and problem solving.



In partnership with Edgewater High School and the Foundation for Orange County Public Schools, EA SPORTS leveraged charitable giving, in-game integration and creative marketing to inspire and connect communities with sports culture through play.



Our Apex Legends x Japan Red Cross campaign connected audiences with Lifeline's character story and inspired 3,150 fans to give blood. The campaign positively impacted 9,450 lives and helped address the country's critical shortage of blood donors.



As part of the Global Video Games Coalition, we supported the UNICEF Game Changers Coalition which blends traditional STEAM training with the creativity of game development to equip young people with skills to build a better digital future.



# Empowering Youth Through Football

We celebrate the global football ecosystem by merging the worlds of play, community and sport to create opportunities for growth and connection. Together with our partners, we're making sport more accessible by removing barriers to play and creating opportunities to participate and engage.

At the heart of this effort is EA SPORTS FC FUTURES, an ambitious grassroots football initiative aimed at growing community-level football worldwide and supporting real-world play. We bring together EA SPORTS FC with real-world coaching expertise to reimagine football training and coach education in a unique way. In its second year, we doubled the impact. The program has reached over 500,000 people since launch.

- Expanded the FC FUTURES Academy library in partnership with UEFA with 11 new online practices, equipping over 500 coaches across 54 National Football Associations to teach vital football skills and foster more participation.
- Refurbished 8 more community pitches globally, bringing our total to 19 across 14 countries since 2023 and providing thousands of young players with safe spaces to play, connect and grow.
- Continued collaboration with partners including the Premier League, LALIGA, UNICEF, Merky FC and Football Beyond Borders on community training sessions that inspire youth through the power of play.

Real-world football experiences give young people space to learn, grow and build community. Our annual Field the Future initiative creates opportunities for connection and exploration. In FY25, we focused on youth in the San Francisco Bay Area, using football as a platform to explore careers, develop skills and build community through a mix of digital and on-field experiences.

We advanced tech skills and passion for football of 200 local youth with an immersive day of football and technology at our corporate headquarters. Activities included campus tours, discussions with development teams on the future of gaming, a careers in sport panel and football drills led by San Francisco 49ers players.

Field the Future also brought joy to young patients at UCSF Benioff Children's Hospitals, where EA SPORTS, Xbox and Gamers Outreach Foundation donated 15 custom GO Karts, supporting an estimated 43,000 gaming experiences annually to provide hope and entertainment for hospitalized kids.

We use the positive power of sport experiences to build academic and life skills and connect communities through football culture. From transforming community pitches into vibrant hubs to bringing healing play into hospitals, we are advancing positive youth development and expanding access for future players.



# Giving Back For All

Our give-back programs are always-on. We empower our people to champion our purpose and actively serve in communities where we live, work and play. We continued to increase employee involvement with causes that matter through EA Gives Back. The program offers a mix of in-person and virtual volunteer opportunities, matching contributions to amplify employee giving and connections with our extensive network of charity and impact-focused organizations.

Our people drive local and global impact. About one-fifth of the company opted into give-back opportunities, and total volunteer hours contributed have rebounded to pre-pandemic levels.

Consistent with our view that everyone can make a difference, we provide incentives to help our employees leverage their skills, time and voices to pay it forward worldwide:

- 8 hours of paid Volunteer Time Off for every employee
- Up to \$2,000 of rewards to donate earned by tracking volunteer hours
- Up to \$5,000 in Electronic Arts matching donations for their favorite charitable causes with additional 2:1 matching opportunities during special campaigns



→ 1%  
year-over-year  
increase in employee  
volunteering  
participation rate

→ \$2.4M  
donated by EA  
through our Matching  
Gift Program to  
increase the impact  
of employee giving  
and volunteer time

→ 226  
employee give-back  
activations across  
38 of our locations  
worldwide

→ \$1.7M  
giving by employees

# Environmental Sustainability

We are committed to addressing our climate change impact to maintain a world where everyone can play.





# Sustainability

We integrate environmental sustainability across our operations to mitigate the effects of climate change, conserve natural resources and contribute to a resilient future. We continue to expand our efforts to enhance energy and water efficiency, accelerate the adoption of renewable resources and address emissions through innovative solutions.

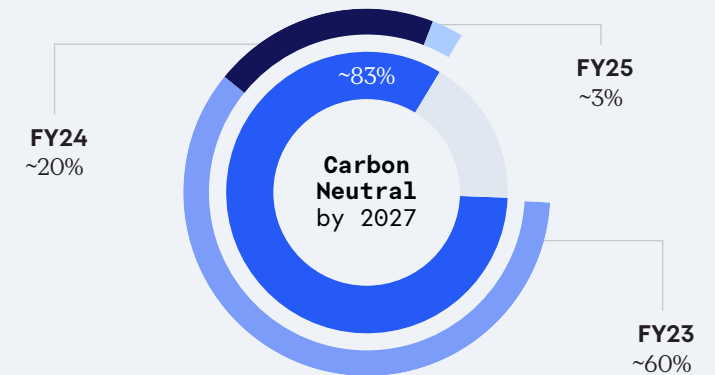
We are also deepening engagement with our supply chain to drive measurable progress toward our long-term sustainability goals. Our strategy is informed by our internal risk and materiality assessments, the evolving global regulatory landscape and the expectations of our stakeholders.

In alignment with these priorities, we are focused on (1) managing our climate impact through science-aligned emissions targets and decarbonization strategies and (2) measuring, reporting and transparently communicating our progress. We recently updated our climate risk assessment, which is available on page 43 of the Appendix.

## Climate Commitments & Progress

### Carbon Neutral

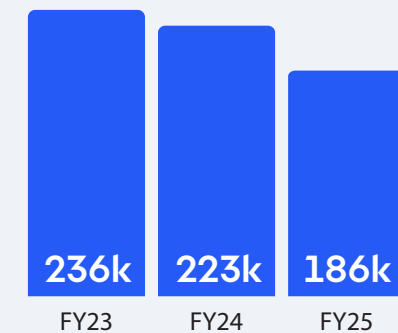
We progressed toward our goal of carbon neutrality for Scope 1 and 2 emissions by 2027 through efficiency measures, renewable energy procurement and verified carbon credits. Our operations are 83% carbon neutral and 95% of our global electricity comes from renewable sources.



### Net Zero

We're proud of the progress we've made toward our net zero goal. In FY25, we rebaselined our Scope 3 emissions to reflect methodological improvements, more complete and granular data and the use of supplier-specific emissions factors. Our emissions were 21% lower than our FY23 rebaseline. We continue to align our long-term strategy with the latest science-based methodologies to chart credible pathways to decarbonization by 2050.

mt CO<sub>2</sub>e emissions



# Climate Impact

## Emissions

We are committed to measuring and managing our carbon emissions. We continue to invest in data collection processes to scale our emissions inventory. We completed an independent third-party audit<sup>1</sup> to help prepare for climate disclosure regulations and rebaselining prior emissions enabled more accurate year-over-year comparisons while reinforcing our commitment to transparency and continuous improvement.

Our Scope 1 and 2 emissions stem primarily from energy use across our real estate portfolio and co-located data centers. While we progress against our longer-term decarbonization strategy, we leverage high-quality carbon removal projects to address residual operational emissions (See page 42 for more information).

In FY25, we supported two verified carbon offset projects. We selected removals-based projects and applied them exclusively to residual Scope 1 emissions and Scope 2 non-electricity emissions for which the underlying source could not be determined. This represents well under 10% of our total reported footprint in an effort to align with net zero best practices. We expect to continue refining our decarbonization strategy in FY26 and to support high-quality projects that promote long-term carbon removal and storage.

Emissions (mt CO <sub>2</sub> e)	FY25	FY24	FY23
Scope 1	2,977	3,397	3,875
Stationary Fuel	2,516	2,766	3,646
Mobile Fuel	8	20	9
Refrigerant	453	611	220
Scope 2 (market-based)	3,609	3,868	6,735
Electricity	3,436	3,858	6,618
Other	173	10	117
Scope 2 (location-based)	22,554	19,252	19,570
Total Operational Emissions	6,586	7,265	10,610
Carbon Offsets	3,149	3,280	3,000
Net Emissions (market-based)	3,437	3,985	7,610

1. [FY25 Greenhouse Gas Emissions Assurance Statement](#)

Emissions (mt CO <sub>2</sub> e)	FY25	FY24	FY23
Purchased Goods and Services (3.1)	110,127	149,247	172,762
Capital Expenses (3.2)	14,907	17,823	15,499
FERA (3.3)	8,162	8,644	10,368
Upstream Transportation and Distribution (3.4)	6,739	5,554	5,858
Waste (3.5)	445	434	345
Business Travel (3.6)	31,547	25,240	10,682
Employee Commuting + Work From Home (3.7)	7,680	8,306	10,144
Upstream Leased Assets (3.8)	68	48	70
Downstream Transportation and Distribution (3.9)	NR <sup>2</sup>	NR	NR
Processing of Sold Products (3.10)	NR	NR	NR
Use of Sold Products (3.11)	NR	NR	NR
End-of-Life Treatment of Sold Products (3.12)	31	36	36
Downstream Leased Assets (3.13)	39	0	0
Franchises (3.14)	NR	NR	NR
Investments (3.15)	<1	4	NR

2. NR is Not Reported

# Powering Our Net Zero Transition

## Energy

Contributing to a resilient future calls for broad collaboration. We're committed to doing our part by prioritizing renewable energy and identifying opportunities to minimize and offset our own footprint. We recognize that expanding the global supply of renewable energy technologies is essential to reaching net zero. We collaborate with business partners, regulators, industry experts and developers to support renewable energy projects and policies around the world.

## Renewable Energy

We invest in renewable electricity to power our operations, expanding our global portfolio of clean energy projects both on-site and through partnerships. This year, we increased renewable electricity coverage across our footprint to 95%, with 5 facilities leveraging sources like solar and geothermal. We also purchased energy attribute certificates (EACs) across North America, Europe and APAC helping us achieve 100% carbon neutral in North America and Europe, and 44% carbon neutral in APAC. See page 41 for more information.

## Operational Efficiency

### Offices

We continue to advance energy efficiency across our offices through targeted upgrades that reduce consumption and improve operational sustainability.

**HVAC Optimization:** Upgraded systems with variable drives and enhanced climate controls to improve efficiency.

**Lighting Enhancements:** Installed smart sensors for LED lighting, reducing unnecessary energy usage.

**Building Insulation & Climate Control:** Roof refurbishments and air handler replacements improve insulation, reducing excess heating and cooling demands.

**Ventilation & Air Quality:** Installed CO<sub>2</sub> sensors to optimize ventilation, improving indoor air quality while minimizing energy waste.

**Fleet Sustainability:** Continued transitioning owned vehicles to electric models, reducing emissions from company transportation.

Environmental performance remains a key factor in selecting new offices and data centers, with a strong emphasis on buildings that uphold green certifications such as LEED and BREEAM.

### Data Centers and Cloud

Our data center strategy plays a pivotal role in our sustainability commitments. By transitioning to cloud-based infrastructure, we reduce our physical footprint, enhance energy efficiency, increase opportunities for renewable energy integration and mitigate climate-related risks from extreme weather events. We prioritize cloud and data center partners with strong climate commitments, renewable energy procurement strategies and sustainable cooling innovations.

Recent upgrades to onsite cooling rooms, including air handler replacements and cooling tower enhancements, improve cooling performance, reduce excess power consumption and extend the lifespan of critical IT equipment. This year we also optimized onsite server rooms with IDF cooling system improvements and airflow enhancements which reduces overheating and unnecessary energy waste.



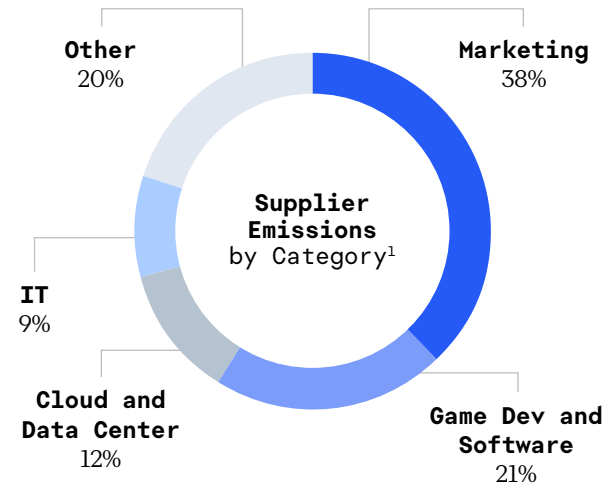


# Value Chain

Engaging our suppliers is critical to achieving our long-term targets, and in FY25, we expanded our efforts and engaged over 20% of suppliers by spend with respect to their climate commitments and emissions.

By spend, 47% of our suppliers have committed to net zero or comparable targets. Where feasible, we partner with suppliers who use renewable energy in their operations and continue to require that certain data center providers procure renewable energy.

We're also gathering insights on partner sustainability practices and emissions through a voluntary survey. This supplementary engagement addresses data gaps by capturing data from segments of the value chain that are less frequently prioritized in traditional supplier engagement. These efforts support more environmentally informed partner selection.



1. Inclusive of suppliers in 3.1 Purchased Goods and Services and 3.2 Capital Expenses

The majority of our upstream Scope 3 emissions come from suppliers that the Greenhouse Gas Protocol defines as “Purchased Goods and Services” and “Capital Expenditures”. The distribution of these emissions is shown above.

## Resource Management

We strive for responsible management of resources by working to conserve water and reduce waste across our facilities.

### Water

Our facilities around the world use water conservation methods such as xeriscaping, recycled water for irrigation, turf installations, rain gardens and low flow toilets. For example, our Southam office added manual water saving controls to restrooms in FY25 to reduce water waste. We also implemented energy-efficient water heaters and upgraded tanks to enhance heating performance and reduce resource waste.

### Waste

Our end-of-life IT practices prioritize donation, repurposing and recycling of hardware. In FY25, we donated equipment to community organizations and recycled e-waste to recover valuable materials while managing hazardous components safely. We also laid the groundwork for a centralized global e-waste program to standardize collection, improve transparency and streamline operations. Implementation is planned for FY26.



# Employee Engagement

## Green Team Updates

Our global Green Team fosters community around a common interest in sustainability. Participants around the world help drive both internal and community-based environmental actions targeted at educating and driving a sustainable future for employees, players and our communities. In FY25, employees donated to almost 250 environmental-related organizations and contributed about 1,000 volunteer hours to organizations around the world. See metrics to right for additional details on EA-organized environmental volunteer events.

We hosted a series of clothing swaps at offices worldwide alongside a donation drive accessible to all employees, including those working remotely. Electronic Arts team members volunteered their time to clean out their closets with all unclaimed gently preloved items from the swaps being donated to local charities through our community partnerships.

## Invasive Plants vs. EA

Invasive Plants vs. EA is a hands-on volunteer activation focused on restoring local biodiversity by removing invasive species. Through community engagement and volunteer efforts, the program enhances ecosystems, fosters biodiversity and provides educational opportunities in environmental stewardship, empowering participants to support long-term sustainability.



→ 15  
EA-organized  
environmental  
volunteer events  
globally

→ 209  
employees  
participated in  
these events

→ 511  
total volunteer  
hours contributed

→ 10  
environmental  
organizations  
supported through  
these efforts



# Governance

Strong governance practices are foundational to how we execute strategy, advance impact initiatives and build trust with players and employees.







# Board Oversight

The Board of Directors oversees ESG matters and specific subtopics directly at the full board level and through its committees, informed by reports from our management team that are designed to provide visibility into our programs and practices. For additional information about our Board, including skills and attributes such as age, tenure and representation, please see our [Proxy Statement](#).

## Board of Directors

- Provides ultimate oversight of privacy and cybersecurity.
- Oversees generative AI topics.
- Receives regular updates on people programs.

## Nominating and Governance Committee

- Reviews performance, disclosures and investor engagement.
- Oversees people and culture initiatives, social impact efforts and environmental sustainability progress.
- Oversees interactions with the political process.

## Audit Committee

- Oversees the annual enterprise risk management process and identifies material risks to Electronic Arts.
- Receives quarterly updates on privacy and cybersecurity.

## Compensation Committee

- Reviews pay equity commitments at least annually.

# Stakeholder Engagement

We engage our stakeholders to inform our ESG priorities. We maintain robust channels to engage our key stakeholders year-round through feedback mechanisms designed to help us understand the issues that matter most to them. In FY25, we directly engaged with ~36% of our stockholder base.

Investors	We listen to our stockholders through one-on-one calls, meetings, conferences and event participation.
Employees	Our employees’ voices actively help shape our culture via twice-annual engagement surveys, quarterly townhalls with the executive team, ERG participation and regular manager 1:1s.
Players	We seek to create worlds and experiences where everyone can be welcome safe and included via consumer research and surveys, social media interactions, events and our worldwide fan care team. Positive Play provides an additional lens on player priorities by surfacing feedback through moderation tools, reporting mechanics and sentiment tracking.
Government	We engage in policy discussions and political processes that matter to our business and customers via trade association memberships and advocacy efforts.
Communities	We partner with nonprofits and other charitable organizations to make a difference via social impact partnerships, campaigns, employee giving and volunteering.

# ESG Materiality

In FY25, we refreshed our materiality assessment using a double materiality approach. The topics identified reflect Electronic Arts’ most significant environmental, social and governance impacts, as well as areas of strategic relevance to our business and stakeholders. This refresh also supports our preparation for evolving regulatory disclosure requirements and shapes our approach to reporting frameworks.

## Methodology

### Topic Identification

We identified relevant topics across our value chain through a comprehensive review of internal and external sources including previous materiality assessments, reporting frameworks, stakeholder conversations and regulatory reporting requirements.

### Stakeholder Engagement

We refined our list of relevant topics by gathering feedback from internal and external stakeholders. Individual impacts, risks and opportunities (IROs) were developed based on this engagement.

### Scoring and Evaluation

Each IRO and topic were assessed quantitatively for financial materiality and societal and environmental materiality by our stakeholder group. Results were validated with senior leadership.

## Relevant ESG Topics

Topics found to be financially or societally/environmentally material shown in bold.

Environment	<b>Climate Change</b> Energy Efficiency and Renewable Energy Pollution, Water, Waste Biodiversity Circular Economy
Social	<b>Our People and Culture</b> Partner Workforce <b>Positive Play</b> Social Impact
Governance	Corporate Governance <b>Political Activities</b> <b>Cybersecurity and Data Privacy</b> <b>AI Governance &amp; Policies</b>



# Privacy

We embed Privacy-by-Design in our policies, processes and operations guided by globally recognized privacy principles and best practices. Privacy-By-Design means that the protection of individual privacy rights is considered at every stage of the development cycle and built into our products and services by default.

Our players are increasingly conscious of how they want their data used and global regulations are becoming more prescriptive. In this environment, we work to create player-first privacy practices that proactively identify risks and address concerns related to personal data processing. We seek to ensure that our Privacy Policy is transparent about our data practices, and we look for ways to provide our players with controls over how their data is used. We are committed to our Global Privacy Principles, which follow internationally accepted best practices for processing personal information.

We know that privacy and security are interconnected. We don't design functionalities or "back doors" into products or services that would allow entities, including governments, to circumvent security features in ways that could infringe on individual privacy rights. We continue to invest in tools and resources to detect and respond to suspicious activity and bad actors that attempt to access, use, destroy or make public personal or business information. We also maintain a leading practice program that collaborates with external researchers to identify and fix potential product vulnerabilities.

We maintain robust oversight mechanisms. Our Audit Committee receives quarterly briefings on security practices, including organizational priorities, independent audit results and key developments across the industry landscape. The full Board holds ultimate responsibility for privacy and security risks and receives updates at least annually on risk exposure and mitigation strategies.



## Global Privacy Principles

**Transparency:** We explain how we collect, use or share personal information.

**Notice, Consent and Choice:** We notify players and employees of our data practices, offer choices and obtain consent.

**Data Privacy Rights:** We enable players and employees to access, update, correct and request deletion of personal information.

**Security and Integrity:** We apply safeguards to protect personal information and uphold data integrity.

**Accountability and Enforcement:** We provide reasonable ways to resolve complaints.

**Data Minimization and Purpose Limitation:** We strive to limit use of personal information to what's relevant or necessary.

We maintain controls to mitigate partner-related risks through contractual provisions and security reviews. For example, our Security Team may assess the processes of third parties with access to personal information. Identified risks are remediated and formally documented; in some cases, partnerships may be declined or discontinued.



# Privacy (cont'd)

## IT Security Management

Our security management system (SMS) is designed to protect, detect and respond to security threats to Electronic Arts, our players and employees. We apply layered controls across all aspects of our games, services and infrastructure. Our SMS is based on standardized security frameworks from organizations such as the International Standards Organization, the National Institute of Standards and Technology and the Center for Internet Security. We partner annually with an independent third party to assess the maturity of our practices and develop heat maps to identify and prioritize our most significant risks. These assessments are reviewed with our Audit Committee.

## Physical Security and Business Resilience

We maintain a 24x7 security operations center that monitors global events and responds in support of critical (non-IT) business functions. Several of our processes follow international standards. For example, our business continuity program refers to practices included in International Standards Organization (ISO) standards; and our incident management process is based on the Incident Command System standard.

## Embedding Data Security

We have an extensive network of guidelines and playbooks to facilitate adherence to relevant security protocols throughout our operations. Examples of these include:

**Global Information Security Policy:** Defines information security practices and procedures aimed at protecting critical information and assets.

**Personal Information Guide:** Provides employees with guidelines when they are handling personal information of players, employees or partners.

**Confidential Information Guidelines:** Defines categories of confidential information and provide guidelines on how to handle it.

All Electronic Arts employees and third-party contractors must complete mandatory annual security training. These trainings raise awareness of security practices and empower employees to protect information assets and infrastructure.



# Harnessing the Power of AI

At Electronic Arts, we believe Generative AI will accelerate how players experience the worlds and communities in, around and beyond our games. As an AI-native company, we integrate AI across development and gameplay to enhance efficiency, expand creativity, and transform player experiences.



## Near-term: Driving Efficiency in Game Development

We are integrating AI into production workflows to enhance efficiency and deliver high-quality content at scale. From design automation to enhanced testing, AI refines game navigation, rendering techniques and character animation. For example, we've streamlined the development of over 150 stadiums in our EA SPORTS games and created more than 11,000 likenesses in college football, leveraging AI workflows.

## Medium-term: Expanding How We Create Games

AI will empower our creative workforce to bring new experiences to players. It will accelerate content creation and enhance personalization. In FY25, our teams implemented AI to design a custom jersey feature in our sports games and expanded culturalization efforts to make games more authentic and engaging for our global audience.

## Longer-term: Transforming the Future of Gaming

AI is critical to our vision to shape the future of interactive entertainment. We believe that AI will bring the next major wave of expansion in what it means to be a game. Initiatives in UGX, AI-driven characters and some of the initiatives we previewed at our recent Investor Day event are helping us build towards the creation of new types of interactive entertainment.

## Governance

We maintain structured governance, security and oversight processes designed to promote the safe use and implementation of AI. Before a new AI model is approved for organizational deployment, a cross-functional group evaluates associated risks and opportunities. For any approved models, we also maintain security measures to mitigate risks of data exposure and configurations. We also maintain a centralized, employee-focused AI Hub that provides visibility into our policies and practices and trains employees on responsible use. For more information on our AI training programs, please see page 11 of this report. The Board of Directors maintains oversight of AI strategy, with governance frameworks in place to promote safe and fair AI implementation.

## Environmental Considerations

We remain mindful of AI's potential emissions impact, particularly regarding data center and cloud-based Scope 3 emissions. We remain committed to carbon-neutral operations by 2027 and net zero by 2050 and are working to understand the potential impact of AI implementation on these efforts.

# Ethics and Compliance

We are committed to following applicable laws and regulations in the countries in which we do business. Our Chief Legal Officer oversees our compliance programs.

## Code of Conduct

Our Global Code of Conduct guides us in our daily interactions with each other, our players, our business partners and other third parties. The Code applies to everyone who works at Electronic Arts, at every level, in every location around the world. Our Board of Directors must also follow the Code. Those who work on our behalf, including contractors, are expected to uphold our high standards and follow the Code when conducting business with, or on behalf of Electronic Arts. New hires are expected to review the Code prior to beginning employment, and all employees must acknowledge that they've followed and will continue to follow it annually. Employees complete training on the Code every two years.

## Key Policies

Building from our Global Code of Conduct, we maintain a set of policies that guide employees to act ethically and with integrity. This policy structure facilitates our foundational governance efforts.

### Respectful Workplace

We seek to provide a workplace culture that promotes dignity and respect and an environment free of bullying, harassment and discrimination. All employees complete training on maintaining a respectful workplace as part of our biannual Code of Conduct training. Employees and third parties are encouraged to raise concerns about ethics or policy violations through our Raise a Concern program.

### Human Rights

We're committed to promoting and protecting human rights at Electronic Arts and throughout our value chain, including:

- Non-Discrimination and Harassment
- Environment, Health and Safety
- Prevention of Human Trafficking and Forced Labor
- Occupational Health and Safety
- Fair Wage and Working Hours

Our Global Human Rights Statement aligns with many of the common principles reflected in the United Nations Global Compact and the Universal Declaration of Human Rights and applies wherever we do business.

### Ethical Marketing

We're committed to marketing that's truthful, accurate and doesn't mislead consumers. We clearly label our advertising and require that third-party partners, such as social media influencers and influential game streamers, label their content to identify partnerships with Electronic Arts. We are responsible stewards of player data in adherence with our Global Privacy Principles.

### Environmental Compliance

We comply with all environmental laws and regulations in the regions in which we operate related to water quality and quantity permits and standards and regulations that apply to our facilities. We haven't had any significant environmental controversies resulting from our operations and haven't incurred any environmental fines, penalties or levies.



# Ethics and Compliance (cont'd)

## Anticorruption and Bribery

We conduct business with integrity and set standards for our employees to follow the anti-bribery and anti-corruption laws everywhere we do business. We do not give or accept anything of value to obtain preferential treatment or to influence an official action. Our practices and procedures are designed to promote compliance with all applicable anti-corruption laws and regulations where we operate, including the US Foreign Corrupt Practices Act and the UK Bribery Act.

All Vice Presidents and above are required to complete online anti-corruption training. Other select employees must complete this training based on the nature of their interactions with third parties, their roles or the seniority of their positions. Employees in jurisdictions with a heightened risk of corruption may also receive training.

Violations of our Anti-Corruption Policy can be reported through our Raise a Concern program or through other internal employee reporting mechanisms. Subject matter experts also engage as needed with employees on potential corruption-related matters.

We may require a written questionnaire or due diligence review prior to starting or renewing a business relationship above certain monetary thresholds with individuals or businesses in countries that pose a heightened risk of corruption, as determined by the Corruption Perceptions Index. On a case-by-case basis, we also perform due diligence and/or require written questionnaires before starting or renewing a business relationship above our internal thresholds or in higher-risk jurisdictions.

## Antitrust and Competition

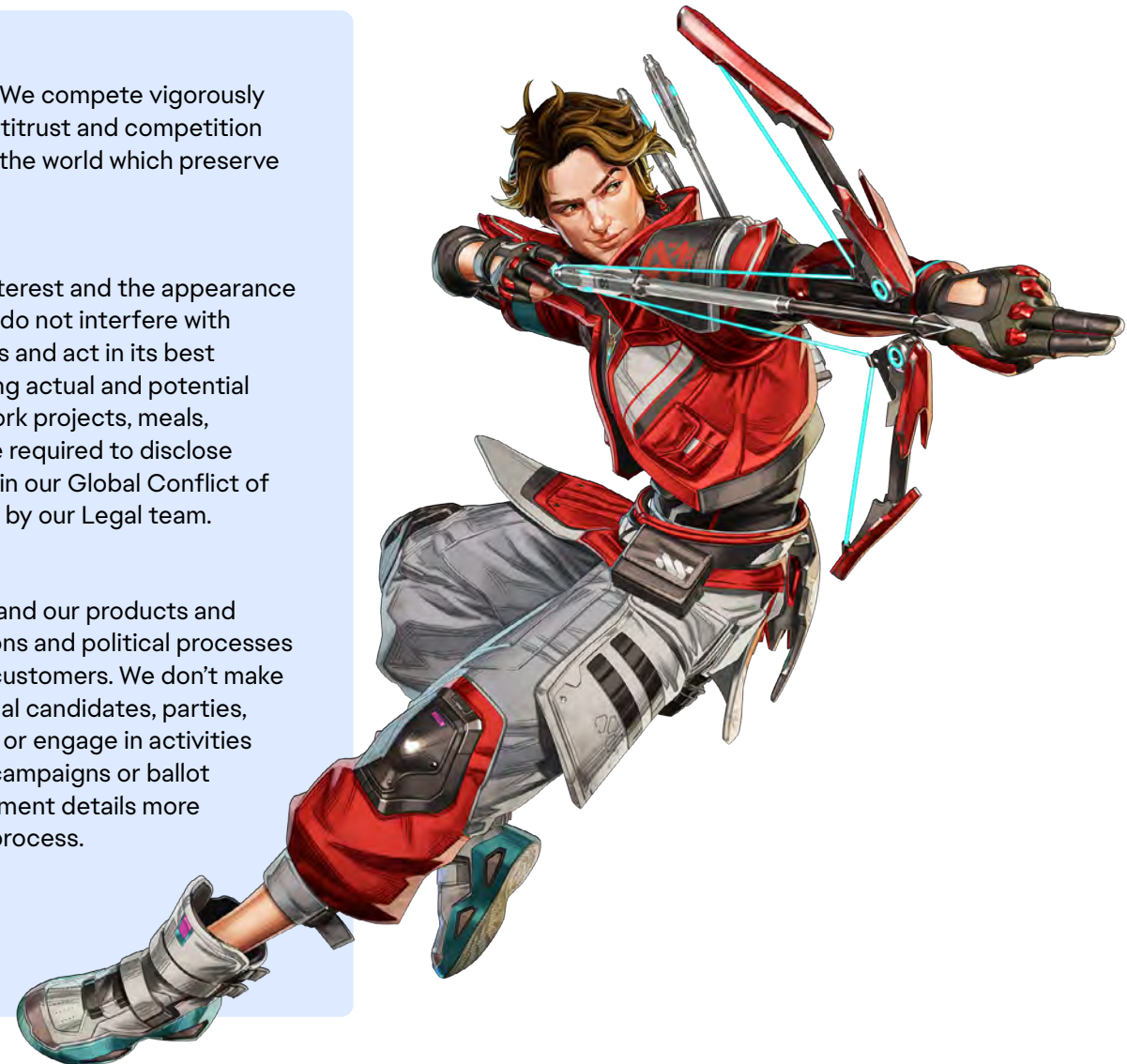
Playing fairly includes competing fairly. We compete vigorously with fairness and integrity. We follow antitrust and competition laws in all our business dealings around the world which preserve the free-market system.

## Conflict of Interest

We strive to avoid actual conflicts of interest and the appearance of a conflict, so that personal interests do not interfere with obligations to be loyal to Electronic Arts and act in its best interests. We offer guidance in managing actual and potential conflicts of interest, such as outside work projects, meals, entertainment and gifts. Employees are required to disclose potential or actual conflicts of interest in our Global Conflict of Interest Online Tool, which is monitored by our Legal team.

## Political Advocacy

We strive to help policymakers understand our products and business. We engage in policy discussions and political processes when they matter to our business and customers. We don't make direct political contributions to individual candidates, parties, committees or IRS Section 527 entities or engage in activities intended to influence the outcome of campaigns or ballot measures. Our Political Activities Statement details more about our engagement in the political process.



# Appendices

SASB	38
GHG Accounting	41
Third-Party Verified Carbon Neutral Instruments	42
Climate Risk	43



# Software and IT Services: Sustainability Accounting Standard

Topic	Accounting Metric	Category	Unit Of Measure	Code	Electronic Arts Data Response	Reference
Environmental Footprint of Hardware Infrastructure	1. Total energy consumed 2. Percentage grid electricity 3. Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	1. 380,859 GJ, which represents 100% of our offices and Scope 2 data centers.  2. 85% of the electricity used in our offices and Scope 2 data centers is grid purchased.  3. 95% of the electricity used in our offices and Scope 2 data centers is renewable. Many of our Scope 3 data center partners currently include renewables in their energy use portfolio and have achieved or set climate goals.	Operational Metrics on page 41
	1. Total water withdrawn 2. Total water consumed, percentage of each in regions with high or extremely high baseline water stress	Quantitative	Thousand Cubic Meters (TCM), Percentage (%)	C-SI-130a.2	1. 254.56 TCM  2. Electronic Arts consumes 75.29 TCM of water in high or extremely high water stress areas, which is approximately 29.6% of our total global water consumption. Regionally, this consists of approximately 18.9% of North America's consumption (29.12 TCM), approximately 32.5% of Europe's consumption (23.25 TCM), approximately 81.1% of consumption in the Asia-Pacific region (22.93 TCM) and none in South America.	Operational Metrics on page 41
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	N/A	TC-SI-130a.3	Please see the Environmental Sustainability section of our Impact Report.	Data Center Strategy on page 26  Climate Risk Assessment on page 43



Topic	Accounting Metric	Category	Unit Of Measure	Code	Electronic Arts Data Response	Reference
Data Privacy and Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	N/A	TC-SI-220a.1	Please see our Privacy and Cookie Policy and the Governance section of our Impact Report.	Ethical Marketing on page 35 <a href="#">Privacy and Cookie Policy</a>
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2	Our Privacy and Cookie Policy details our specific standards and actions.	<a href="#">Privacy and Cookie Policy</a>
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	Reporting Currency	TC-SI-220a.3	Please see our SEC filings for any material legal proceedings.	<a href="#">Annual Report 10-K</a>
	1. Number of law enforcement requests for user information 2. Number of users whose information was requested 3. Percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4	In the ordinary course of our business, we receive an immaterial number of law enforcement requests which we process and respond to with reference to pre-established guidelines and in compliance with law. In FY25, we received requests with respect to fewer than 100 accounts. Our guidelines led us to respond to fewer than one-quarter of these requests.	<a href="#">Privacy and Cookie Policy</a>
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	N/A	TC-SI-220a.5	Core products and services that we offer directly to players are not subject to government-required monitoring, blocking, content-filtering or censoring in any country, except that in the ordinary course of business we comply with laws related to online safety that require us to remove unlawful or harmful conduct.	<a href="#">Annual Report 10-K</a>
Data Security	1. Number of data breaches 2. Percentage involving personally identifiable information (PII) 3. Number of users affected	Quantitative	Number, Percentage (%)	TC-SI-230a.1	Please see the Privacy and Security section of our Impact Report. Please also see the “Cybersecurity” section of our 10-K, filed with the SEC.	<a href="#">Annual Report 10-K</a>

Topic	Accounting Metric	Category	Unit Of Measure	Code	Electronic Arts Data Response	Reference
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	N/A	TC-SI-230a.2	Please see the Privacy and Security section of our Impact Report. Please also see the “Cybersecurity” section of our 10-K, filed with the SEC.	Privacy and Security on pages 34-37 <a href="#">Annual Report 10-K</a>
Recruiting and Managing a Global, Diverse and Skilled Workforce	Percentage of employees that are: 1. Foreign nationals 2. Located offshore	Quantitative	Percentage (%)	TC-SI-330a.1	We employ people from all over the globe. Together, we’re building a culture where we can all do our best work and play together. In FY25, we employed 14,500 RTE. Approximately 68% of employees are located outside the US.	<a href="#">Annual Report 10-K</a>
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	Please see Our People and Culture section of our Impact Report.	Engaging Our Employees through Listening on page 12
	Percentage of gender and racial/ethnic group representation for: 1. Management 2. Technical staff 3. All other employees	Quantitative	Percentage (%)	TC-SI-330a.3	Please see Our People and Culture section of our Impact Report.	Workforce Representation on page 8
Intellectual Property Protection and Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	Reporting Currency	TC-SI-520a.1	Zero. Material legal proceedings are disclosed in our SEC filings.	<a href="#">Annual Report 10-K</a>
Managing Systemic Risks from Technology Disruptions	Number of: 1. Performance issues 2. Service disruptions 3. Total customer downtime	Quantitative	Number, Days	TC-SI-550a.1	During FY25, we did not experience service disruptions to our games and services that were material to our financial statements.	<a href="#">Annual Report 10-K</a>
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	N/A	TC-SI-550a.2	Please see our SEC filings for a discussion of material risks related to this subject matter.	<a href="#">Annual Report 10-K</a> Climate Risk Assessment on page 43

# GHG Accounting and Operational Metrics

	Globally	North America	South America	EMEA	APAC
Number of countries	21	3	1	11	6
Area of office space (leased/owned) (Sq. M.) <sup>1</sup>	348,225	210,726	1,865	73,426	62,208
Number of operational emissions (mt CO <sub>2</sub> e)	6,586	2,666	27	439	3,454
Operational electricity (MWh)	90,355	57,388	183	23,253	9,531
Percentage of electricity use from renewable sources (%)	95	100	0	100	50
Operational energy (MWh)	105,794	69,624	183	26,257	9,730
Percentage of energy use from renewable sources (%)	81	82	0	89	49
Emissions intensity (mt CO <sub>2</sub> e/\$M)	0.883	0.357	0.004	0.059	0.463
Carbon Neutral (%)	83	100	0	100	44
Gallons of water used (Mgal)	67.3	40.7	0.2	18.9	7.5
Percentage of total water consumed in high-stress areas (%)	30	19	0	32	81

1. As of March 31, 2025

## Emissions Methodologies

- Scope 1:**  
Combustion from company-owned vehicles, facility operations, natural gas and diesel, using activity data and emissions factors (EPA, IPCC and national standards).
- Scope 2 (market-based):**  
Emissions from purchased electricity, steam, heating, and cooling, using utility-specific and regional grid factors. Includes energy use from corporate facilities and data centers, with factors adjusted for grid mix and renewable procurement.
- Scope 3.1 & 3.2:**  
Estimated using USEEIO factors mapped to inflation-adjusted spend by category. Vendor-specific factors are used when available via CDP. For cloud computing, we use usage and spend data or vendor-reported emissions.
- Scope 3.3:**  
Includes transmission and distribution losses (eGRID, Ecoinvent), natural gas leakage (IPCC Tier 1 fugitive emissions) and upstream well-to-tank emissions (DEFRA).
- Scope 3.4:**  
Estimated using a distance-weighted method, pairing the weight of goods with transport distance and applying mode-specific factors (e.g., truck, air) (EPA, DEFRA).
- Scope 3.5:**  
Based on commuting employee counts, applying CalRecycle per-employee waste benchmarks and disposal method factors (DEFRA, USEPA).
- Scope 3.6:**  
Estimated using activity data (e.g., flight distance, hotel nights, rental car mileage) and spend-based estimates, with relevant DEFRA and USEEIO factors.
- Scope 3.7:**  
Based on employee attendance and travel distances, using region-specific assumptions for transport mode (e.g., driving, public transit) and corresponding factors. For remote work, energy use is based on residential benchmarks from the Department of Energy.
- Scope 3.8 & 3.13:**  
Estimated by applying activity-based electricity and natural gas factors to square footage data.
- Scope 3.12:**  
Based on total weight of units sold annually (including packaging), assumed disposal method (e.g., landfill), and waste treatment factors from DEFRA or EPA.
- Scope 3.15:**  
Estimated using proportional revenue share and the USEEIO factor for each entity’s industry.



# Third-Party Verified Carbon Neutral Instruments

Project Name	Type	Quantity	Certification Standard	Project Origin	Application Country	Vintage Year	Retirement Year
GreenTrees ACRE (ACR114)	Reforestation Removal 40-80 years	3000	ACR Forest Carbon v2.0	United States	Global Residual Emissions	2020	2025
Aperam BioEnergia (175613)	Biochar Removal 100+ years	200	Puro.Earth V3.1	Brazil	Global Residual Emissions	2024	2025
Porter Solar (383305)	Solar	40,000	Green-e	United States	United States, Canada	2024	2025
Seiling Wind, LLC - 6262 (GEN698)	Wind	14,206	Green-e	United States	United States	2024	2025
Bayou Galion	Solar	2,794	Green-e	United States	United States	2024	2025
EOLICA DE ARRIAGA	Wind	10	iRECs	Mexico	Mexico	2024	2025
UAB VEVP Vêjo elektrinē (643002406627000190)	Wind	6,449	Guarantee of Origin	Norway	Romania	2024	2025
Øyfjellet (707052300000000569)	Wind	3,064	Guarantee of Origin	Norway	Romania, Germany, Sweden	2024	2025
P1756 Furuby (643002406646314049)	Wind	2,987	Guarantee of Origin	Sweden	Sweden	2024	2025
CENTRALE EOLIENNE D'ANTEZANT ET SAINT PARDOULT (361358000000153993)	Wind	250	Guarantee of Origin	France	Finland, France, Poland	2024	2025
Twin Rivers Wind Farm (G03009NWEN)	Wind	1,514	REGO	United Kingdom	United Kingdom	2024	2025
Gwynt y Mor (G00426FWWA)	Wind	150	REGO	United Kingdom	United Kingdom	2024	2025
Rampion (G01181FWEN)	Wind	86	REGO	United Kingdom	United Kingdom	2024	2025
Guorui New Energy Dezhou Ningjin	Wind	1,600	iRECs	China	China	2024	2024
Guorui New Energy Dezhou Ningjin Phase II	Wind	1,100	iRECs	China	China, South Korea	2024	2024
ES200 BEE 025 Narmada	Wind	1,109.77	iRECs	India	India	2023	2024
XHC9+83J Shanmugasundarapuram	Wind	390.23	iRECs	India	India	2023	2024
Trans-Cab (GEN1236)	Solar	97	TIGR	Singapore	Singapore	2024	2025
GetSolar-SG486031 (GEN3381)	Solar	32	TIGR	Singapore	Singapore	2024	2025
Union Gas Holdings Limited (GEN1939)	Solar	31	TIGR	Singapore	Singapore, Malaysia	2024	2025
Santa Warehousing Pte Ltd	Solar	24	iRECs	Singapore	Singapore	2024	2025
Edwards	Solar	16	iRECs	Singapore	Malaysia	2024	2025

# Climate Risk Assessment

We regularly assess climate-related risks and opportunities across our operations, infrastructure and value chain, following the Task Force on Climate-related Financial Disclosures (TCFD) framework. Climate change presents operational risks to our offices, data centers and supply chain, including acute risks like wildfires and floods and chronic risks such as increasing temperatures. Transitional risks stem from evolving climate regulations, carbon pricing and stakeholder expectations. We integrate climate considerations into our strategy, governance and operations to help reduce emissions, manage risk and support long-term resilience.

## 1. Governance

**Board Oversight:** The Nominating and Governance Committee (NGC) oversees climate-related strategy, risks and disclosures. The NGC meets quarterly and receives an annual update from the Sustainability Team on climate strategy, risk assessments, regulatory developments and stakeholder feedback.

**Management Responsibility:** Our EVP of Global Affairs and Chief Legal Officer (CLO) leads climate strategy and reports to the CEO. The Sustainability Team, reporting to the CLO, manages day-to-day efforts and partners cross-functionally to assess climate impacts and risks and oversee regulatory compliance.

**Incentives:** Sustainability performance influences 10% of the business performance objectives included in our company-wide bonus pool. Climate-related targets are also embedded in short- and long-term incentives for key roles.

## 2. Strategy

**Scenario Analysis and Time Horizons:** We assess climate-related risks and opportunities over short- (0–2 years), medium- (2–5 years) and long-term (5+ years) time horizons. Our scenario analysis considered three potential scenarios, as defined by the IPCC and the NGFS:

- **Business-as-Usual (RCP8.5):** Assumes ~4 °C global warming by 2100 and an increase in extreme weather events, driving higher physical risks, including service disruptions and rising energy costs. This scenario highlights the need to accelerate renewable energy adoption and efficiency upgrades.
- **Delayed Transition (NGFS 2 °C):** Assumes climate policies are implemented late and unevenly geographically. Delayed policy changes lead to mandatory climate reporting and carbon taxes. Net zero commitment and early investment in renewables and supplier engagement helps reduce exposure to compliance-related costs.
- **Net-Zero Alignment (NGFS 1.5 °C):** Assumes climate policies and innovation to achieve global net zero by 2050. Deep decarbonization, nature-based offsets and sustainable tech innovation enhance EA's resilience to both physical and transition risks.

## 3. Risk Management

We integrate climate-related risks into our enterprise risk management (ERM) framework, using a standardized risk-rating scale to assess likelihood, financial impact and time horizon. Risks are identified through scenario analysis, materiality assessments and ongoing monitoring of regulatory, environmental and market developments. Risks that exceed mitigation thresholds are escalated to the Audit Committee and, if material, to the full Board.

As an interactive entertainment company, our climate strategy focuses on reducing emissions across our digital operations, cloud infrastructure and offices. We prioritize energy efficiency and decarbonization across our value chain to minimize environmental impact and enhance resilience. To manage both physical and transition risks, we:

- Implement energy-efficiency measures and procure renewable energy to reduce our operational footprint.
- Evaluate the climate performance of cloud and data center providers and prioritize resilient partners.
- Engage suppliers on emissions disclosure and net-zero targets, aiming to cover 67% of Scope 3 emissions by 2030.
- Align internal systems to support timely, accurate and transparent climate disclosures in response to evolving regulatory requirements.

## Climate-Related Risks & Opportunities

	Category	Specifics	Time Horizon	Management Measures
Physical Risk	Acute	Extreme weather events (e.g., hurricanes, floods, wildfires) resulting in repair costs, operational disruptions and supply chain delays	Short	Disaster recovery and business continuity strategy; assess climate resilience of key vendors
	Chronic	Volatile energy pricing driven by rising temperatures and grid instability	Short	Hedge via renewable energy procurement
Transitional Risk	Carbon Price	Carbon pricing increasing compliance and operating costs	Medium	Model internal carbon pricing
	Regulatory Reporting	New climate-related reporting obligations driving compliance and audit costs	Short	Align with TCFD and ISSB standards; streamline and audit emissions inventory
	Technology	Capital and supply chain investment required for transitioning to low-emission technologies	Medium	Leverage third-party innovation including AI and emerging tools
	Reputation	Growing stakeholder expectations, including investors, partners and consumers, creating reputational, financial and employee-related pressures	Medium	Disclose emissions and progress toward targets; regular stakeholder engagement efforts.
Opportunity	Resource Efficiency	Reduce operational energy use through energy-efficiency measures	Medium	Collaborate with partners to drive energy-efficiency measures
	Renewable Energy	Diversify energy sources and mitigate price volatility by procuring renewable energy	Short	Expand renewable energy procurement
	Technology Innovation	Leverage emerging technologies, including AI, to lower the climate impact of gameplay	Medium	Leverage third-party innovation including AI and emerging tools
	Supply Chain	Collaborate with suppliers to set science-based targets and source lower-impact products and services	Medium	Support partner net-zero commitments
	Nature Based Solutions	Participate in carbon markets	Medium	Incorporate credible carbon mitigation as part of net-zero strategy

## 4. Metrics & Targets

Metric	FY25 Progress	Target	Ref.
Scope 1 and 2 emissions	83% carbon neutral operations	100% carbon neutral by 2027	Pg. 24
Scope 3 measurement	Full upstream and partial downstream disclosure	Progressive downstream disclosures	Pg. 25
Renewable Electricity	100% for North America and Europe, 50% for APAC	100% renewable electricity for global operations by 2027	Pg. 41
Net Zero	21% reduction over FY23 baseline	Net Zero by 2050	Pg. 24
Assurance	Limited assurance of Scope 1 and 2	Limited assurance in line with regulatory requirements	Pg. 25



# About This Report

Electronic Arts Inc. (the “Company”) published this report to provide an overview of our environmental, social and governance (“ESG”) efforts and commitments.

The data contained in this report is for the reporting year of April 1, 2024 through March 31, 2025 unless otherwise stated. This report was created with reference to the ISSB standards including Sustainability Accounting Standards Board (SASB) Standard for the Software and IT Services industry within the Technology and Communications sector and the Task Force on Climate Related Financial Disclosure.

This document and the materials or websites cross-referenced may contain statements that are aspirational or reflective of our views about our future performance that constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified through the inclusion of words such as “anticipate”, “believe”, “expect”, “intend”, “estimate”, “plan”, “predict”, “seek”, “goal”, “will”, “may”, “likely”, “should”, “could” (and the negative of any of these terms), “future” and similar expressions to identify forward-looking statements. In addition, any statements that refer to projections about our future performance, goals and targets, trends, initiatives, uncertain events and assumptions and other characterizations of future events or circumstances are forward-looking

statements. These forward-looking statements and the materials or websites cross-referenced are aspirational, are not guarantees of future performance, and reflect management’s current expectations. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such statements. Forward-looking statements are not guarantees or promises that goals, targets or aspirations will be met. The Company undertakes no obligation to update any forward-looking or other statements, except as required by law.

Historical, current and forward-looking ESG-related statements and data in this document may be based on definitions, regulations, laws, standards, practices, methodologies, controls and processes that are evolving or developing and assumptions and claims that are subject to change in the future. For example, global regulations concerning environmental sustainability claims of carbon neutrality and net zero are evolving and may conflict. The methods we use to support statements in this Impact Report may not align with future global requirements in all countries in which we do business. None of the programs, practices or policies referenced in this report requires or allows any Company employee to consider any individual’s protected status in making any employment-related decision.

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