



# UK Binary Gender Pay Gap Report

2021



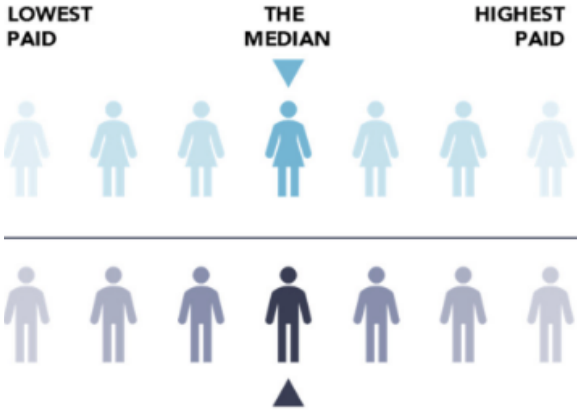
# Understanding the gender pay gap

The gender pay gap is the difference between the average earnings of those that identify as men and those that identify as women, expressed relative to men's earnings. This gap can be measured in two ways, as a mean (average) or median (in the middle) figure.



## Median

The median is calculated by arranging data points from smallest to largest and locating the central number. The median gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.



## Mean

The mean is calculating the average of all salaries. This is done by adding up all of the salaries of all employees and dividing them by the total number of employees. This gives you the mean, or average, of the amounts.



NaturalMotion has a mission to create games for everyone and enrich lives through play. Our teams are dedicated to connecting people with diverse backgrounds, ideas and experiences, much like the over 300 people that work at our NaturalMotion studios in the UK, where women represent 18% of the business. We believe that we can create an inclusive and equitable work environment with NaturalMotion mission to Connect the World through Games.

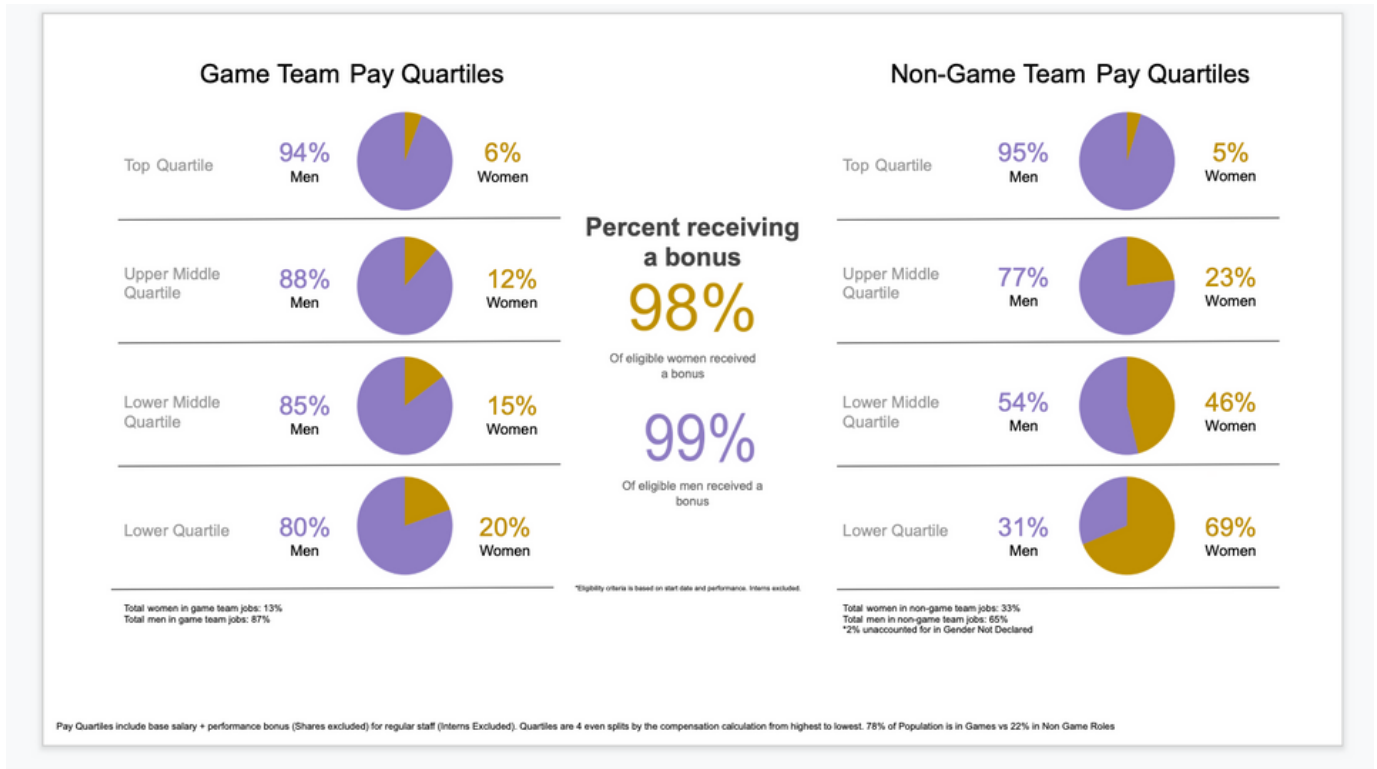
**We are committed to achieving equal pay for equal work. Our annual privileged global pay equity audit specifically evaluates key factors relevant to pay, such as role, tenure, and performance across genders, to ensure men and women are comparably compensated.**

The UK Government requires organizations with 250 or more employees to publish and report data about their binary gender pay gap. NaturalMotion hit this number last year making us eligible to report for the first time.

The gender pay gap is the difference between the average earnings of those that identify as men and those that identify as women, expressed relative to men's earnings. This gap can be measured in two ways, as a mean (average) or median (in the middle) figure. Our calculations show a mean pay gap of 22% and a median pay gap of 23%, both in favor of men. Our bonus pay gap calculations are higher with a mean bonus pay gap of 45% and median gap of 40%. Nearly all our employees received a bonus with 88% of men receiving one and 83% of women.

Transparency, accountability and fairness remain a top priority for us, and in addition with the information we are required to publish in accordance with the UK Gender Pay Gap Reporting Regulations, we are sharing further information on our 2020/21 figures in the chart below. The chart below shows the proportion of women represented at our NaturalMotion studios in each quartile in gaming and non-gaming roles as of 30 March 2021, as well as the % of employees receiving a bonus who were eligible under the terms of our discretionary bonus plan (a fact the reported 83% does not account for).

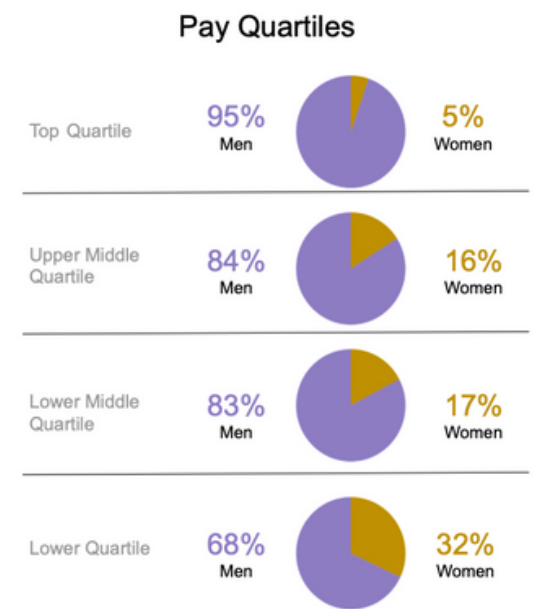
# UK Gender Pay Gap



The gender pay gaps we see in the UK continue to be reflected in a lack of representation of women in both senior leadership and game team roles at NaturalMotion.

There is an over-representation of men occupying higher-paid positions and more men working in technical or gaming roles, which are generally paid more because the market for their technological expertise is so competitive.

This over-representation can also be clearly seen in our gender pay reporting quartiles for the whole of NaturalMotion: (see graph to the right)



# Our Initiatives

Across NaturalMotion globally, we're focused on improving representation and creating a more inclusive culture for everyone during the employee lifecycle. NaturalMotion's Diversity, Equity & Inclusion strategy centers on these core priorities: representation in hiring at all levels within the business, retaining talent, supporting and progressing women through the business, and promoting an inclusive and equitable culture

To ensure that we advance these priorities, we are intentionally building representation through our hiring pipeline both at the entrance and senior levels. We are driving equity into every stage of the hiring process, from our initial candidate engagement to incorporating gender-diverse interview panels as part of our inclusive hiring practices.

We have also focused recruiting efforts on increasing our representation of women at director level and above in gaming and non-gaming roles, not only in our external hiring but by retaining the talent we do have and supporting the advancement of women internally into more senior roles. To assist with this focus on internal mobility, we have invested in Individual Development Plans for all of our team members to allow them to strategically plan for their next steps at Zynga. In addition, we piloted a mid-level coaching program in 2021 that pairs selected mid-level talent with experienced executive coaches for six months of career development. One of the goals of this coaching effort is to enable our strong pool of mid-level female talent to rise into senior roles within the organization. The program was voluntary and available to all business units, and all the participants in the 2021 program identified as female.

Our Chief Diversity Officer oversees our goals and diversity initiatives to drive accountability throughout the business.

## Representative Culture

To improve the pipeline of women candidates, we've increased our support and engagement with organizations that champion women in tech. We have made a significant investment in our Women at Zynga employee resource group to empower the women at NaturalMotion and create opportunities for growth and development. This work helps connect people from all backgrounds to career opportunities at NaturalMotion, and we hope to see positive progress from our efforts in this space.

Conferences and partnerships have been an essential part of talent outreach and engagement. NaturalMotion became a Women in Games (WiG) Corporate Ambassador in 2021. The program consists of a worldwide network of game studios, companies and organizations that are aligned and engaged with the WiG agenda to support, empower and celebrate female talent in the games industry. As a Women in Games corporate ambassador, we sponsored the Women in Games Annual Conference that featured inspirational speakers, fireside chats, panels, learning labs and networking to share career opportunities at NaturalMotion.

To create pathways to inclusive excellence, NaturalMotion participated in the Stonewall Global Diversity Champion programme which demonstrates outwardly our commitment to LGBTQ+ candidates but also provides us with training, advice and support to make our workplace practices inclusive. We also host a number of in-house lunch n' learns and discussion forums on Diversity, Equity & Inclusion topics. Throughout the past few years we have also engaged external speakers such as Ben Smith and Dame Stephanie Shirley to address the topics of LGBTQ+, mental health, gender, leadership, neurodiversity.

International Women's Day is a highlight within the family of companies. Our WaZ (women-led Employee Resource Group) organized online events, including a Build your Brand workshop, and championed an impact partnership to engage throughout the year through volunteering, mentorship and panel discussions. For 2021 that donation went to Girls Who Code.

NaturalMotion was recognized with the Best Place to Work award in 2020, the third year in a row. We believe a contributing factor for employee sentiment are the enhanced family friendly benefits we offer which support our employees both financially and practically as their families grow.

## Looking to the future

We have more work to do to reduce the gender pay gap, and we are committed to doing it. As a company, we have set a standard for global inclusive excellence and we know that our best work happens when our workforce reflects the world around us. We'll continue to focus our efforts on increasing representation across the company through our internal career development initiatives and gender equity investments. You can see our progress and learn more about our efforts to improve representation, hiring and attrition at [naturalmotion.com](https://naturalmotion.com).

Jeff Hickman, SVP NaturalMotion

A handwritten signature in black ink, appearing to read 'Jeff Hickman', with a long horizontal flourish extending to the right.

I confirm that the data reported here is accurate.