



# Gender Pay Gap Report 2019

King

2019 has been a positive year for our progress toward building the diverse and inclusive workforce to which we aspire. We made significant progress in the calendar year, reaching our interim target of 40% of our new hires being women, on the way to our 2020 goal of equal hiring.

We're continuing these efforts, expanding our programmes to attract female talent into the games industry, and supporting them once in post.

We can confirm the information reported here-in is accurate.

A handwritten signature in white ink, appearing to read 'Humam Sakhnini', with a long horizontal flourish extending to the right.

Humam Sakhnini,  
President, King

## What is the gender pay gap, and how is it measured?

The gender pay gap refers to the difference between the average earnings of male and female employees across an organisation, or society.

This is different from equal pay, which focuses on whether men and women are compensated equally for performing the same or similar work.

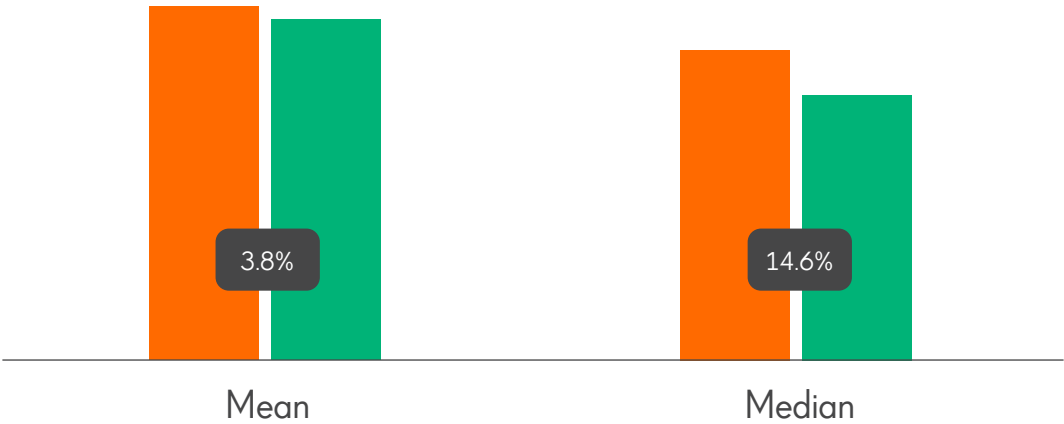
The gender pay gap is measured in two ways – as a median figure, and as a mean:

- The median gender pay gap reflects the middle of the distribution as a measure of average pay. In an organisation, half of employees earn more than the median, and half earn less.
- The mean gender pay gap reflects the difference in average hourly pay between men and women.

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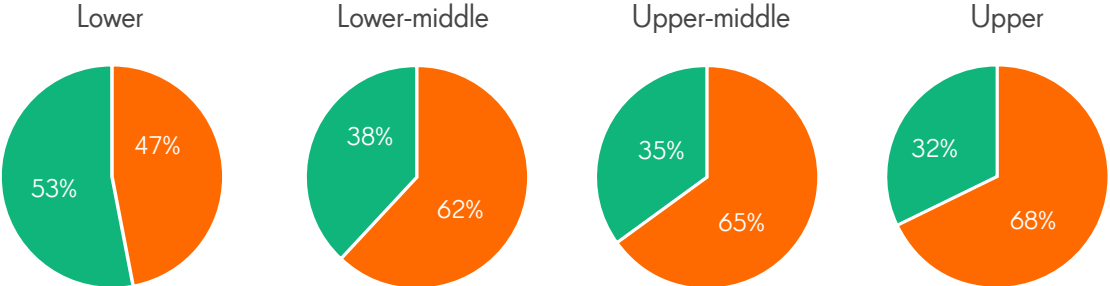
MEDIAN

### Gender Pay Gap (Hourly Earnings)

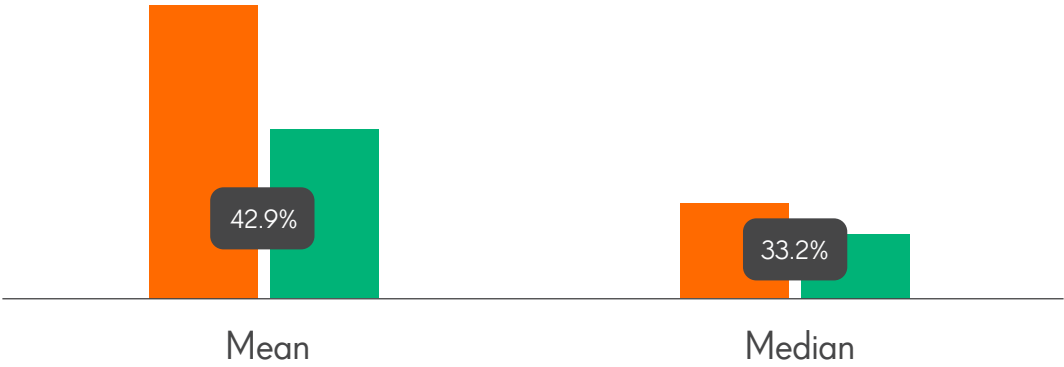


Our mean gender pay gap is 3.8%. Our median gender pay gap is 14.6%.

### Pay Quartiles



### Bonus Pay Gap



Our mean bonus pay gap is 42.9%. Our median bonus pay gap is 33.2%.

## % of Gender receiving a bonus

- 222 Men received a bonus (92.1% of all men)
- 145 Women received a bonus (91.8% of all women)

All UK employees who started employment prior to 30<sup>th</sup> September in a performance year are eligible to receive a bonus for that year the following March. Those starting after 30<sup>th</sup> September are not eligible to receive a bonus in relation to the period 1<sup>st</sup> October to 31<sup>st</sup> December. Instead, they become eligible for bonus from 1<sup>st</sup> January (with payment in March of the next calendar year).

## What our data shows

Our mean hourly pay gap is 3.8%.

Our median pay gap is 14.6%, reflective of the greater proportion of male employees in more senior positions at King, and the need for more balanced gender representation at these levels.

Both of these measures have improved since last year, however specific circumstances following company leadership changes do result in an overstating of our progress, and these may rise next year as that effect passes.

The UK games and tech industry shares the long-term challenge of closing the gender pay gap; King is fully committed to addressing this. We have teams working hard to drive change and have introduced initiatives to help King make progress against this challenge. We acknowledge that we need to recruit and promote more women into the more senior levels of the organisation, and continuously invest in our great female talent.

While not the focus of this report, our regular evaluation of employee compensation also supports our efforts to meet our equal pay obligations.

## Building a more diverse and inclusive King

Our long-term goal is to build a company that leads the entire tech industry on diversity and inclusion. Our strategy for achieving this is built upon:

**1 A focus on gender diversity**  
We will focus on broadening both our talent pool and supporting our female employees to have successful careers at King. We are aiming to fill all open positions with a gender balanced intake by the end of 2020.

In calendar year 2019 we were successful in achieving our interim target of 40% of all new hires being female.

**2 A focus on inclusion**  
We want to create an environment where all employees are treated fairly and respectfully, have access to opportunities and support to do their best work. We want all our leaders to lead inclusively, and we have invested in unconscious bias training to help remove implicit biases. We will also continue our measurement of inclusion to ensure we continue to be inclusive.

**3 A focus on transparency**  
We want to ensure we are accountable and open with the progress we are making. Data is essential to King and with it, we can review the results of our efforts and commitment to D&I. It is vital that we continue to recognise diversity and inclusion as a key business priority. We will use our Kingdom Call, a company-wide leadership channel for communication, as a platform to share updates with our global employee population, and we plan to run even more D&I focused events.



## Continued Initiatives

Here are just some of the ways in which we've worked to strengthen our diversity and inclusion efforts. All these initiatives have successfully been rolled out, but we're continuing to support and develop them further to deliver even greater impact. We conduct regular data analyses to track our progress against these initiatives.

### D&I Leadership

In 2018 we launched a new diversity strategy. This was positively received and we continue to work at implementing this strategy.

### Family Friendly Policy

We offer 20 weeks full pay (including bonus eligibility) maternity/parental leave, with employees guaranteed at least an average pay review when returning from 9 weeks or more parental leave.

### Gender Nudges

We've built 'nudges' into our main compensation cycles to ensure we highlight gender allocations of awards to the leadership before approval.

### Pay Triggers Upon Offer

We do not restrict salary offers based on existing earnings to our new hire offers to ensure that we don't compound historic underpayment of women in general.

### Women@King

We have an employee network dedicated to representing women within King. Some of their initiatives include rolling out a mentoring programme, and providing a buddy for mothers returning to work after maternity

### Diversity and Inclusion Forum

We have created a D&I forum which has representatives from all of our employee networks, and from across the business. The forum shares best practice, tests ideas, and advocates for Diversity and Inclusion.

### Gender Aware Hiring

We continue to review job description language to avoid bias, and to review our hiring approaches to establish best practice in the industry.

### Building an Inclusive Leadership

King introduced a new inclusive leadership training programme for all people managers and is in the process of rolling this out world-wide in 2020.

### GDC Scholarships for Women in Games

We continued our notable programme of GDC scholarships for women looking to break into the games industry. We took 14 women to GDC in 2019, who continued onto internships at King. Nine of these have since joined the company full time.

### Educational Outreach Initiatives

We support valuable student and industry programmes aimed at getting more girls and women to pursue STEM Careers. We are proud sponsors of BAFTA's Young Game Designers, a founding partner for ADA College and are a Gold Sponsor of HelloWorld! in Stockholm.

### Specialist Global Sourcing Team for Female Leadership and Tech Talent

We work with a specialist global sourcing team to help source more women for roles in key disciplines including Development, Art and Game Design.

### Talent Attraction

We continue to seek out opportunities to have a presence at diverse recruitment events to attract diverse candidates to King

### King Internship Scheme

We continued to work toward hiring a gender balanced intake for our internship scheme, in 2019 we achieved 48% female intake, up from 38% in 2018.

## What's next?

We're continuing to explore new programmes and policies that can help us to make faster progress on our diversity and inclusion goals. Here's some of what we have planned over the coming year.

### Developing Female Leaders

We are introducing 'Kicking Glass', our accelerated programme for women with leadership potential, providing exposure, coaching and mentoring to high potential employees.

### Supporting Industry Wide Diversity Initiatives

We will partner with our trade association, UKIE, and other significant players to launch the UK Games Industry Census – the largest study of diversity in the industry ever conducted.

We are also a founding supporter of #RaiseTheGame, an industry wide initiative to increase diversity and inclusion within the wider games industry.

### Mentoring Programme

Supporting Kicking Glass, but open to all employees, we are launching and expanding our mentoring programme.

### New Diversity & Inclusion Policies

King is working on updating and expanding our policies to make a more inclusive workplace. This will include new arrangements for flexible work, wellbeing and mental health.

### Gender Balanced Strategic Project Teams

We're introducing gender balanced strategic project teams, this involves ensuring that project teams consider the diversity of their membership at inception and throughout delivery.



*King*