

“At King, we are committed to building an exceptionally diverse and inclusive workplace, where everyone can thrive and be proud to belong. Our UK Gender Pay Gap report indicates that there is still a lot of work ahead to address the long-term challenge of closing the gender pay gap at King. It shows that we need to get more women into King, particularly into the more senior levels of our organisation, as well as to develop and grow the great female talent we already have. We have a number of programmes in place to strengthen our diversity and inclusion efforts, and we are continuously evaluating and investing in new initiatives and resources that can help us accelerate our progress.”

We can confirm the data reported in this report is accurate.

A handwritten signature in black ink, appearing to read 'Colin Daly', written in a cursive style.

Colin Daly, Chief People Officer, 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.

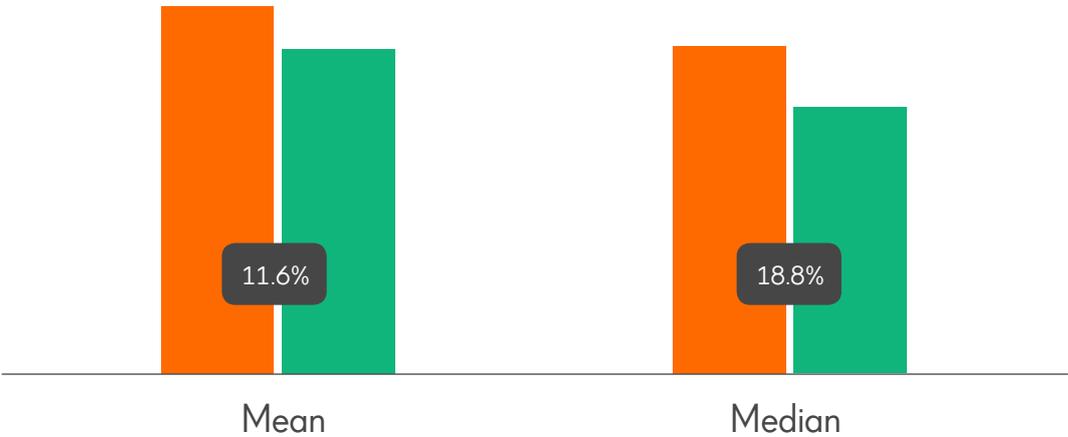
The gender pay gap is measured in two ways – as a median figure, and as a mean:

- 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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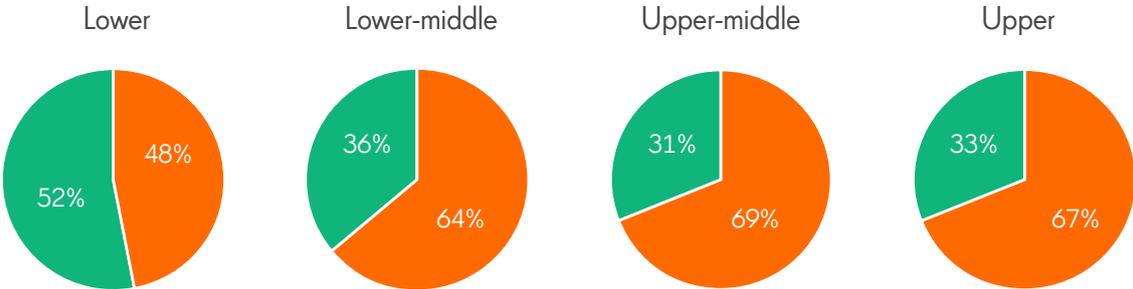
MEDIAN

Gender Pay Gap (Hourly Earnings)

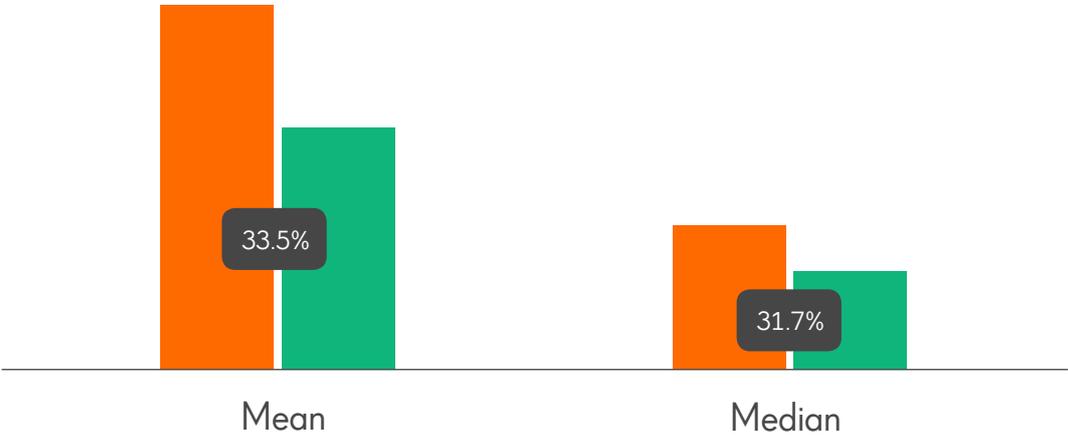


Our mean gender pay gap is 11.6%. Our median gender pay gap is 18.8%.

Pay Quartiles



Bonus Pay Gap



Our mean bonus pay gap is 33.5%. Our median bonus pay gap is 31.7%.

% of Gender receiving a bonus

- 219 men received a bonus (88.0% of all men)
- 135 women received a bonus (85.4% of all women)

All UK employees are eligible to receive a bonus; however, it is dependent on their start date. If an employee joins after the 30th September within a performance year, they need to wait until the following year before a bonus will be paid. Comparing this to the percentages above, it indicates the hiring rate of females proportional to the number of females at King was higher than that of males.

What our data shows

Our mean hourly pay gap is 11.6%. This compares favourably to last year's national average of 17.9% and our peer average of 18.8%, but there is still a lot of work ahead to reduce this further.

Our median pay gap draws attention to the greater proportion of male employees in more senior positions at King and the need for more balanced gender representation at these levels. In the twelve months to April 2018, we hired more women in lower to middle quartiles of pay, which contributed to shifting our female median pay down.

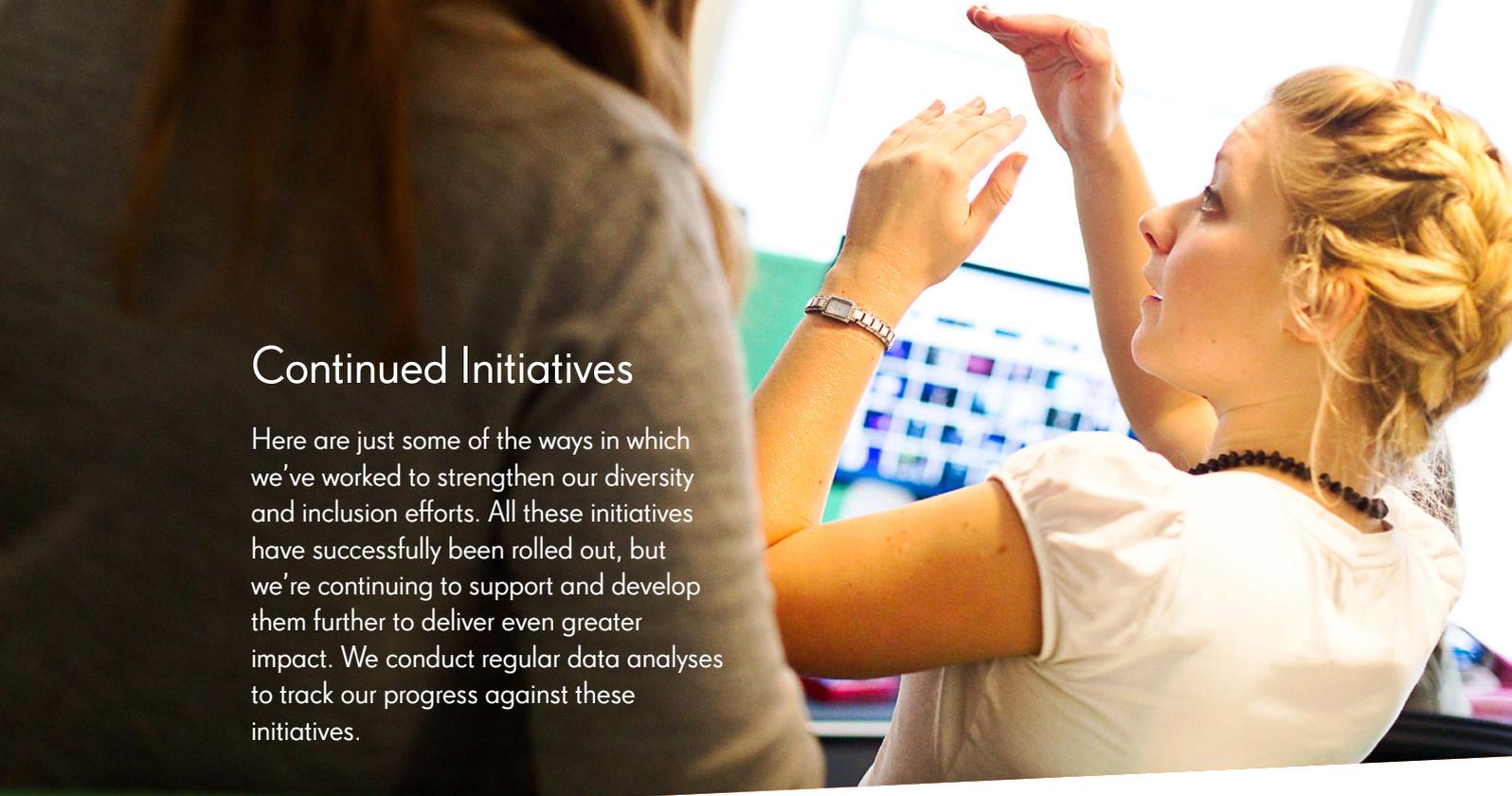
The UK games and tech industry shares the long-term challenge of closing the gender pay gap; King is fully committed to addressing this. We have teams working hard to drive change and have introduced initiatives to help King make progress against this challenge. We acknowledge that we need to recruit 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. Our aspirational, long-term target is a 50/50 balance across the company. To help us on our journey we have conducted an in-depth analysis of gender diversity at King to better understand (and help us remove) any barriers that may exist for our current and/or future female talent.
- 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 CEO calls, 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

Diversity & inclusion team will coordinate implementation of our diversity strategy across the company, working closely with the leadership team.

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 in '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 under payment of women in general.

Women@King

We have an employee network aimed at 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

Tackling Unconscious Bias

We rolled out mandatory unconscious bias training to all leadership positions and trained over half the company on how to remove obstacles that can stand in the way of women being hired, promoted or recognized for their accomplishments. We will continue to train the rest of our employees for 2019.

GDC Scholarships for Women in Games

Following a successful programme in 2018 where all 5 scholars converted to full-time roles, we increased the number of places to 15 for 2019 and hope to encourage more women to join the industry.

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.

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.

Diversity Champions

Each business team will nominate a Diversity Champion to sit on the newly formed Diversity and Inclusion Action Group to help drive change and feed back to our D&I Board, consisting of members of the King Leadership Team.

Targeted Talent Attraction Events

In addition to our current outreach channels and working within the bounds of positive action, we will hold targeted events specifically at attracting female talent to King.

Review Job Description Language

We will ensure that job description language is inclusive and not targeted (unconsciously) toward males.

Underrepresented Candidates Shortlist

We will interview at least one female qualified candidate or candidate from an underrepresented background for specified roles.

Coaching Programme

We will introduce a coaching/leadership programme for mid-senior level with a focus on talent development.

Kingtern Programme

We will work to increase the recruitment of qualified women to the King internship programme; 38% of the Kingtern class of 2018 were female.



King