

UK Gender Pay Gap Report 2017



“Building a diverse and inclusive workplace in which everyone is compensated fairly is incredibly important to us. Our UK Gender Pay Gap report shows that we need to get more women into King, particularly into the more senior levels of the organisation. We need to invest in hiring and developing more great female talent.

We have a number of internal and external programmes in place to strengthen our diversity and inclusion efforts. We’re continuing to explore new programmes and policies that can help us to make faster progress on our diversity and inclusion goals”.

A handwritten signature in white ink, appearing to read 'Colin Daly', with a stylized flourish at the end.

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:

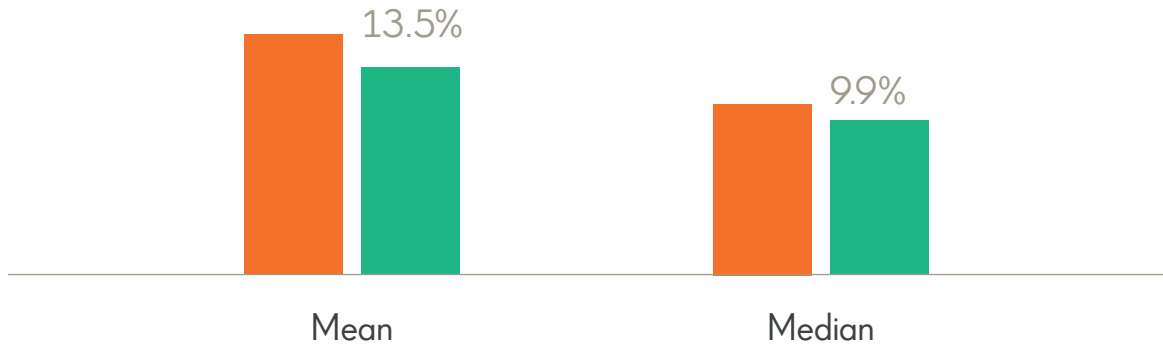
- The median gender pay gap reflects the middle of the distribution as a measure of average pay. In an organisation, half of employees earn more than the median, and half earn less.
- The mean gender pay gap reflects the difference in average hourly pay between men and women.
- Because there are generally fewer women in the most high paying-roles in the tech industry, the mean gender pay gap is usually greater than the median; the median figure is more representative of the experience of a 'typical' employee.

$$\frac{M+E+A+N}{4}$$

MEDIAN

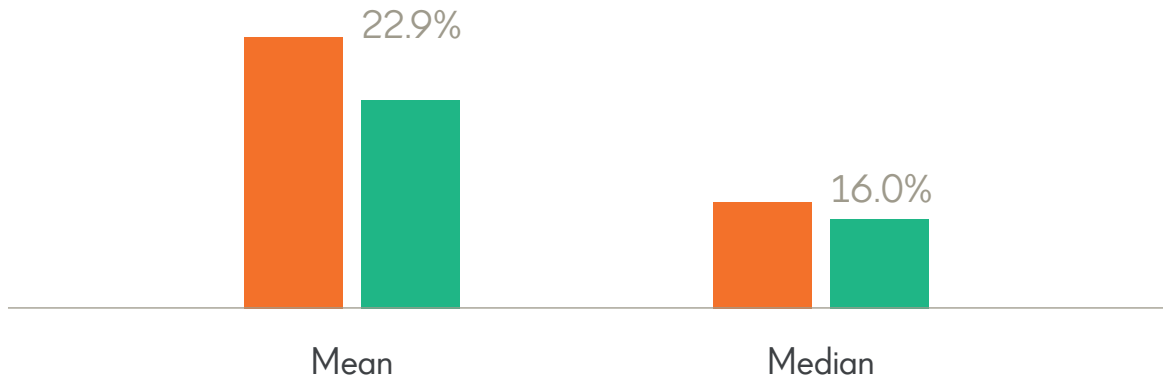
● Male ● Female

Mean and Median Gender Pay Gap (Hourly Earnings)



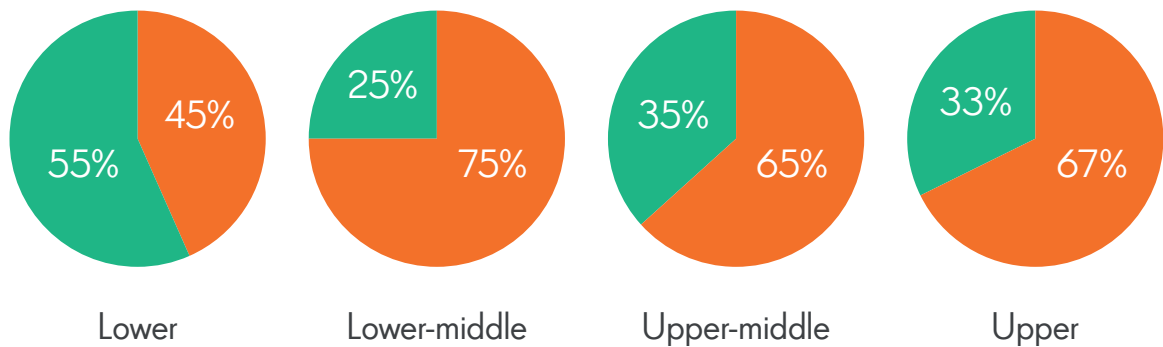
Our mean gender pay gap is 13.5%. Our median gender pay gap is 9.9%.

Mean and Median Bonus Pay Gap



Our mean bonus pay gap is 22.9%. Our median bonus pay gap is 16.0%.

Pay Quartiles



% of gender receiving a bonus

- 257 men received a bonus (92.8% of all men)
- 145 women received a bonus (87.9% of all female)

All UK employees are eligible to participate in our bonus scheme, 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 performance year to be eligible to participate in our bonus scheme. The data above indicates the hiring rate of females proportional to the number of females in King was higher than that of males.

What our data shows

Our median gender pay gap is lower than the average UK gender pay gap of 18.4%, as well as the tech industry average of 25.0%.

The mean pay and bonus gaps draw attention to the greater number of male employees at the more senior levels within King – employees who are paid more per hour, and earn larger bonuses. There are more women than men in our lower quartile of pay, but women are underrepresented in all other quartiles. As such, the average pay for women will tend to be lower than the average pay for men at King, due to the different role distributions.

The gender pay gap is a shared long-term challenge for the entire industry – and one that we're already hard at work on addressing at King. Ideally, we will hire more qualified women into the more senior levels of the organisation, and are investing in hiring and developing more 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 has been to build a company that leads the entire tech industry on diversity and inclusion. Our strategy for achieving this is based on three pillars:

- 1 A focus on inclusion:** we are investing across the board in efforts to build a more inclusive company. Our focus is on raising internal awareness of our company priorities and provide tools to help. This includes a significant investment in Unconscious Bias training and other employee resources in 2018.
- 2 A focus on gender diversity:** all aspects of diversity are equally important, but we've decided to focus immediately on our efforts on gender. This means focusing on how we recruit, develop and support our female employees so they can build fulfilling long-term careers at King. Training, mentoring and coaching with a gender focus is an important part of our efforts.
- 3 A focus on transparency:** ensuring that diversity and inclusion are recognized as priorities across the company is an important part of helping every team to hire and develop more female talent. To do this, we want to achieve greater transparency with the data, insights and progress that we're achieving on our diversity and inclusion strategy. We have committed to regular updates through our CEO calls, our company-wide leadership communication channel, as well as other internal communications, social and digital channels. We will also deliver more diversity-focused updates and events in local King offices.

Recent efforts

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

Family friendly policy

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.

Pay triggers upon offer

We have removed base salary increase percentage as a 'trigger' that would restrict our new hire offers as we are aware that such practices may compound any prior under payment of women in society in general.

Woman@King

Employee network aimed at representing women within King. Recent initiatives include rolling out a mentoring programme, and providing a buddy for mothers returning to work after maternity.

Tackling unconscious bias

We have begun rolling out mandatory unconscious bias training and other tools across the company to remove obstacles that can stand in the way of women being hired, promoted or recognized for their accomplishments. This includes unconscious bias interview training, with a focus on developing inclusive job adverts, blind recruitment test interviews, and achieving diverse interview panels.

Game Developer Conference scholarships for women in games

Which leads into Kingtern interviews for summer placements across a wider range of job role types including STEM and Data Science.

Educational outreach initiatives

Supporting valuable student and industry programmes aimed at getting more girls and women to pursue STEM Careers, including GeekGirlMini, Learn How to Code. We are also a founding partner for ADA College.

Specialist global sourcing team

Working 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 programs 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.

Gender-blind CV reviews

Trialing a recruitment process where CV's do not state gender.

Underrepresented candidates shortlisted

Using best efforts to interview at least one female qualified candidate or candidate from an underrepresented background for specified roles.

Unconscious bias training for all employees

Rolling out mandatory unconscious bias training to all employees.

Company-wide D&I lead

New diversity and inclusion leader will coordinate implementation of our diversity strategy across the company, working closely with the leadership team.

Kingtern programme

Increasing recruitment of qualified women to the King internship programme; more than 1/3 of interns in 2017 were women, with this figure expected to rise in 2018.

King