



GENDER PAY STATEMENT

2020



A MESSAGE FROM THE MANAGING DIRECTOR

At Ubisoft we recognise that we have a responsibility to encourage, inspire and nurture female talent in the video game industry.

Over the past year we have been committed to improving our efforts in relation to diversity, inclusion and recruitment.

Through several key initiatives such as the Ubisoft Gaming School, our partnership with The Girls' Network and our continued support of events like Diversity in Tech and Women in Games, we hope to help change the current outlook of the video game industry for many years to come.

While we are proud of the progress we've made so far, we are also aware that there is much more we can do in the future.

In the coming years we will continue to devote ourselves to developing further sustainable initiatives that are designed to have a positive impact on reducing the gender gap, inspiring the next generation and contributing to progress in the industry.

Richard Blenkinsop,
Studio Managing Director – Ubisoft Reflections & Ubisoft Leamington



WHAT IS THE GENDER PAY GAP?

The gender pay gap shows the difference in average pay of men and women across a workforce over an annual period.

The gender pay gap is not the same as unequal pay. Unequal pay is unlawful, and Ubisoft Reflections can confirm that men and women receive equal pay for equal and equivalent roles, which complies with the Equality Act of 2010.

OUR MISSION

Our mission is to create and develop immersive entertainment experiences for our players. The only way to achieve the highest level of creativity and innovation is by encouraging, promoting and celebrating diversity within our teams.

By continuing to introduce key initiatives and maintaining innovative partnerships, we aim to reduce our gender pay gap in the coming years.





DIVERSITY & INCLUSION

Ubisoft Reflections understands that the current industry-wide imbalance, in regard to diversity and inclusion, needs to be addressed. That is why we have been working hard to seek new, innovative ways to positively impact diversity and inclusion throughout our studios.

Throughout the reporting period, Ubisoft Reflections introduced several new and innovative ways to positively impact diversity and inclusion in our studios, while continuing to build on our already well-established successful campaigns.

The studio now has a **Women in Games** advisory board member in Newcastle and a Women in Games ambassador in Leamington Spa. In addition, both studios also have dedicated Diversity and Inclusion ambassadors embedded in the workplace to ensure advocacy and oversee training for all team members.

A primary focus of the studio this year was education and corporate social responsibility. In 2019 we welcomed a new **Education and CSR** Manager, who is currently developing a robust programme of learning focused on young people in key stage 1-4. This positive outreach initiative is designed to inspire young people at a grassroots level and ensure they have strong industry role models to aspire to.

The Girls' Network became one of our charitable partners in 2019. The Girls' Network is a registered charity that aims to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional female role models. We have several mentors for The Girls' Network in our studio who have already inspired, educated and helped transform the lives of girls in the local community.





DIVERSITY & INCLUSION

Another fundamental way Ubisoft Reflections is helping to inspire, educate and develop young people from varied genders, backgrounds and communities is through the **Ubisoft Gaming School**. The Ubisoft Gaming School is a free five-day event which teaches 14 to 17-year-olds the key elements of games production, animation, programming, audio and design.

The Ubisoft Gaming School has been running for six years in Newcastle, winning the **TIGA Best Educational Initiative and Talent Development** award in 2018. Since its inception the school has gone global with events in Leamington Spa, Annecy and Dusseldorf.

We have also enhanced our approach to personal development and career progression. We constructed a new **Leadership Development** programme, which features workshops and one-to-one coaching to provide tailored focus on leaderships skills across all disciplines in the studio.

In addition, we have also restructured our operational hierarchy to ensure that each manager is focused on creating bespoke personal growth and development plans for each team member to ensure they have the best possible opportunity to grow.

This, on top of **three opportunities for promotion annually**, has resulted in new personally tailored progression strands, such as incrementally increasing responsibility. This provides team members with the necessary leadership skills and confidence to take the next step in their careers, which is inclusive of every single employee.

While we're incredibly proud of the progress we've made this year, we are also aware that improving the gender pay gap is a long-term initiative and we continue to strive for improvement in every aspect of diversity, inclusion and career progression.



MEASURING THE GAP BETWEEN MALE AND FEMALE HOURLY PAY

The following figures represent the difference between the overall earnings of men and women across the organisation. Equal opportunity is imperative to our recruitment process and is key in allowing our team members to learn, grow, be recognized and rewarded.

At Ubisoft Reflections and Ubisoft Leamington, we have increased the number of opportunities per year for team members to be promoted. There are now three opportunities for progression each year and we review salaries each year against current industry benchmarking.

As 57% of females in our studios are working in our operations teams, this year we have strengthened our salary grids and salary benchmarking information for these teams.

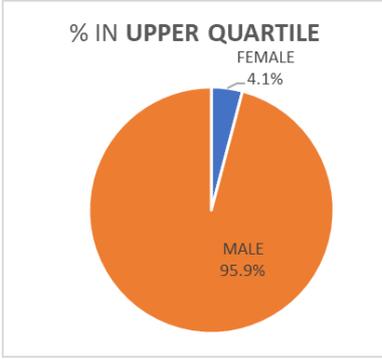
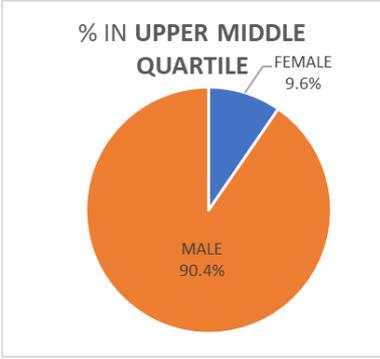
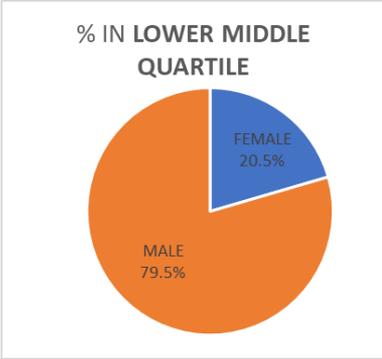
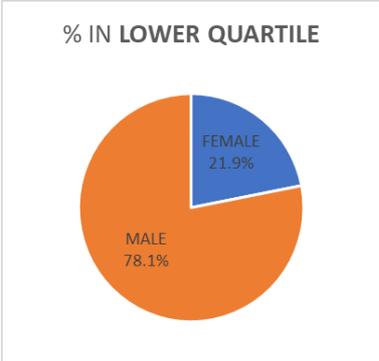


MEAN & MEDIAN GENDER PAY GAP (HOURLY EARNINGS)

Mean Hourly Pay
26%

Median Hourly Pay
22.8%

PERCENTAGE OF FEMALES IN PAY QUARTILES



BONUS

At Ubisoft, team members are eligible to receive project profitability bonuses following the completion of a development project. Recently Ubisoft has changed its bonus structure so that all developers may be eligible for a group profit bonus each year alongside project profitability bonuses, which is reflected in the figures below.

For this reporting period, although more team members received a bonus than in the previous reporting period, fewer women than men received a bonus as there are fewer women in our development teams.

As more women work in our operations teams than development teams, we have also recently announced a bonus scheme for all employees in our UK operations teams.

Therefore, all team members in our UK studios are now eligible to receive a bonus from April 2020. These figures are not included for this reporting period but will be represented in our next reporting period.

We are confident this initiative will improve the percentage of employees who receive a bonus across both genders in future.



MEAN & MEDIAN BONUS GAP

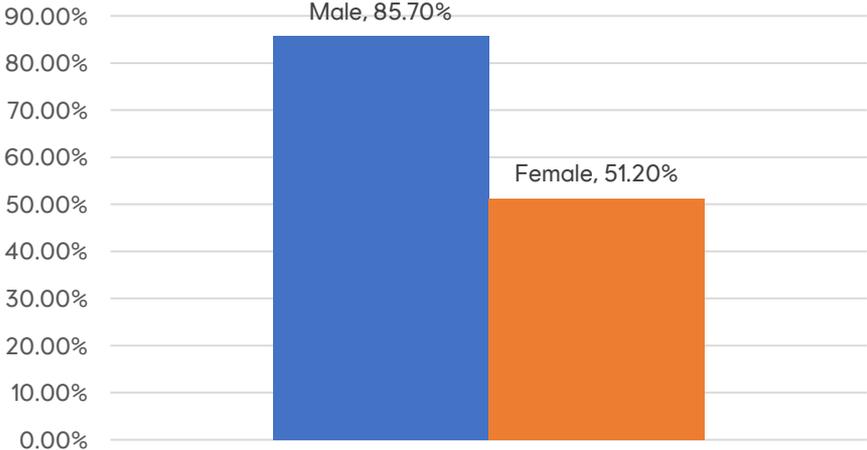
Mean Bonus

74.5%

Median Bonus

18.5%

% WHO RECEIVED A BONUS





THANK YOU!