



## **UBISOFT REFLECTIONS GENDER PAY STATEMENT**

At Ubisoft, we embrace our responsibility to encourage, inspire and enable the careers of all our team members, and are committed to taking actions that will positively impact diversity in our studios and the wider video game industry.

42% of the Ubisoft Reflections/Ubisoft Leamington Senior Management Team are women, and more broadly across our two studios, women represent 19% of the overall population, an increase from 16.7% last year. In FY21, women represented 27% of our total hires.

In 2018 we successfully implemented 'Discipline Managers' who focus on the personal and professional growth and development of our team members within the specialisms of engineering, design, art and production. Additionally, we have increased our promotion opportunities from once a year to three times a year. We have seen an increase in the number of women promoted from 10% of all promotions in FY19, to 47% during the first FY22 promotion board which has just taken place.

We continue to collaborate with the wider industry on the topic of Diversity and Inclusion through our work with UKIE, Digital Schoolhouse, TIGA, NextGen Skills Academy, The Girl's Network and Women in Games.

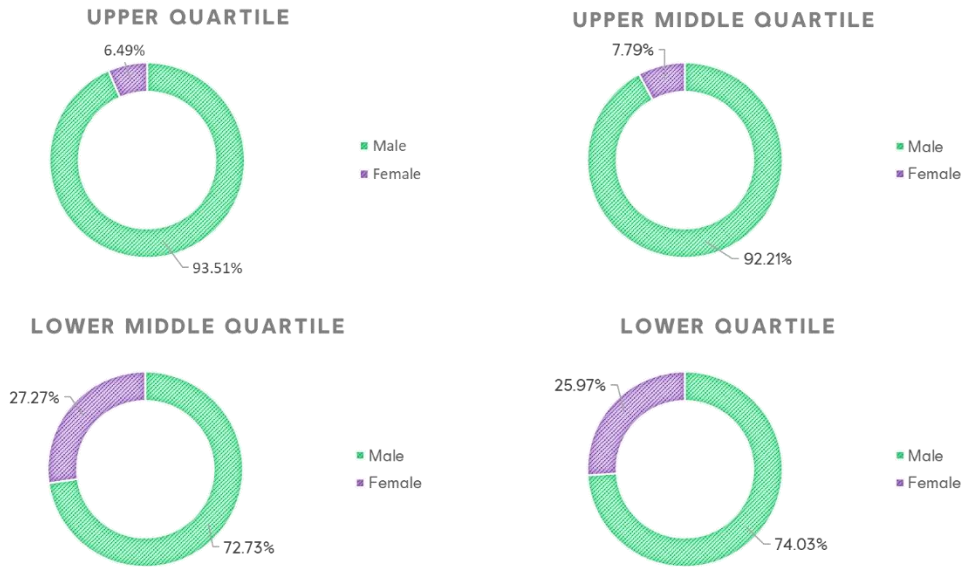
Our outreach initiatives such as the Ubisoft Gaming School, university and school talks and mentoring programmes, are focused on inspiring young people and encouraging them to consider a career in the games industry.

We celebrate the women from our studios who attend and participate in these events as ambassadors for Ubisoft. Their commitment, paired with the company's investments in these programmes, has contributed to an increase in applications from women for our graduate roles from 18% in FY 20 to 22% in FY21.

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

In addition to our work locally, Ubisoft is implementing new initiatives at a global level to promote diversity and inclusion. In February 2021, Ubisoft welcomed Raashi Sikka as VP of Global Diversity and Inclusion. This is a new role at Ubisoft and marks our ongoing commitment to building an inclusive working environment at Ubisoft and the video game industry at large. Raashi will be responsible for developing and championing diversity initiatives and inclusion strategies across Ubisoft's global studios and offices.

### **PERCENTAGE OF WOMEN IN PAY QUARTILES**



**MEAN & MEDIAN GENDER PAY GAP (HOURLY EARNINGS)**

|                   |        |
|-------------------|--------|
| Mean Hourly Pay   | 24.67% |
| Median Hourly Pay | 21.50% |

**BONUS**

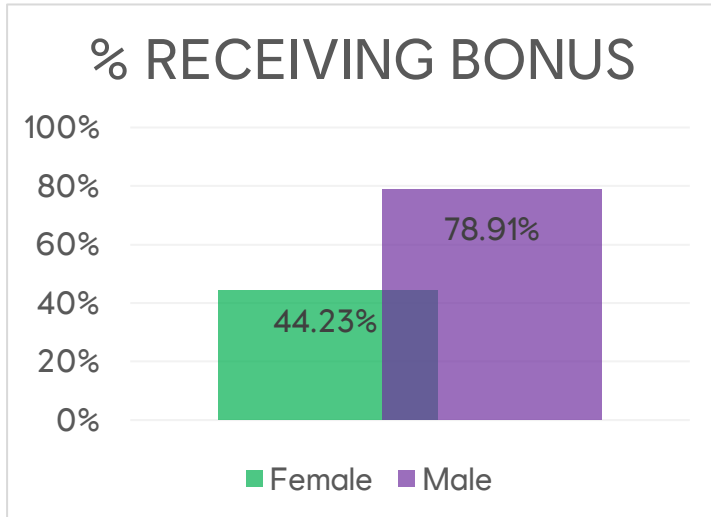
At Ubisoft, team members are eligible to receive project profitability bonuses following the completion of a development project.

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.

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.

Based on current data all our operational teams will be eligible for the Operations team bonus payable at the end of April 2021. This bonus scheme was created to ensure that all our teams receive recognition for their contribution to Ubisoft.

This is particularly poignant, as 54% of our operations team are women who were previously ineligible for any of the other pre-existing bonus schemes focused on our developers.



**MEAN & MEDIAN BONUS PAY GAP**

|              |        |
|--------------|--------|
| Mean Bonus   | 69.42% |
| Median Bonus | 38.29% |