

## INTRODUCTION

For the fourth year running, this report has been prepared in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is based on data for the year 6th April 2021 to 5th April 2022.

The scope of this report encompasses Square Enix Ltd, a London-based subsidiary of the Japanese parent company, Square Enix Holdings Co. Ltd, a leading Publisher, Licensor and Distributor of Games and Merchandise.

Of the employee population, 65.7% identify as male and 34.3% identify as female. It is also important to note that we have colleagues identifying as non-binary across our organisation, but for the purposes of this report and the statutory requirements, they have been included in the above categories as the reporting requirements continue to be binary.

## OUR GENDER PAY GAP RESULTS

This report accounts for 2 types of calculations:

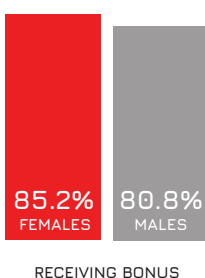
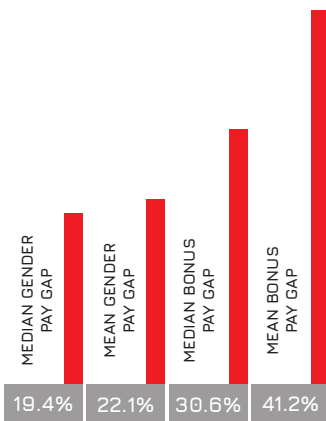
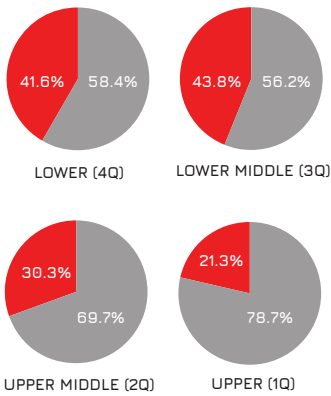
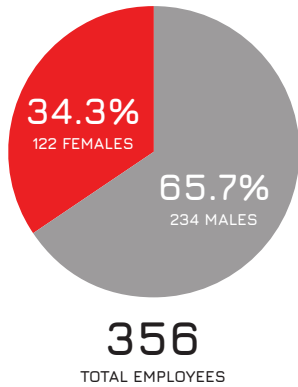
- The mean, which is the sum of every employee's hourly rate divided by the number of total employees
- The Median, which is the exact mid-point between the highest and lowest rates of pay

The gender pay gap is the difference between these averages for men and women. The data this year shows an increase of women within our upper middle and upper quartiles. Since 2019 we have seen an almost 7% increase in women in the upper quartile.

The overall reduction in the mean and median pay gaps, reflects more women either being hired or promoted into senior roles within our organisation. While this is a positive step forward, we recognise that we still have work to do in ensuring diversity across senior roles.

All London-based employees are eligible for bonus in June on the basis that they commenced employment prior to the 4th quarter (1st January) of our Financial Year and have passed probation. Employees commencing employment between 1st January and 31st March each year, are eligible for bonus in June of the next year.

## CLOSING OUR GENDER PAY GAP



We have continued to see strong interest and participating in our internal Leadership Training program, which is designed to develop our next generation of leaders. This has been expanded to various levels of seniority across our organisation to allow for development at all levels. The programme runs for 6 months, and we hold 2 cohorts per year based on demand. The course combines (virtual) classroom-based activities that support the development of leadership skills to ensure a consistent framework across our organisation, alongside individual coaching that takes into account the individual needs of our employees. The course also encourages peer-to-peer support by way of internal networking, so our future leaders have additional support outside of their immediate teams and HR.

We also sponsor learning and education relevant to roles to ensure skills and knowledge are continuously improved and expanded upon, allowing employees to thrive in their roles or diversify their skill sets to allow for more exposure to other areas of the business.

Square Enix has continued to support and engage with organisations that champion marginalised genders (as well as wider marginalised groups) such as UKIE & Women in Games, which enables us to improve on our wider ED&I initiatives.

We have reviewed and made changes to our hiring practices ensuring that interview panels are as diverse as possible and language on our job adverts are more neutral to attract a diverse pool of candidates. Additionally, we have been more agile in our pay review processes across the year to ensure we are competitive and able to attract and retain talent.

I confirm the data contained in this report is accurate and meets the requirements of the Gender Pay Gap report regulations.

**Benjamin Spence**  
Head of HR Europe