

Square Enix Gender Pay Report 2025

INTRODUCTION

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 2024 to 5th April 2025.

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, 59.2% identify as male and 40.8% identify as female, based on the statutory reporting requirements of this report.

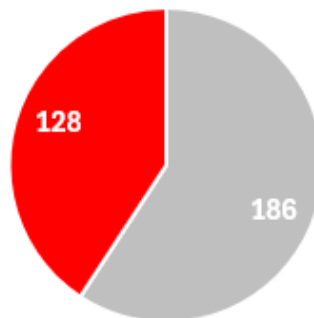
The gender pay gap refers to the difference in average earnings of all male employees compared with the average earnings of all female employees and is measured in two ways:

- The mean, which is calculated by adding together all values and then dividing by the number of values (average)
- The median, which is the mid-point when all values are sorted from lowest to highest

MAIN

Total employees	314
Males	186
Females	128
Mean pay gap	22.69%
Median pay gap	20.83%

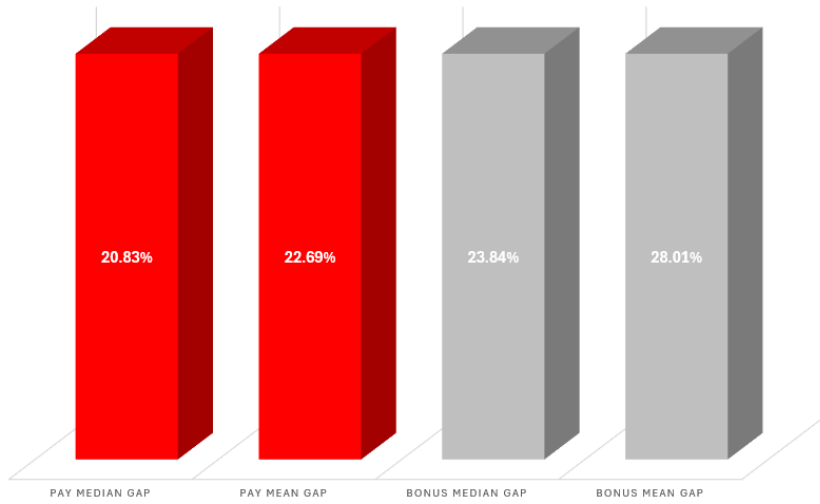
Total Employee: 314



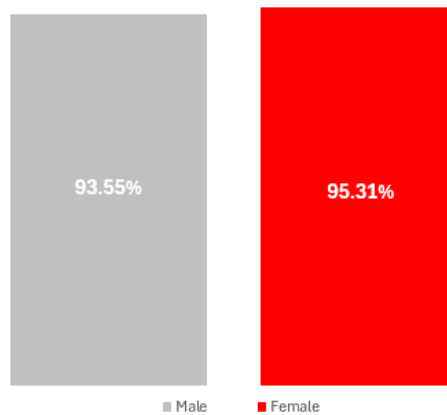
■ Males ■ Females

BONUS

Males receiving bonus	174 (93.55%)
Females receiving bonus	122 (95.31%)
Mean bonus gap	28.01%
Median bonus gap	23.84%

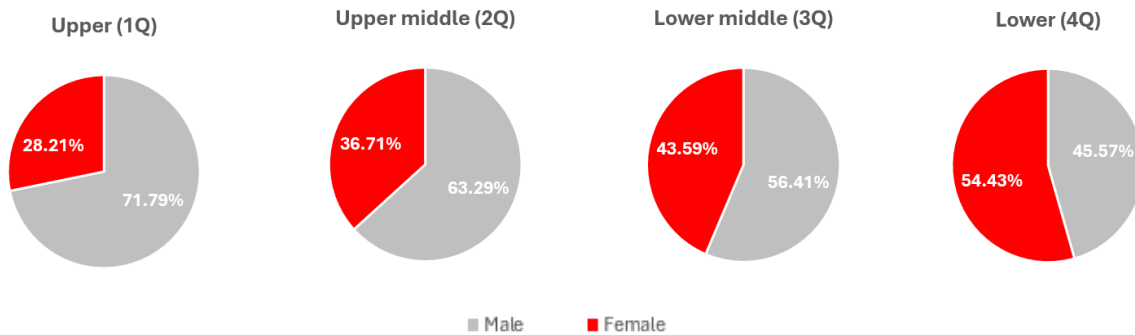


Bonus Received



EMPLOYEE NUMBERS / QUARTILES

	Male	Female
Upper (1Q)	56	22
Upper middle (2Q)	50	29
Lower middle (3Q)	44	34
Lower (4Q)	36	43
	186	128



The data this year compared with last year shows an increase in women's representation in the Upper and Upper Middle quartiles over the reporting period (up from 26.09% and 29.03% respectively). The largest change was seen in the Upper Middle quartile.

Compared with the prior reporting year, the overall employee population decreased (370 → 314). Within this reduction, the proportional decrease was larger for men than women (men: 230 → 186; women: 140 → 128). As a result, women represented a higher share of the workforce this year compared with the previous year (37.8% → 40.8%).

The median gender pay gap decreased from 24.92% to 20.83% (-4.09 percentage points).

The mean gender pay gap increased from 22.17% to 22.69% (+0.52 percentage points).

The median bonus pay gap increased from 19.10% to 23.84% (+4.74 percentage points).

The mean bonus pay gap decreased from 36.01% to 28.01% (-8.00 percentage points).

In 2024, 88.6% of males and 82.14% of females received a bonus (a 6.46 percentage point difference). In 2025, 93.55% of males and 95.31% of females received a bonus (a 1.76 percentage point difference, with females receiving bonuses in a higher proportion).

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

Benjamin Spence

Senior Director, HR