

Electronic Arts

UK Gender Pay Gap Disclosure 2025

Introduction

Electronic Arts (EA) is a global leader in digital interactive entertainment. The Company develops and delivers games, content and online services.

For the purposes of the UK Gender Pay Gap Disclosure, we are reporting on the scope of our UK entity, Electronic Arts Limited (EA Ltd), which employs over 1,100 employees as of 5 April 2025. Of these employees, 23% are women and 77% are men.

Job functions across our UK workforce span marketing, sales, IT, development, HR, legal, finance, facilities, administration and game development.

This report has been prepared in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures presented reflect accurate employee data gathered on 5 April 2025 and have been calculated in accordance with the methodology set out in the regulations.

The gender pay gap reflects the difference in average pay between men and women across the organisation. At EA, compensation is determined by job function, job level, experience, performance and market benchmarks, regardless of gender or any other personal characteristic.

Methodology and Metrics

In accordance with the Gender Pay Gap reporting regulations, the following four metrics are reported:

1. Average hourly pay gap between men and women reflected as a median and mean.
2. Average bonus pay gap between men and women reflected as a median and mean.
3. Proportion of men and women receiving a bonus.
4. Proportion of men and women in each pay quartile.

The calculations represent an average view of pay across the workforce. They do not take into account role type, seniority, or experience. The analysis is based on employee data recorded in our payroll systems.

Results – Hourly Pay Gap

	Electronic Arts Limited
Mean pay gap	5.9%
Median pay gap	7.8%

In the previous reporting year (April 2024), the mean pay gap was -5.7% and the median pay gap was 2.4%. The 2025 results therefore reflect a year-on-year increase in both measures.

Year-to-year movements can be influenced by workforce composition changes, including recruitment activity, internal promotions, restructures, maternity and other statutory leave, and attrition.

Results – Bonus Pay Gap

	Electronic Arts Limited
Mean bonus pay gap	22.2%
Median bonus pay gap	21.4%

In the previous reporting year, the mean bonus gap was 9.2% and the median bonus gap was 15.8%.

In addition to base salary, employees may be eligible for performance-based incentive compensation. Bonus targets are defined by role, job level and location and are not differentiated by gender.

Proportion Receiving Bonus

	Electronic Arts Limited
Men receiving a bonus	89.1%
Women receiving a bonus	78.8%

In the previous reporting year, 88.3% of men and 79.5% of women received a bonus.

The employees who did not receive a bonus were ineligible or did not meet the payout criteria in line with plan rules.

Gender Representation by Pay Quartile

	Men	Women
Upper	80.0%	20%
Upper middle	80.0%	20%
Lower middle	76.8%	23.2%
Lower	70.7%	29.3%

Women represent 23% of our overall workforce. In 2025, female representation increased in the upper-middle quartile, reflecting continued progression of women into more senior roles.

EA's Commitments to Our People and Inclusive Culture

At Electronic Arts, we make play happen through a shared passion for innovation and creativity. Our success in interactive entertainment is powered by the ingenuity of our people. Our teams shape the immersive worlds, characters and communities that inspire and entertain hundreds of millions of players worldwide. Through collaboration and continuous learning, our people — across geographies, experiences, skills and backgrounds — drive innovation and shape the future of entertainment.

We continuously invest in best-in-class people practices throughout the employee lifecycle. This ranges from how we attract people, to expansive hiring practices that enable us to find the best talent, to learning and development which supports our people in growing their skills in our rapidly evolving industry, and to fair compensation and rewards that help us achieve industry-leading retention of talent. We foster a culture of innovation, continuous growth and excellence, providing our teams with the resources, opportunities and environment to thrive.

In the UK, equal pay is underpinned by the Equality Act 2010, which states that men and women should receive equal pay for equal work. We are committed to upholding both the spirit and the letter of this legislation. Equitable pay means ensuring our employees are compensated fairly for the work they perform, based on role, skills, experience and performance — and not on characteristics unrelated to the job.

We analyse compensation data and annually review employees' pay practices. Where compensation outcomes do not align with our expectations based on our practices, we take action, including adjusting base pay as appropriate. During FY25, our programmes and processes have enabled us to maintain equitable base pay globally.

Retaining our global workforce of talent across multiple disciplines is essential to creativity, innovation and long-term success. We continuously monitor our company culture and people practices to refine our offerings — including benefits, pay and development programmes — to foster a workplace where employees feel connected, valued for their contributions and able to do career-defining work. When they do, they create exceptional entertainment that resonates with players across the world.

Employee Resource Groups (ERGs)

One of the many ways we create a welcoming and inclusive community is through our Employee Resource Groups (ERGs). Our ERGs are open to all employees and help foster a culture of connection, support and collaboration. ERGs celebrate our global communities year-round with experiences focused on cultural awareness and professional development. FY25 examples included:

- More than 30% of employees participated in ERGs or ERG-led events, across 66 global chapters.
- Executive Sponsors and Advisors supported 267 global and local events focused on community connection, career development and professional networking.

- Programming open to all employees included a cross-cultural business series, executive coaching, conference access and 291 ERG board leadership opportunities.
- ERGs expanded their reach through partnerships with external organisations, offering additional resources, networking opportunities, speakers and year-round cultural and professional development events.
- During Women's History Month, the Accelerate Action campaign in Play It Forward drove 390 new recognitions and a 16% increase in platform logins, strengthening community bonds and cross-functional engagement.
- In March 2026, we are celebrating 10 years of Women's Ultimate Team (WUT). WUT's mission is to ensure members are supported to grow, lead, and shape the future of entertainment. They achieve this by building a culture of inclusion and visibility. WUT provides the platform to develop leadership skills, broaden professional networks, and drive meaningful connections across the company. WUT are committed to supporting the success of women in the workplace today while empowering the next generation of women in entertainment.

Understanding the UK Gender Pay Gap

This report is published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We have made progress over recent years and remain committed to ensuring that like-for-like work is rewarded in a consistent and fair manner.

Actions to Date and Future Priorities for EA's UK Entities

To continue improving gender representation across all levels and functions of the organisation, we are committed to the following priority actions:

- Reviewing our suite of family-friendly and protected leave policies to ensure continued compliance with UK employment legislation and alignment with best practice. From April 2026, we will be making significant changes to our maternity and paternity pay arrangements which we believe will help us to become one of the most family friendly employers in our industry.
- Continuing to provide strong support for parents and carers returning to the workplace, and regularly reviewing our UK benefits offering to ensure it remains competitive and inclusive.
- EA's UK entities continue to collaborate closely with the global EA Benefits team to evaluate and implement enhancements that support employee well-being. In June 2025, updates to our Absence Policy strengthened sick pay provisions, ensuring seamless coverage and removing any gap between company sick pay and income protection benefits.
- EA Benefits has also strengthened its global Bereavement and Compassionate Leave policy to provide enhanced support during challenging life events. As part of this update, employees worldwide are entitled to 20 working days of leave following a miscarriage, pregnancy loss or reproductive loss. This reflects our commitment to fostering a compassionate workplace and ensuring employees have the time and space they need to navigate difficult circumstances without added stress.
- We recognize that flexible working is particularly valuable for employees with caring responsibilities, including parents with young children. To support our employees and in

alignment with the Employment Rights Act, we facilitate a wide variety of arrangements from an employee's first day, including part-time work, flexitime, job shares, and hybrid roles.

- EA is committed to developing a comprehensive Equality Action Plan that fosters an inclusive and supportive workplace for all employees. As part of this work, EA is working to strengthen its support for employees experiencing menopause by raising awareness, equipping managers with guidance and training, and promoting access to relevant health and wellbeing resources. We will review our policies and benefits to ensure they reflect the needs of those experiencing menopause; by encouraging open, stigma-free conversations so employees feel comfortable seeking support. By proactively addressing the impact of menopause in the workplace—such as its potential effects on wellbeing, attendance, and career progression—EA aims to help retain experienced talent and ensure equal opportunities for advancement. Supporting employees through this life stage can contribute positively to closing the gender pay gap by reducing mid-career attrition and enabling women and others affected by menopause to continue progressing into senior and higher-paid roles.
- We celebrate National Women's History month and celebrate International Women's Day.
- In December 2025, we ran our EA Dev Days. This is a global, two-day virtual event which is intended to foster community for a stronger workplace.

For more information on our people and inclusive culture, please visit:

<https://www.ea.com/en-gb/commitments/people-and-culture>

You can read our 2025 Impact Report at:

https://s204.g4cdn.com/701424631/files/doc_downloads/2025/08/EA-Impact-Report-25.pdf

We confirm that the data reported is accurate for Electronic Arts Limited and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Lewis Payne
Director
Electronic Arts