

Introduction

This report has been prepared in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures represented below reflect accurate employee data gathered on 5th April 2021 and were calculated according to the rules defined in the regulations.

Electronic Arts (EA) is a leading global publisher and developer of games, content and online services. For the purposes of the UK Gender Pay Gap Disclosure, we are reporting on the scope of our entities in the UK, which consists of 402 employees of Electronic Arts Ltd (EA Ltd) and 665 employees of Codemasters Software Company Ltd (Codemasters Ltd). Of the surveyed employees in EA Ltd, 28% are women and 72% are men. For Codemasters Ltd, 11% are women and 89% are men. Job functions range across marketing, sales, IT, development, HR, legal, finance, facilities and administration.

The total compensation package for each employee is determined based on job function and experience level, regardless of gender, ethnicity or any other individual attributes. This is consistent with EA Ltd's practice of equal pay for equal work. However, because both EA Ltd and Codemasters Ltd employ more men than women, particularly at senior and higher paid roles, the calculations that we are required to report under this regulation show a pay gap according to gender. The data below illustrates this story.

Methodology and Metrics

In accordance with the calculation guidance outlined in the Gender Pay Gap reporting regulations, the four metrics reflected include:

1. average hourly pay gap between men and women reflected as median and mean
2. average bonus pay gap between men and women reflected as median and mean
3. proportion of male and female employees receiving bonus and
4. gender proportion in pay quartiles.

The gender pay gap report reflects data from all jobs, at all levels and all salaries within the company. The calculations are an average view of the pay for men and women in the workforce without taking into consideration job function, job level, qualifications and experience. The analysis is based on how employees identify themselves according to our HR record-keeping system.

Results

The results below include the figures for both EA Ltd and Codemasters Ltd. This will be the last year that these results will be reported separately and for future periods, former Codemasters employees will be included in the EA Ltd numbers.

Gender pay gap in hourly pay

	EA Ltd	Codemasters Ltd
Mean pay gap	17.0%	15.8%
Median pay gap	17.7%	19.8%

Bonus gender pay gap

	EA Ltd	Codemasters Ltd
Mean bonus pay gap	52.6%	70.2%
Median bonus pay gap	51.5%	29.2%

In addition to base salary, employees are eligible to receive additional incentive compensation including performance bonus. As is common practice in the software and technology industry, bonus targets as a percent of base salary are greater for more senior roles within the organization. Bonus targets are defined by job role, job level and location and are therefore equal by gender.

Based on present workforce makeup, there are currently more men in more senior roles with higher target bonus percentage, which explains the disparity reflected in bonus pay.

Proportion of men and women receiving a bonus

	EA Ltd	Codemasters Ltd
Men receiving a bonus	83%	71%
Women receiving a bonus	83%	78%

All of the employees (men and women) who did not receive a bonus were ineligible for bonus because they were new EA Ltd employees whose hire date did not meet the cut-off or Codemasters employees who were ineligible for a bonus due to being either new to the company, or their job levels did not qualify for bonus.

Proportion of men and women in each pay quartile

	EA Ltd		Codemasters Ltd	
	Men	Women	Men	Women
Upper	80%	20%	92%	8%
Upper middle	81%	19%	92%	8%
Lower middle	72%	28%	86%	14%
Lower	55%	45%	87%	13%

The tables show the proportion of men and women according to each quartile pay band. Pay is commensurate with the position in the company, experience and seniority; the under-representation of women at higher levels of the company results in an overall disparity in pay based on gender.

Key Findings

We recognize the need for more opportunities for women to take more senior roles in the company. Reaching a more balanced representation across all levels and functions of the company is a priority for EA as a global organisation. We have made positive strides through our focus on talent acquisition, career development and promotion. The pace of change is likely to be commensurate with the overall volume of our UK hiring requirements but across our global business the percentage of Senior Vice Presidents and up that are women grew from 16.7% to 25% over the last three years.

We are dedicated to recruitment, hiring and development practices that promote the growth of underrepresented talent. Through the use of inclusive language tools, targeted sourcing strategies and events, we are building and cultivating relationships with underrepresented communities, including women. Our executive recruitment team works to attract diverse candidates into more senior roles and technical positions that generally reflect higher industry-average pay. All Hiring Managers and Interviewers receive “Hiring for Results” training, a comprehensive program in how to select, assess and hire talent fairly and inclusively, through a consistent and unbiased process. This includes;

1. Inclusion based strategic partnerships, events and conference sponsorships and participation help us engage diverse talent inside and outside our organization
2. Substantially all of our hiring includes diverse candidates in the initial pool, and we go further by zeroing-in on two later stages of the hiring process that our research shows best drives hiring outcomes:

- **Recruiter Review:** The stage at which our talent acquisition team reviews and assesses candidates and provides recommendations to the hiring manager.
- **Hiring Manager Interview:** The slate of candidates that the hiring manager interviews.

To address these critical stages, all business unit leaders, as well as the talent acquisition leadership, have aspirational targets for each of these two stages of the hiring process. These targets are treated consistently with other annual goals established by business unit leaders.

These targets are required to (1) reflect increases from current rates in the percentage of underrepresented talent included at these two stages and (2) be expected to result in the year-over-year increases in underrepresented talent across our workforce. Leaders are held accountable to these targets through monthly and quarterly progress reports.

To cultivate future talent, we actively focus on building pipelines of diverse talent starting with inspiring interns and graduate students to join a career in game making. We offer and facilitate a full program of year long internships, Work Experience placements, studio Open Days and Game Jams for students in the local community to participate and get early exposure to career possibilities in science, technology, engineering, arts and mathematics.

To increase representation through talent development, we have studied and identified root causes that are limiting our representation at senior levels. We have targeted actions to encourage and support women in applying for and growing towards senior leadership roles.

To build a strong and supportive community of women at EA in the UK, in 2017 we launched the UK chapter of the global Women's Ultimate Team Employee Resource Group. This group provides mentorship and networking for men and women to bolster the advancement of women in our company, and has now grown to nearly 200 members. Furthermore, we have invested in programs that equip employees with the support, resources, and opportunity for personal and career growth to reach their fullest potential at EA. Our ERGs are a critical part of our diversity, equity and inclusion strategy, bringing together employees with common interests or backgrounds to develop themselves personally and professionally, as well as to support Electronic Arts goals and objectives. Our ERGs also celebrate allyship, a critical component for connecting employees and creating a sense of belonging. Over the past 4 years, ERG membership and participation globally has grown to more than 3,000 members, many who belong to more than one ERG.

As a global company, EA believes in equal pay for equal work and has made efforts across its global organisation to promote equal pay practices. EA is committed to continuing to assess pay equity and aims for equal pay for equal work across our global organisation.

EA is a leader in games with representation featuring diversity in leading characters and experiences that engage wide-reaching communities. Diversity is deeply rooted in our teams and our creative process.

Our commitment to equality, inclusion, and diversity means compensating our employees fairly based on the work that they perform. Using a holistic and comprehensive approach, we regularly review employees' pay to apply compensation philosophies and practices that are fair, free from unconscious bias, and result in equal pay for equal contribution

EA's Commitments to Inclusion and Diversity

We celebrate diversity of thought, cultural differences, lifestyle, age, background, experience, religion, sexual orientation, economic and social status, gender identity and marital status, among other aspects of life. We invest in diversity, equity, and inclusion across our business to empower our people, actively foster inclusion and shape the future of Electronic Arts.

Our mission is to inspire the world to play and we view inclusion and diversity as a business imperative. We realize that an inclusive culture fuels our creative process and enables us to deliver amazing games and experiences for our players every day.

We strive to embrace diversity in both our games and our workforce. By investing in internal and external initiatives, we are creating opportunities for every employee to maximize contribution and reach their full potential to deliver an amazing player experience. Our entire leadership team has undergone training as allies and partners and continues to sponsor and volunteer to drive DEI initiatives across the business.

We are working to embed inclusion across our systems, processes, and culture to:

1. Attract, develop, and retain great talent that can thrive and do their best work
2. Develop relatable content and games
3. Enable expansion into new and diverse markets
4. Bridge to better representation that authentically reflects players around the world.

Each Electronic Arts Business Unit has an Inclusion Action Plan designed to cultivate a more inclusive employee experience with leadership accountability. Our Global Diversity Council, led by our CEO, governs our commitments to equity, inclusion, and diversity. The Nominating and Governance Committee of our Board of Directors oversees our commitments and progress.

We believe in being a force for change. Games can be a reflection of a diverse world, with inclusive communities that engender connection, self-expression and inspiration. With millions of hours spent in play every day, games are a powerful platform for diversity and inclusion.

Which is why, as a key member of Ukie and a leading player in both the UK and global games industry, we do all we can to help make the sector an inclusive and welcoming place for people of all backgrounds. Since its first release in 2019, the UK Games Industry Diversity Census census has been an important step to understanding how and where change needs to be made. We encouraged all our UK employees to participate in the census this year and contributed to the launch event on March 10.

#RaisetheGame

EA is also one of the five founding partners of the #RaisetheGame pledge. #RaiseTheGame is a collaborative and high-impact pledge to improve diversity and inclusion in the games industry - creating cultures where everyone belongs, and ideas can thrive. Alongside founding members Facebook, Jagex, King and Xbox, plus more than 55 other industry companies, we have committed to providing annual updates on our progress across the three main pledge pillars:

1. Creating a diverse workforce by recruiting as fairly and widely as possible
2. Shaping inclusive and welcoming places to work, by educating and inspiring people to take more personal responsibility for fostering and promoting diversity and inclusion
3. Reflecting greater diversity within games at every level from game design and development through to marketing and community engagement

EA Inclusion and Diversity Pillars and Governance

PEOPLE Attracting, hiring, developing, and retaining diverse teams.

CULTURE Creating an inclusive environment, where people feel that they belong.

COMMUNITY Building and maintaining healthy online and local communities.

We continue to work to attract, hire, develop, and retain diverse teams, and have increased the proportion of underrepresented talent in several areas, including:

- Overall female talent grew from 23.9% to 24.5% since our last report in November 2020
- The percentage of Senior Vice Presidents and up globally that are women grew from 16.7% to 25% over the last three years

The journey we are on...

Our ability to create meaningful change starts with our people. What we have achieved is a direct result of our amazing and determined teams. Even when we were not physically together, we continued our commitments to make a positive impact in our world, and saw the power of what we can accomplish for our players, our communities, and our company.

We strengthened our inclusive recruiting strategies which brought in more diverse applicants. As a result, we hired from underrepresented groups at rates greater than our current representation levels.

We created a virtual intern program across our global footprint to continue creating more equitable opportunities for underrepresented talent. Through the pandemic, in FY21, we hired 277 student interns and 120 new graduates through our university graduate traineeship and apprenticeship programs with partners including Girls Who Code as well as Historically Black Colleges and Universities, among others.

We achieved gender pay equity globally, racial/ethnicity pay equity in the United States, and believe that our policies and practices support equitable pay around the world – including regions where we do not have full access to race and ethnicity data.

We hired our Chief Diversity Officer to continue building on our strong foundational efforts and strengthening our progress on supporting a fair, respectful and inclusive workplace where all feel empowered to thrive.

For more information on EA's Commitments to Diversity & Inclusion, please visit <https://www.ea.com/about/diversity-and-inclusion>.

I confirm the data reported is accurate for EA Ltd and Codemasters Ltd.

Derek Chan
Director
EA Ltd and Codemasters Ltd

A handwritten signature in black ink, appearing to read 'DChan'.