



DIVERSITY & INCLUSION

GUIDE FOR APPLICANTS

2022



INTRODUCTION

Joining Ubisoft means discovering a multitude of professions, expertise and talents. It is this diversity within our teams that allows Ubisoft to create memorable entertainment experiences for our gamers in a work environment that respects everyone.

This guide will help you discover our actions to encourage more diversity and inclusion in our workplace, as well as accompany you during your application process so that everyone feels welcome to join us!



Foreword from Raashi Sikka *VP Global Diversity & Inclusion*

At Ubisoft, we believe that by fostering a workplace where everyone can be their authentic selves and by telling stories that reflect the diversity of our players, we can help build a more inclusive industry. Our teams are our strength and enable us to better innovate, create, and bring our vision for the future to life. Our ambition is to be an attractive workplace for talent from all backgrounds, a goal we will achieve by continuing to improve our HR processes and strengthening our corporate culture.

We know that to have a real impact, we need to drive change not only within Ubisoft, but also in our industry. To that end, we are actively working to ensure that our processes provide equal opportunities to all and that everyone feels confident in applying and joining the company, regardless of their background. We are committed to recruiting and retaining underrepresented talent and providing a workplace where that talent is heard and valued.

Our commitment is reflected in our actions, whether it be through partnerships with associations to help us attract more diverse talent, through training - especially for our recruiting teams - or through our ERGs (Employee Resource Groups) that help us drive change from within. We know there is always more to be done to foster an inclusive community within Ubisoft and beyond. As our company grows, our approach to diversity and inclusion continues to evolve. We're committed to approaching these topics with well thought-out ideas and solutions to refine our strategy and advance our goals.



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RECRUITMENT AT UBISOFT FRANCE

The recruitment process at Ubisoft consists of **several steps**. At each stage, we strive to ensure that **the process is fair and transparent for everyone**. In order to better create and innovate, we conduct our recruiting with **cultural add** in mind: we value **diversity of viewpoints, experience and skills** more than your “fit” with our corporate culture. Your recruiters will inform you about the specific process for the position you are applying for.

Before the recruitment process begins

From drafting our job offers to sourcing potential candidates, we work to emphasize the essential skills for each position and to make our offers as inclusive as possible in order to reduce unconscious bias (for example, by working to reduce wording with gendered connotations, team trainings, etc.)



HR phone interview or pre-filmed video intro

The objective of these interviews is to establish a first contact with you in order to determine if your profile corresponds to the position, to your desires, and to better understand your motivations for the position.



Interview with your future manager and/or your second-level manager

The purpose of these interviews is to go into the details of your future assignments and to verify the match between your skills and the demands of the position. They are not interrogations, but rather an opportunity to have a real exchange and to get to know you beyond your CV.



Case studies and/or technical tests

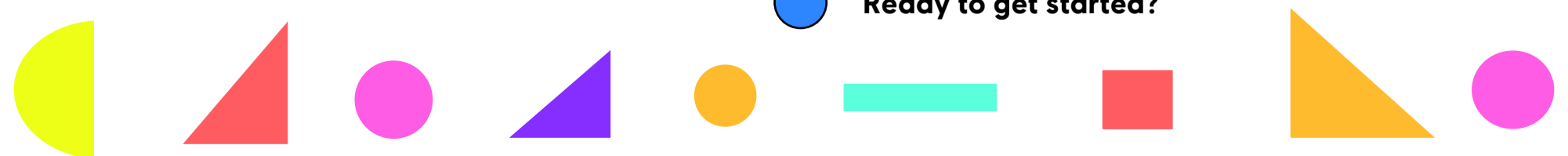
The case studies and technical tests allow us to evaluate your skills in a concrete and objective way with a real situation. We pay more attention to your reasoning and the construction of your answers than to the result itself. These tools are regularly reviewed by our teams in order to reduce any potential bias they may contain.



Debriefing of the recruitment process

This interview is an opportunity for you to present your work during the previous exercise, to better understand your reasoning and the articulation of your answers (especially during the case study if applicable).

Ready to get started?





DIVERSITY AT UBISOFT FRANCE



DISABILITY AT UBISOFT

OVERVIEW OF OUR ACTIONS

In 2017, we created **Boost!, our Disability mission**. It allows us to work on ensuring the proper integration and inclusion of people based on situations revolving around their **disability, health, or neurodiversity**. Our actions revolve around several axes:

- **Individual support** (job adaptation)
- **Training and raising awareness** amongst teams
- Improving **our HR policies** (specific leave schemes)
- Our **external partnerships** (Hello Handicap, Duoday, PedagoJ)

Why should I talk about it?

Your health or disability situation is an element of your personal life that can have an impact on your work and for which we want to **provide you with the best possible support**. In order to facilitate the discussion of your situation during the recruitment process, **our teams are regularly trained** and are aware of the variety of issues that may arise. Talking about it will allow us to **adapt the recruitment process** according to your needs. It may also allow you to **adjust your working conditions** once you are on the job to benefit from the best possible conditions!

How do I bring up my disability during the recruitment process if I want to talk about it?

Your health or disability situation is a personal matter, you are obviously under no obligation to talk about it, and it will have no impact on your potential recruitment. Our goal is **to create the ideal conditions for you to reach your full potential**, especially during your interviews. If you want to talk about it, we advise you to focus on **your potential needs related to the recruitment process or to your daily work**. The essential information is enough!

●●● (switch pages to read the rest)



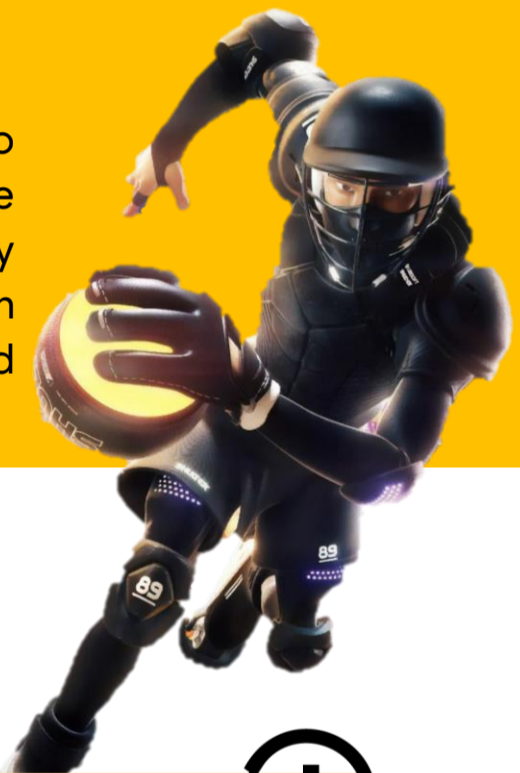
DISABILITY AT UBISOFT

You can talk about your neurodiversity or disability at any time: mention it directly on your CV (especially if you have a **RQTH**), in the "comments" space, or on our application platform SmartRecruiters.

You can also mention it during the first telephone contact with our recruitment teams, during the interview, or at any time during the process by contacting **the Boost! mission. They can be reached at boost@ubisoft.com** and can support you and the recruitment teams throughout the process.

What happens next?

If you do join Ubisoft (welcome!), **the Boost! mission** is available to accompany you throughout your time with the company, whether it be through supporting your will to **discuss the subject with your team** or any other person, assisting you in carrying out **RQTH procedures**, etc. You can also count on the HR teams, your manager, employee representatives, and the work doctor.



A closer look at the Employee Resource Group (ERG)* dedicated to neurodiversity



NEURODIVERSITY A UBISOFT ERG

The ERG **Neurodiversity Initiative** aims to serve as **a reference group on neurodiversity** for all Ubisoft employees and provides a space for everyone to freely **share their experiences**. Its goal is to **raise awareness** of neurodiversity issues, **encourage inclusion initiatives**, and ensure that the video game world reinforces a **general sense of belonging and inclusion**.



*A mostly voluntary, employee-led group that promotes a diverse, inclusive and equitable workplace in alignment with the organization's goals.

GENDER EQUALITY AT UBISOFT

OVERVIEW OF OUR ACTIONS

Gender diversity and professional equality between women and men at all levels is a priority for Ubisoft. In March 2020, we set the goal for ourselves that women would represent **24% of our workforce worldwide** by March 2023. **We've already surpassed that goal** and we're not going to stop there. We are continuing to make progress in key areas of our HR practices:

- access to training and promotion
- work-life balance
- wage equality
- recruitment

Discover the results of our Equal Opportunity Index by clicking [here](#).

I AM A WOMAN...

Female talent is often underrepresented in the tech sector and particularly in the video game industry. How is Ubisoft working towards a better gender balance?

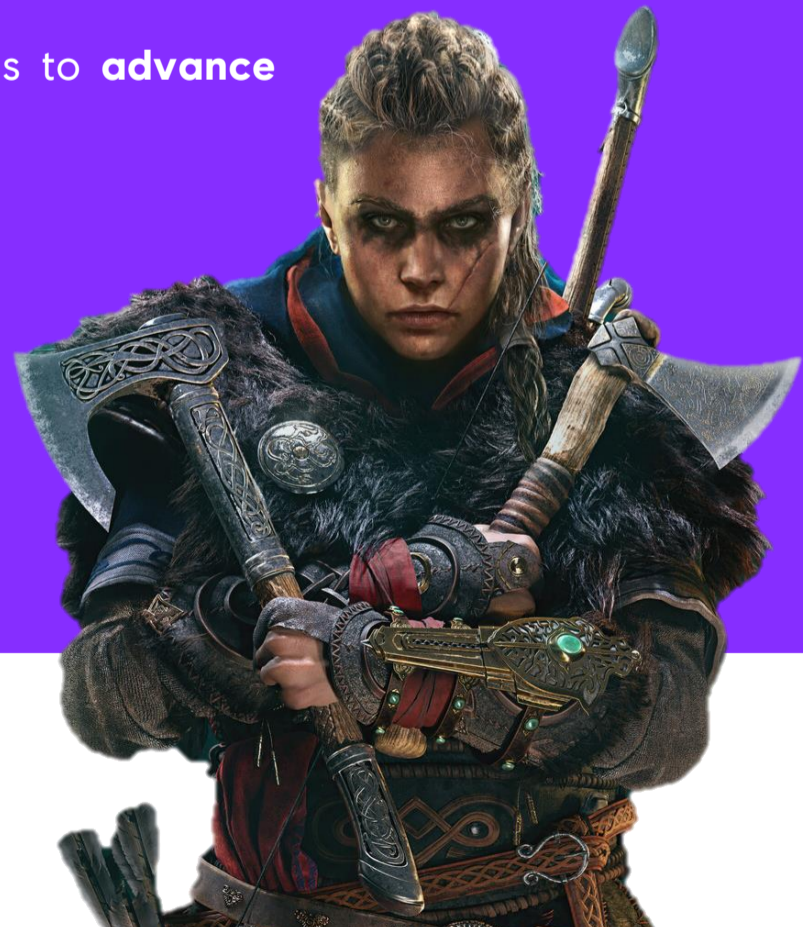
Ubisoft is committed to contributing to the feminization of its workforce and the overall industry!

Internally, **our recruiting teams are trained** to overcome gender bias so that **everyone feels confident enough to apply and join our company!** Thanks to their efforts, **the recruitment of female talent has steadily increased** over the past few years, in all types of positions and levels of responsibility!

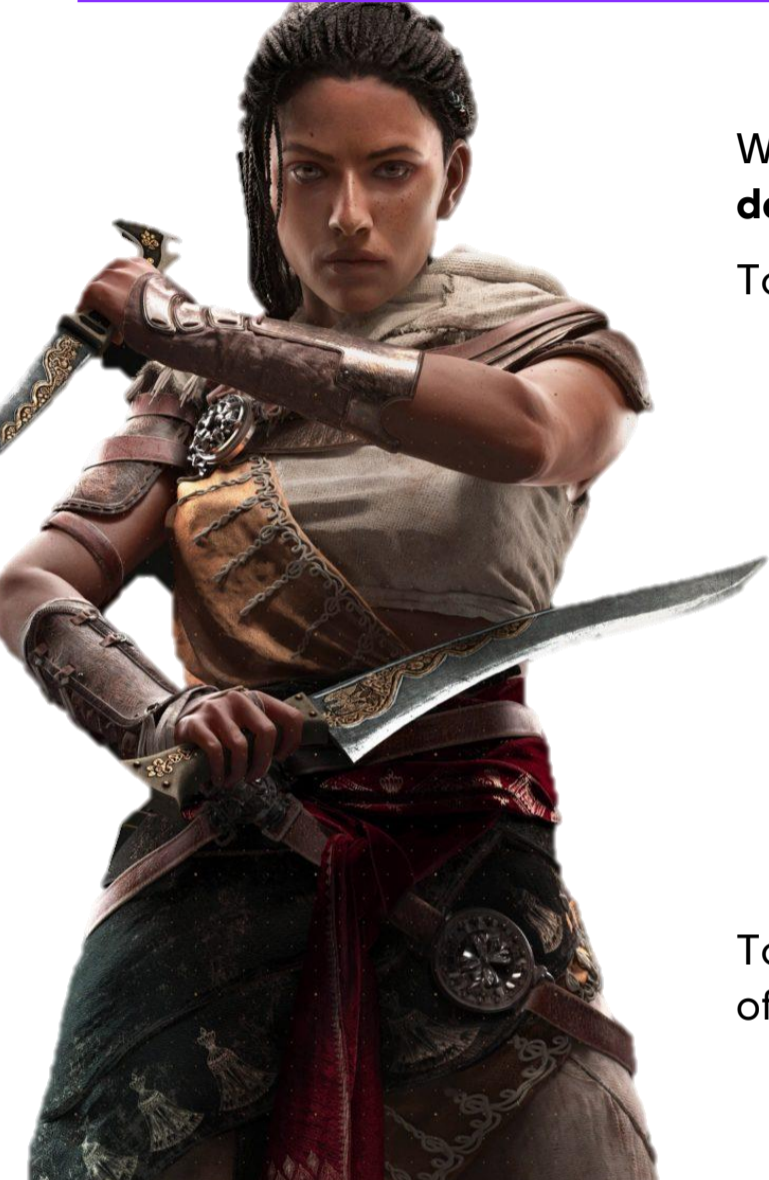
Externally, **our partnerships** allow us to implement actions to **advance gender diversity** in the video game industry.

Some examples include:

- Coaching sessions with members of the associations **Women in Games** and **Afrogameuses**;
- Interventions by Ubisoft employees with high school and university students with the association **Elles Bougent**;
- Masterclass at the **Ada Tech School**.



If I accept my offer, what actions does Ubisoft put into place to help me feel fulfilled in my work and develop my career?



We want to create working conditions that will allow you **to develop and project yourself** professionally at Ubisoft.

To do this, we have put in place several actions:

- **support and career development programs** (mentoring, co-development, coaching, etc.);
- development of our HR policies for **better professional equality and a better work-life balance**;
- strengthening **awareness and training initiatives** (conferences, workshops, etc.)

To find out more, don't hesitate to contact the teams in charge of your recruitment process.

A closer look at the Employee Resource Group (ERG)* dedicated to women and non-binary individuals



Women and Non-Binary is an ERG with many local variations in different countries and studios, including in France. As a **woman or non-binary person**, you can join to find a **safe space, support or help**, and resources to evolve in your career.

Allies are also welcome! The local Women & Non-Binary ERGs also aim to work towards **improving gender equality issues** at Ubisoft, and to encourage better representation of women and non-binary people in the video game industry.



**WOMEN &
NON-BINARY**
A UBISOFT ERG



BEING LGBTQIA+ AT UBISOFT

OVERVIEW OF OUR ACTIONS

At Ubisoft, we're committed to ensuring that teams have an environment where everyone is free to be themselves. Since 2019, we have been working to support our LGBTQIA+ employees throughout their time with the company. In order to create an open and supportive culture, we have put in place several initiatives:

- **Awareness-raising activities** (conferences, testimonies, resources, etc.) and training to ensure that LGBTQIA+ issues are understood by everyone
- **Coaching** (of individuals and teams), **internal and external support** to create an inclusive environment
- **Partnerships** with associations such as **Outrans** or **l'Autre Cercle** to benefit from their advice and expertise and to **deepen our support systems**.

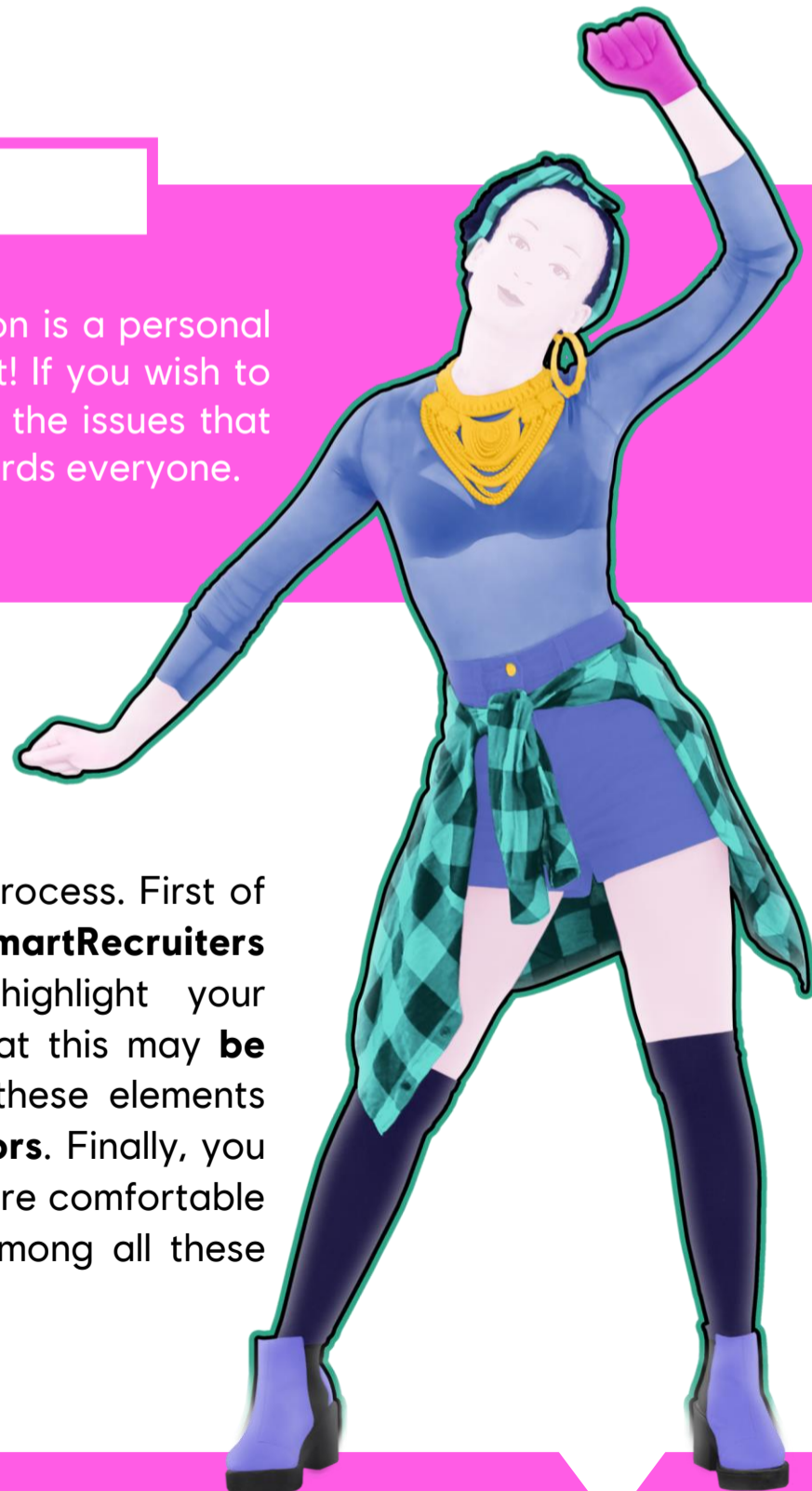
I AM LGBTQIA+...

What do I do if I wish to talk about it during the recruitment process?

Talking about your gender identity or sexual orientation is a personal matter, there is obviously no obligation to talk about it! If you wish to do so, all of **our teams are regularly made aware of** the issues that concern you and are committed to being inclusive towards everyone.

Examples of ways to bring it up:

You can do this at several stages of the recruitment process. First of all, you can fill in your pronouns **directly on the SmartRecruiters platform or on your resume!** You can also highlight your extracurricular (or other) commitments, if you feel that this may **be relevant to the job**. You can of course talk about these elements **during the interviews with your different interlocutors**. Finally, you can also wait to discuss it with your team so that you are comfortable in your daily work routine if you accept the offer. Among all these steps, choose the one that suits you best!



What happens next?



Ubisoft is deploying actions so that **every employee can be themselves at work and feel fulfilled on a daily basis.**

In addition, we pay particular attention to the issues of trans-identity and non-binarity, for which we have set up specific support mechanisms and processes. You will also be able to enter your pronouns on internal software, as well as modify your first name if it does not match the one on your identity papers.

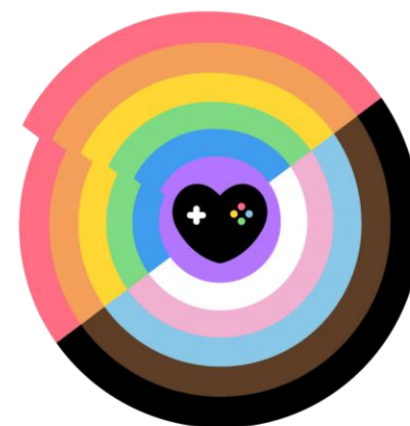
In addition to the awareness and resources we offer to employees, the Diversity & Inclusion team can be at your side to initiate discussions with your team (for the announcement of a gender transition or other cases).

A closer look at the Employee Resource Group (ERG)* dedicated To LGBTQIA+ communities



Ubiproud is an ERG at the international level of Ubisoft which is also present as a local ERG in France: the **French Queer Bureau (FQB)**. The FQB is Ubisoft's first ERG in France! Its goal is to **improve the visibility and inclusion of LGBTQIA+ people** within Ubisoft.

As an LGBTQIA+ employee, you can join and benefit from **a space of support, exchange and listening that is intersectional and compassionate!** Allies and other interested parties are also welcome to join and will be able to benefit from the **educational content and cultural resources** made available by the FQB for all!



UBIPROUD
A UBISOFT ERG



ORIGINS & INTERCULTURALITY

OVERVIEW OF OUR ACTIONS

The topic of origins at Ubisoft in France is multidimensional. We address them through actions that take the form of partnerships or by improving our internal company policies:

- Ethnocultural origins in the video game industry through awareness-raising events or actions carried out with the association **Afrogameuses**;
- The socio-economic dimension through the interventions of our employees alongside the **CGénial Foundation** and **Atout Jeunes Universités** or through the [PEARL project](#) in partnership with **Simplon**;
- Internally, HR processes are continuously improved to facilitate the integration of international employees.

I am not familiar with the video game industry. Can I join Ubisoft?



At Ubisoft, we seek to surround ourselves with **people who are passionate about their specialties, their jobs and entertainment in general.**

Ubisoft offers a wide variety of jobs ranging from video game production (programming, game level & design, art...) to support functions (such as communication, marketing, human resources, legal services...). Whether you are new to the video game industry or a seasoned gamer, **you will find your place at Ubisoft!**

I didn't go to a school specialized in video games or a top school, what are the opportunities available for me at Ubisoft?

At Ubisoft, we believe that the diversity of backgrounds and experiences is **a fundamental asset in our development.** That's why we work to **limit the number of qualifications required** in our job offers.

We have also formed **partnerships** with associations/projects such as Atout Jeunes Universités or the LinkedIn Alliance, "A Network For All". We also support **initiatives led by actors in the private and public sectors** who act for more equal opportunities, such as the Simplon network of schools.

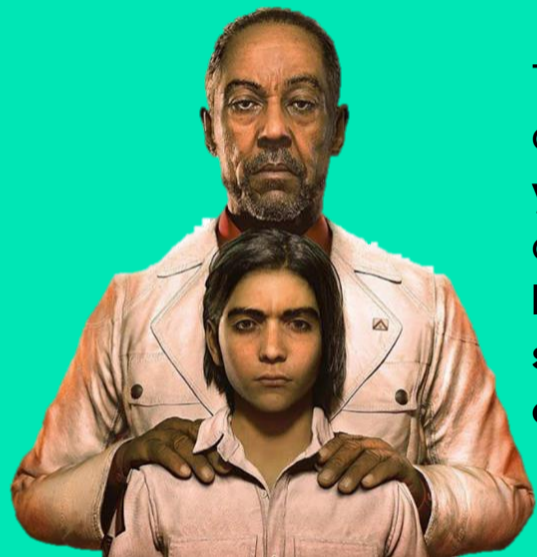
ORIGINS & INTERCULTURAL

What is the place given to non-French people at Ubisoft?

Ubisoft is an organization with a **strong international presence!** The **diversity of nationalities and cultures is an asset** that allows us to be an inclusive company capable of producing video games that suit all its players!

Ubisoft is committed to encouraging this diversity and currently employs **113 different nationalities, including 63 in its French studios!** Tools are available to all employees to facilitate intercultural exchanges.

What's next?



To ensure that your integration goes as smoothly as possible, particularly as a person of international origin, we have set up **support mechanisms for your administrative procedures**, in addition to your HR teams who accompany you on a daily basis.

For non-French speaking employees, we are progressively implementing the **systematic translation of our communications, information and other content** deployed internally to make them more accessible to everyone.

A closer look at Employee Resource Groups (ERG)* dedicated to diversity of origins



A.P.I. (Asian and Pacific Islanders) addresses the diverse needs of the Asian and Pacific Islander community

GENTE includes anyone who identifies as Latino/Latina or comes from anywhere in Latin America

B.E.A.U (Black Employees At Ubisoft) promotes the advancement of black employees at Ubisoft. In France, the ERG is represented by NUBI (Noir-e-s @ Ubi)

SALAAM's mission is to strengthen the identity of the Middle East and North Africa within the video game industry



A.P.I.
A UBISOFT ERG



B.E.A.U.
A UBISOFT ERG



GENTE
A UBISOFT ERG



SALAAM
A UBISOFT ERG



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GENERATIONS AT UBISOFT

OVERVIEW OF OUR ACTIONS

The world of video games is still perceived as being reserved for young people, even though its players are increasingly diverse. With an average employee age of 34 years old, there are **now four generations working together at Ubisoft**, with people aged from 20 to 62!

Ubisoft wishes to articulate its intergenerational policy around the axes of training and career development, the transmission of knowledge between generations, and support for retirement and health issues.

The video game industry has the reputation of being an industry for young people, what are my prospects within the company?

Our teams are aware of the richness of intergenerational collaboration, whether it be in terms of **skills transmission or synergies between generations!** Everyone's experience is valuable, which is why **Ubisoft recruits at all career stages**. To create a productive and inclusive environment for all ages, Ubisoft invests in the **recruitment of senior profiles, career management, and health and safety at work.**



What if I am a recent graduate or want to do an internship/apprenticeship?

Our Campus teams are dedicated to the follow-up and development of interns and apprentices to create a talent pool, with a **very good conversion rate into a position after an internship or apprenticeship!**

As a junior or trainee, you will benefit from **training and support**. Once you're autonomous, your **missions are empowering and varied**, regardless of the type of contract. **Working at Ubisoft means carrying out real projects on a daily basis!** We understand the importance of training tomorrow's talent!

What's next?

Regardless of your level of seniority, we are committed to guaranteeing equal opportunities for all. Joining Ubisoft means being part of an international company of more than 21,000 people, across 45 different countries. There are many opportunities for career development within the various job families, as well as in entities in France and abroad.

Our HR practices are developed to support our employees at every stage of their career by offering a range of measures (internal mobility, training, mentoring, co-development, etc.) right up to the end of their career!

A closer look at mentoring and graduate programs



Ubisoft has recently set up several mentoring programs both nationally and internationally.

The goal? **To capitalize on the skills and experiences of our most experienced members.**

At the same time, we also want to enhance **the career development of more junior profiles** by offering graduate programs available in more than 20 studios around the world. Learn more about the program [here](#).



A MORE INCLUSIVE DAILY WORK LIFE

OVERVIEW OF OUR ACTIONS

Inclusion has been the starting point for the deployment of our actions: beyond recruiting diverse talent, we want to create an environment in which everyone can thrive. We are continually working to improve our HR policies and strengthen an inclusive corporate culture where diversity is celebrated!

What has Ubisoft put in place to create a healthy and inclusive work environment?



Mandatory training for all our staff

To ensure an inclusive work environment, we have implemented **mandatory anti-harassment and anti-discrimination training for all our employees and reviewed our reporting processes.**

Strengthening our HR processes

We have **strengthened our policies against discrimination and harassment.** We also created and completely revised our **Code of Fair Conduct**, which is signed by 100% of our employees. **Several channels** through which team members can report inappropriate behavior have also been created. All reports are **received anonymously and handled by an independent external partner** to ensure an impartial approach.

Continuous improvement

Ubisoft takes a proactive role in creating a diverse, inclusive, healthy and safe working and gaming environment for its employees and gamers. This commitment has given rise to all the programs, partnerships and mechanisms that make up our **Diversity & Inclusion policy** today.

A MORE INCLUSIVE DAILY WORK LIFE

What measures does Ubisoft propose to facilitate the balance between professional and family responsibilities?

We have put in place several measures to facilitate this articulation, particularly on the subject of parenthood:

- **7 weeks** of paternity and co-parent leave
- **20 weeks** of maternity leave
- **Childcare arrangements** (babysitting, day care, etc.)
- **3 days of sick leave, additional leave for medically assisted procreation, etc.**



Is it possible to work from home at Ubisoft?

At Ubisoft, working from home makes up a part of our flexible working arrangements! It's not an obligation; **any employee whose position allows it is free to work from home or not**, depending on the pace of his or her entity. For people whose **particular situations require more flexibility**, arrangements can be made.

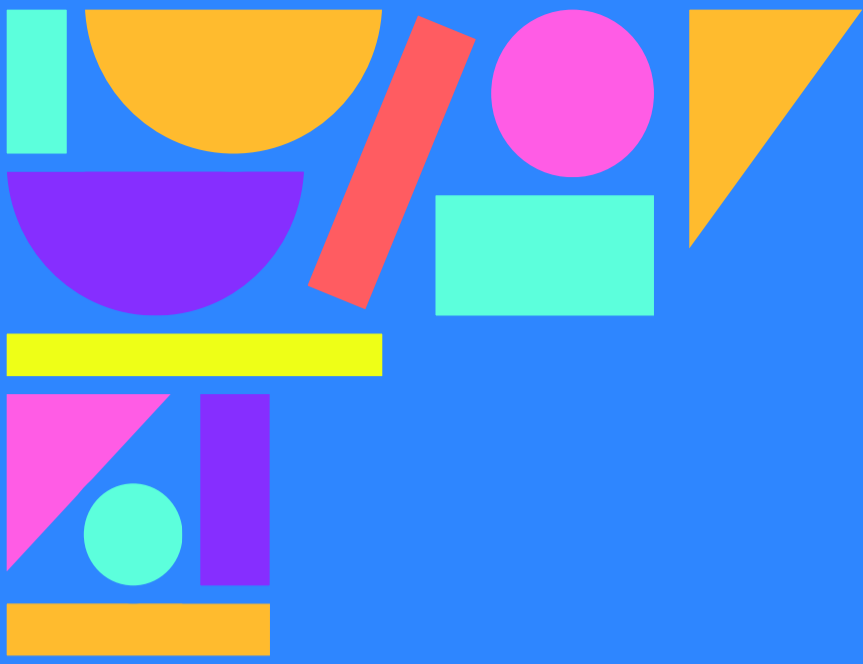
Ubisoft is also implementing the Work From Anywhere scheme, which allows citizens of the European Union to **work 20 consecutive days per year from any European country!**

What should I wear to work at Ubisoft?

There are no dress code requirements at Ubisoft. Our employees share the same desire to grow within a company that welcomes them as they are, and that goes for their clothes too! **Do you have green hair and collect sneakers? Do you feel more comfortable in a suit and/or high heels?** Don't worry, Ubisoft is all about your comfort and your personal taste.

Joining Ubisoft also means taking advantage of...

... a plethora of benefits: a meal ticket card, free breakfasts on the first Monday of the month, 50% reimbursement of your transportation card and financial aid for bike rides to work, discounts on cultural events and entertainment (concerts, shows, etc.), access to the Ubisoft fitness center...



UBISOFT

