

# 2018 Gender Pay Gap Report for Games Workshop

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Games Workshop is required to carry out Gender Pay Gap reporting.

Games Workshop is the largest and most successful hobby miniatures company in the world. We are a vertically integrated company that designs, makes, distributes and sells fantastical miniature soldiers and associated models. We also design, make and sell books and accessories to facilitate the different hobby activities of collecting, building, painting and playing with our fantasy miniatures.

We believe in paying people fairly for the job that they do irrespective of gender and are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work.

## What is the gender pay gap and how is it calculated?

If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the **median** gender pay gap compares the pay of the female in the middle of their line to the pay of the middle man.

The **mean** gender pay gap shows the difference in the average hourly rate of pay between men and women in a company. This is different from 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs.

Different jobs pay differently and the number of men and women performing these jobs varies, therefore a gender pay gap exists.

## Gender Pay Gap Result

The results show our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5<sup>th</sup> April 2018). It also captures the difference between the mean and median bonuses paid to men and women in the year up to 5<sup>th</sup> April 2018.

We have a mean gender pay gap of 7.9% (average) and a median (middle) gender pay gap of 2.1%.

## Gender Pay & Bonus Gap

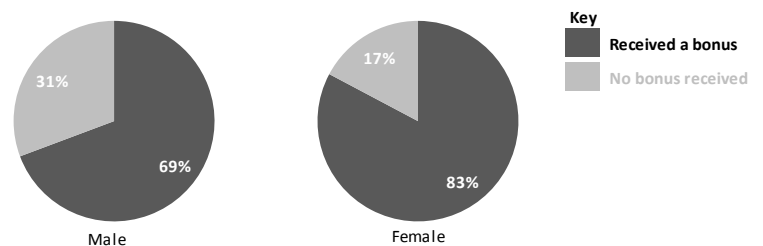
These numbers show a gender pay gap on average between men and women in favour of men. The median shows that the middle woman is paid a lower hourly rate than the middle man. This is due to there being more women employed in the lower quartiles.

| Difference between male and female employees | Mean Average | Median Middle |
|--|--------------|---------------|
| Gender Pay Gap                               | 7.9%         | 2.1%          |
| Gender Bonus Gap                             | 38.5%        | 5.5%          |

In relation to the gender bonus gap Games Workshop operates a profit share scheme that rewards all employees equally for their contribution to the company's successful performance. If someone works part time, or started part way through the profit share qualifying period, then the bonus is pro-rata. The median difference of 5.5% is due to a greater proportion of women working part time and/or employed during the profit share qualifying period compared to men.

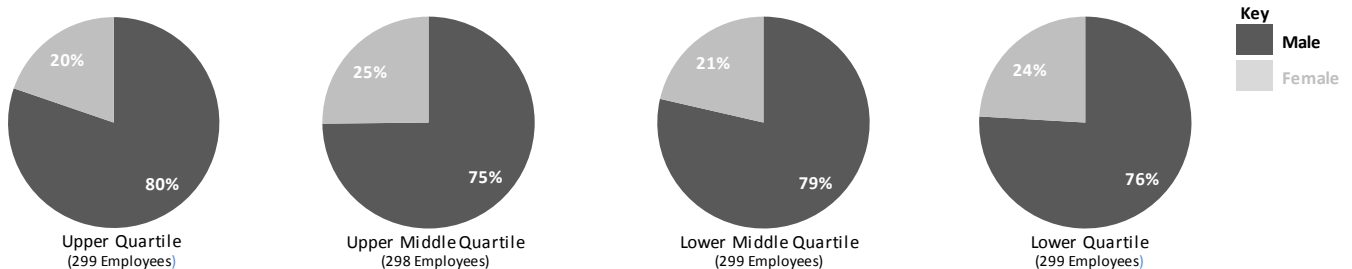
## Proportion of Employees Receiving a Bonus

The mean bonus gap of 38.5% is a reflection of the performance related pay in the retail part of the business. This area has a majority of male employees which then shifts the mean bonus gap. The proportion of female employees receiving a bonus is greater than males due to a higher number of male casual employees. Casual employees are not entitled to the profit share.



## Pay Quartiles

Proportion of males and females in each pay quartile



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## Comparison to the previous year

At the snap shot on 5<sup>th</sup> April 2018 we have more employees than in 2017. Proportionally we have more female staff than the previous year and they have been mostly employed in the lower and lower middle pay quartiles, leading to the gender pay gap mean moving from 2.0% to 7.92% and the median moving from -10.7% to 2.1%.

The gender bonus gap has reduced from 58.7% to 38.52% due to having proportionally more females in Games Workshop compared to last year, 83% of whom received a bonus compared to 69% of men. The gap remains due to performance related pay in the retail part of the business which is predominantly male. The median bonus gap has changed from 0% to 5.54% due to the profit share bonus being pro-rata for people that joined during the qualifying period, and/or on part time hours. There are proportionally more females on part time hours (15% of the total females compared to 7% of the total males) and a higher proportion of females were employed during the qualifying period.

## What is Games Workshop doing to address its gender pay gap?

- Games Workshop will continue to employ the best people for the jobs that it has available at all levels, while ensuring that it continues to be an equal opportunities employer.
- Promote Games Workshop jobs as widely as possible so that people recognise us as a choice employer, which encourages and develops all employees to be their best and has a wide variety of roles relevant to all.
- All managers receive training to ensure our recruitment and hiring practices are free from bias.
- Making sure that every policy, procedure and piece of line manager guidance encourages inclusive ways of working and reinforces the unique Games Workshop culture.
- Review our pay and bonuses regularly to ensure they reward people appropriately and fairly for the work they do.
- Review our benefits to ensure that they are as inclusive as possible for all employees.

I, Rachel Tongue, Finance Director, confirm the data reported is accurate and the figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.