

Games Workshop Group PLC

**GENDER PAY GAP REPORT**  
2021

# HOW IS GENDER PAY CALCULATED

## 1. MEAN PAY GAP

Mean pay gap is the difference between the average hourly rate of men and women. This is different from 'equal pay' which is the difference in pay between men and women who carry out the same, or similar jobs.

## 2. MEDIAN PAY GAP

The median pay gap is the difference in pay between the median hourly rate of men and women when lined up from lowest to highest paid.

## 3. PAY QUANTILES

Quantiles are calculated by sorting all employees across the business from lowest to highest hourly rate and dividing the list into four equal sized groups. The percentage of males and females in each quartile is then calculated.

## 4. BONUS PAY GAP

The mean and median bonus gap are calculated in the same way as the pay gap, however it is based on the actual bonus paid in the year up to 5th April 2021.

## 5. SNAPSHOT DATE

The calculations are based on the snapshot date of 5 April 2021; the mean and median hourly rates of pay on the snapshot date and the bonus paid in the year up to the snapshot date.

# Gender pay gap summary

## Pay Gap

We are in a position to report our findings for 2021 which shows both the mean and median pay gaps having widened over the year due to:

- Pay restructures across larger operational departments where the majority of roles are held by males.
- The historical ratio of men to women in the business resulting in fewer females progressing into higher paid roles.

Meaning that the percentage of women in the upper quartile has seen a reduction of 1%.

The headquarters of Games Workshop predominantly operate in the manufacturing industry where only a small proportion of jobs in the UK are held by women. It is also the area of the business that has experienced a thorough restructure of its pay structure from top to bottom with more senior level roles aligned to a higher pay band.

## Bonus Pay Gap

Although a lower proportion of both men and women received a bonus during the year due to employees not meeting the qualifying criteria, the mean bonus pay gap has reduced by almost 50%.

We are also pleased to report a median bonus pay gap of 0% for a consecutive period due to the Games Workshop profit share scheme that rewards all employees equally for their contribution to our successful performance.

GENDER DEMOGRAPHIC	
<b>FEMALE</b> <b>26%</b> <small>25% in 2020</small>	<b>MALE</b> <b>74%</b> <small>75% in 2020</small>

GENDER PAY GAP	
<b>MEAN PAY GAP</b> <b>10.5%</b> in favour of <u>MEN</u> <small>8.8% in 2020</small>	<b>MEDIAN PAY GAP</b> <b>4.6%</b> in favour of <u>MEN</u> <small>4.3% in 2020</small>

	PAY QUARTILES			
	Lower	Lower Middle	Upper Middle	Upper
<b>WOMEN:</b> 2021	<b>29%</b> 113	<b>26%</b> 100	<b>26%</b> 100	<b>19%</b> 75
2020	31%	21%	25%	20%
<b>MALE:</b> 2021	<b>71%</b> 279	<b>74%</b> 292	<b>74%</b> 292	<b>81%</b> 316
2020	69%	79%	75%	80%

GENDER BONUS PAY GAP			
<b>FEMALE</b> <b>85%</b> received a bonus <small>94% in 2020</small>	<b>MALE</b> <b>90%</b> received a bonus <small>96% in 2020</small>	<b>MEAN BONUS PAY GAP</b> <b>9.4%</b> in favour of <u>MEN</u> <small>18% in 2020</small>	<b>MEDIAN BONUS PAY GAP</b> <b>0%</b> <small>0% in 2020</small>

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

At Games Workshop, we value our people and understand the benefit a wide range of perspectives and backgrounds can bring to our business. We understand we must continue our commitment to diversity and inclusion initiatives.

We are continuing to invest in our people plan for 2021/2022 in the following ways:

- We will continue to employ the best people for the jobs that we have available while ensuring that we continue to be an equal opportunities employer. We will continue to apply our recruitment strategy which promotes our jobs as widely as possible externally, encourages internal promotion, and uses skills based assessment to select people for jobs.
- We will deliver company-wide unconscious bias training to the Board, senior management, and all staff, to ensure that our decisions in respect of recruitment, pay and career progression are fair and free from any bias.
- The implementation of new policies around working practices and pay will help to guide fair and consistent ways of working.
- We will continue to review our pay model to ensure fair, consistent and transparent reward practices.
- We have committed to clearer career pathways supported by the use of our departmental People Plans conducted every six months.

I, Rachel Tongue, Chief Financial Officer, 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.



Rachel Tongue  
**Chief Financial Officer**

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