

Games Workshop Group PLC

GENDER PAY GAP REPORT
2020

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 2019.

5. SNAPSHOT DATE

The calculations are based on the snapshot date of 5 April 2020; 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

Our UK gender pay gap figures for 2020 show an increase in both the mean and median pay gap versus our 2019 figures. This is due to an overall increase in headcount which has significantly increased the number of women in the lower quartile; we employ 4% more men and 12% more women in 2020 compared with 2019 and women make up a higher percentage of our workforce compared with last year. As the majority of our roles are operational, we are more likely to recruit in the lower quartile than any other.

In the UK, Games Workshop predominantly operates in manufacturing, warehousing and design, where a small proportion of jobs are held by women. As a result, the majority of senior roles are held by men so there has been little change in the upper quartiles.

Bonus Pay Gap

The mean bonus pay gap has also increased this year by 5%. This is a reflection of our performance bonus, typically awarded to management or senior roles which are predominantly held by men.

The median bonus pay gap, however, has remained consistent with 2019 as we continue to operate a profit share scheme that rewards all employees equally for their contribution to our successful performance.

GENDER DEMOGRAPHIC	
WOMEN 25% 23% in 2019	MEN 75% 77% in 2019

GENDER PAY GAP	
MEAN PAY GAP 8.8% in favour of Men 6.2% in 2019	MEDIAN PAY GAP 4.3% in favour of Men -1.0% in 2019

	PAY QUARTILES			
	Lower	Lower Middle	Upper Middle	Upper
Women: 2020	31%	21%	25%	20%
2019	22%	20%	24%	19%
Men: 2020	69%	79%	75%	80%
2019	78%	80%	76%	81%

GENDER BONUS PAY GAP			
Women	Men	MEAN BONUS PAY GAP	MEDIAN BONUS PAY GAP
94% received a bonus	96% received a bonus	18% in favour of men	0%
92% in 2019	94% in 2019	13% in 2019	0% in 2019

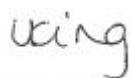
What is Games Workshop doing to address its gender pay gap?

While the UK gender pay gap has increased this year, we are employing more women in our business generally and are confident in our plan to make improvements. We established our people plan at the start of 2020 and reported our key areas of focus in the 2019 gender pay gap report. We are still in the early stages of implementing this plan, which we have updated below:

- We are developing an enhanced learning and development offer which gives everyone the opportunity to learn new skills and develop.
- We are continuing to improve our recruitment processes to ensure we support managers, promote our jobs as widely as possible, encourage internal applicants and use skills based assessment to select people for jobs.
- We are reviewing our pay and reward strategy globally to ensure fair, consistent and transparent reward practices, which include clear job levels.
- Our plans to work more flexibly have been accelerated by the impact of Covid-19. We are reviewing our long term strategy and the way we want to work in future to give more flexibility and opportunities to our people.
- We are evaluating the wellbeing support on offer and have increased communication through our regular staff updates.

I, Vicki King, Head of People, 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.

Vicki King
Head of People



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