



UK Gender Pay Gap Report 2025



Executive Summary

I'm encouraged by the progress that we're making as we continue building a more balanced and inclusive workplace. This year our UK gender pay gap has narrowed to 0.1% (mean average), reflecting the steps we've taken to strengthen representation and create more opportunities for women across King.

We have further work to do. Our bonus gap has widened at the mean level. Continuing to build a more diverse and representative leadership population remains one of the most important ways we can drive lasting change. It also reflects the structure of our organisation, with King's leadership reporting into different UK entities and distributed across Europe, not just the UK.

Our teams continue to invest in an equitable and inclusive workplace through focused, practical actions. That includes mentoring, talent accelerator programmes, and the ongoing impact of our Women@King network. This work is active, evolving, and essential to how we move forward at King.

We're focusing on a culture where Kingsters feel they belong, can be themselves, and have fair opportunities to grow. That's fundamental to who we are, and who we want to be.

We have published UK Gender Pay Gap Reports annually since 2017. While government requirements focus on men and women, we recognise and value the diversity of our workforce, including people of all gender identities. We are committed to fair pay and equitable treatment of every Kingster.

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



Suzie Carr
Chief People Officer, King

A handwritten signature in black ink, appearing to read 'Suzie Carr' with a stylized flourish at the end.

What is the Gender Pay Gap, and How is it Measured?

The gender pay gap is the difference in average earnings between men and women who report into King's UK entity.

This report's analysis follows the government's methodology, which includes:

- Organisational demographics as of 5 April 2025
- Hourly pay rates as of the snapshot date, 5 April 2025
- Bonuses paid over the 12 months leading up to 5 April 2025

This is different from equal pay, which focuses on whether men and women are compensated equally for performing the same or similar work.

Factors such as skills available in the market, hiring needs, attrition, employee movement, and promotions can all impact our gender pay gap.

**The gender pay gap is measured in two ways:
as a MEAN figure and as a MEDIAN.**



M + E + A + N

4

The mean gender pay gap reflects the difference in average hourly pay between men and women.

MEDIAN

The median gender pay gap reflects the difference in median hourly pay between men and women. In an organisation, half of employees earn more than the median, and half earn less.

UK Gender Pay Gap

Our **mean** gender pay gap is

0.1%

Our **median** gender pay gap is

3.5%

KEY: ● MEN ● WOMEN

UK Pay Quartiles

Pay quartiles are calculated by ranking all employees by their hourly pay, from the lowest to the highest, and then dividing the population into four equal groups. This provides insight into the distribution of men and women across different pay levels.



UK Bonus Pay Gap

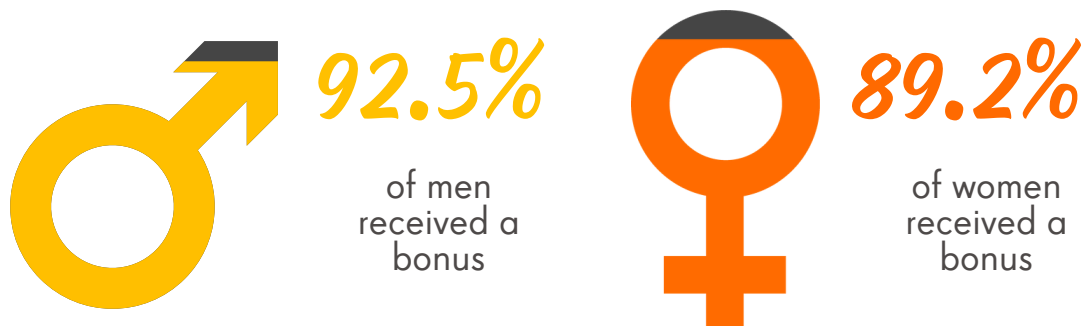
Our **mean** bonus pay gap is

56.1%

Our **median** bonus pay gap is

13.5%

Percentage of Gender Receiving a Bonus



For this report, some operational changes had an impact on the data. The pay data reflected in this report relates to the period from April 2024 to April 2025. In 2024, King changed its fiscal year from the calendar year to a fiscal year ending on 30 June. As a result, in this reporting period, a partial bonus was paid for the period from January to June 2024 and the bonus for July 2024 to June 2025 was paid out after this reporting period.



All Regular and FTC UK employees who started on or before 15 May 2024 were eligible to receive this partial bonus in September 2024.

Summary: What Our UK Data Shows


Our gender pay gap has narrowed this year. The mean gender pay gap is **0.1%**, compared to 2.7% last year. The median gender pay gap is **3.5%**, from last year's gap of 5.4%.

The median bonus pay gap is **13.5%**, which is a reduction from 18.2% last year. The mean bonus pay gap is **56.1%**, which is an increase from 12.7% last year.

Key factors contributing to these results include:

-  Increase of women in the upper quartile contributed to the reduced pay gap.
-  We have a significant number of highly skilled technical roles at King, where salaries

tend to be higher. More of these roles are currently held by men, impacting the continued, although reduced, pay gap.

-  The mean bonus gap is influenced by a small number of senior roles, where compensation is more heavily weighted toward variable pay. Changes in the geographic distribution of these roles during the reporting period can impact year-on-year comparisons, contributing to the increase seen this year. While we made progress in improving gender balance at senior levels towards the end of the reporting period, this is not yet fully reflected in the bonus data, which captures payments across the full year.

Our hourly gender pay gap remains significantly lower than industry benchmarks.

Our Approach to Diversity, Equity and Inclusion

A sense of belonging shapes how we work, create, and connect with each other across the Kingdom. Our approach to inclusion influences everything - from how we design our games to how we support our teams. Our focus is simple: build an environment where everyone feels valued and empowered to grow.

Across the industry, closing the gender pay gap remains a challenge - and we're no exception. We've made progress, but we will continue to take practical, focused steps to build a more inclusive workplace, one that reflects the realities of today and the ambitions we have for the future. After all, a great saga needs all sorts of heroes.

Company-wide initiatives:

Inclusive hiring

We bring our games to life by employing people from a wide range of backgrounds and experiences. The truth is, we cannot expect diversity in our players or originality in our games without first nurturing it within our teams.

We are continuously learning and evolving to strengthen our inclusive hiring process. This includes reviewing job descriptions through our AI-powered inclusive language assistant to ensure they are welcoming and accessible to all.

In addition, all members of our Talent Acquisition team have been trained in inclusive hiring, helping us build an equitable and diverse recruitment process.

Supporting growth and progression

In 2025, we launched Career Labs, a new career development initiative open to all employees, providing the resources, insights, and guidance to help us all grow and advance within the organisation.

In our Manager Excellence programmes, we launched an eLearning tool called 'The Inclusion Lens' which encourages managers and leaders to learn about inclusive leadership and integrate inclusivity into all aspects of their roles - from decision making and feedback to team development and talent progression.

We continue to invest in opportunities that help people build their careers at King. Our new Talent Accelerator Programme supports women through a structured six-month journey focused on development, mentorship, and future planning.

Using AI to support inclusion

Kingsters have also built AI tools that we've rolled out across the organisation to embed inclusion into daily workflows. King's 'Equity Engine' won 'Global Diversity Initiative of the Year' at the British Diversity Awards 2026. This includes an AI-powered inclusive language assistant, inclusive game design assistant and neuro-inclusion assistant.

Family-friendly policies

We offer 20 weeks' full pay for parental leave (including maternity or shared parental leave), including full bonus eligibility for that period for everyone who has been employed for at least 26 weeks. In addition, we offer 10 weeks of paid parental leave to all employees, regardless of how long they have worked at King.

Our flexible working culture also empowers employees to balance their personal and professional commitments without compromising career progression.

Building diverse talent pipelines

We educate our leaders on the benefits of a diverse talent pipeline. Having a mix of diversity in the pipeline makes our games as creative as they are. We therefore encourage our leaders to stay focused on building a diverse pipeline, promoting equitable opportunities for employees of all genders to advance into leadership positions.

Listening and learning

Through our twice-yearly employee engagement 'Signals' survey, we gather feedback on inclusion and belonging - giving us clear insight into where we're doing well and where we need to go further. In April 2025, Kingsters rated the 'Inclusive Team' category highly, at 82%.

Our games

We want our games to reflect the diversity of the players who enjoy them. By considering inclusion from the earliest stages of development, we aim to create experiences that are respectful, accessible, and representative of a global audience.



External partnerships

Progress doesn't happen in isolation. We partner with organisations across Europe and are actively involved in industry initiatives to create opportunities for underrepresented communities in the gaming and technology industries, strengthening diverse talent pipelines.

One example is our ongoing work with Ada, the National College for Digital Skills in London, where we support students from underrepresented backgrounds through mentoring, outreach, and access to role models in technology.

Another example is our partnership with Junior Achievement. Our UK Kingsters volunteer to support students from underserved communities, creating hackathon sessions, guiding students through the different phases of game design.

We also work alongside others across the industry to drive meaningful, collective progress on inclusion and representation. As founding partners of UKIE's Raise the Game pledge, we're part of a shared commitment to create lasting change across the games industry.

Alongside similar initiatives in other regions, these partnerships help us build a more inclusive culture within King and across the wider industry.





UK Gender Pay Gap Report 2025