

### Introduction

This is the first year that we have reported on our gender pay gap and we are keen to learn from it.

For the purposes of this report, the scope is for Square Enix, Ltd., a London-based company of the Square Enix group. It's based on data for the year up to 5th April 2019 and of the included employees, 31% identify as female and 69% as male. Their job roles span a variety of functions including marketing, sales, analytics, web and game development, game masters, HR, legal, finance, IT, customer support and office administration.

We're committed to hiring, retaining, supporting and rewarding our people fairly. While not the focus of gender pay gap reporting, it is important to highlight that we pay males and females performing the same job equally.

### The Games Industry

The 2018 figures show that the UK games industry's median wage gap of 18.8% remains higher than the national median. As a company operating in the games industry, this is something we have a responsibility to address. We acknowledge the long-standing, historical trend in the games industry to employ more males than females and are committed to being proactive in finding ways to inspire, recruit, develop and retain females.

Square Enix took part in the first UKIE games industry diversity census and made the #raisethegame pledge <https://raisethegame.com/> to create an industry where everyone belongs.

### Our Commitment to Diversity and Positive Change

We are committed to addressing our gender pay gap and representing female talent more broadly at all levels of Square Enix. As part of this, we will continue to improve our recruitment, selection, training, promotion and rewards. We have a strong culture of work-life balance and offer our employees flexible working so they can tend to their family needs. This year, we introduced unconscious bias training to our hiring managers and we also implemented an Apprentice Recruitment Programme where we provided promising talent with the opportunity to learn on the job and prepare for a successful career at Square Enix. Looking forward, we are embarking on a programme of inclusive recruitment training that will help us better understand how to attract more diverse talent to our organization.

While not the focus of this report, diversity in the workplace is an important related issue. Our London office has a richly multinational and culturally diverse workforce, with 24 nationalities at last count. We believe this helps to keep us creative, innovative and in tune with our global audiences.

Our goal at Square Enix is to hire, retain, develop and promote the best talent, regardless of age, gender, race, religion, belief, sexual orientation or physical ability.

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



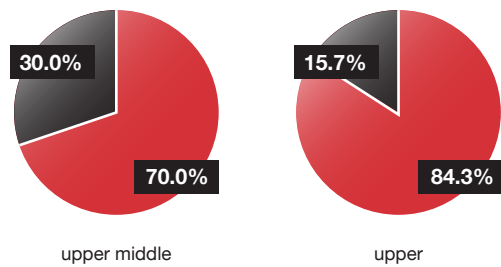
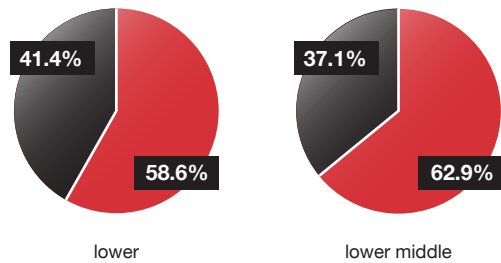
**Phil Rogers**  
CEO Square Enix Limited

### Gender Pay Gap

Square Enix is committed to paying fairly and we have policies in place to support equal pay for equal work. We observe the Equality Act and regularly review all salaries against industry benchmarks. While we do have equal pay practices, we also have a gender pay gap within our organisation that is reflective of an industry-wide challenge to attract women to work in the games industry.

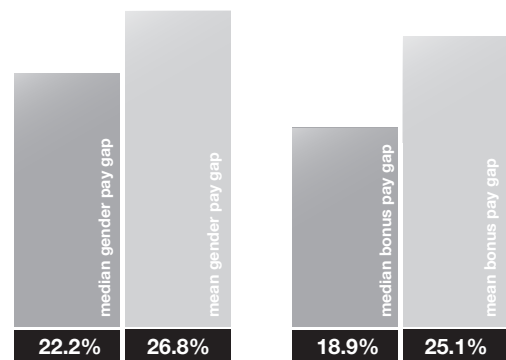


% of males and females receiving a bonus payment



% of males and females in each pay quartile

males females



The mean reflects the difference between average hourly pay between males and females. The median reflects the middle of the distribution (midpoint) of average pay.