

ROCKSTAR NORTH LIMITED

(Covering studios operating under the names of Rockstar North, Rockstar Leeds, Rockstar Lincoln and Rockstar London).

We continue to reinforce our focus on ensuring that our policies, practices, and processes remain free from bias and consistent with our commitment to diversity and equality. We have robust practices in place, including regular, detailed compensation benchmarking for both new hires and existing employees, to ensure that our employees are fairly compensated based on skills, merit and experience, and without reference to gender.

Future reduction of our gender pay gap is dependent on continuing to bring more females into our team at all levels, as well as retaining and developing female employees at senior levels. The following are some examples of the many different programs and initiatives focused on these goals:

Recruitment

- We provide training for our recruiting team and hiring managers, including Equal Employment Opportunity and Diversity training, and we plan to roll out Unconscious Bias training soon;
- Our job descriptions and advertisements are reviewed to be fully gender neutral to encourage a diverse group of applicants;
- We engage our female team members as experienced ambassadors in our University relations initiatives;
- We ensure that our shortlists and selection panels are as gender balanced and diverse as possible;
- We work with organisations such as “Women in Tech”, “Equate Scotland”, and “Women in Games”, among others, to introduce new initiatives to recruit more women from all sectors of technology.

Family Friendly Programmes

- We offer enhanced maternity pay to support our new mothers and encourage them to return to Rockstar;
- We work to accommodate flexible working arrangements and/or phased returns wherever possible or desired after childbirth;
- We work hard to foster a supportive culture for any employees who may need a little help at times – particularly those with dependent care responsibilities.

Safe and Supportive Working Environment

- We provide ongoing support and training to managers and staff to ensure our core values of professionalism, integrity and inclusiveness are upheld and that harassment and discrimination is never tolerated;
- We are introducing a Mentorship Programme, with a key goal being to build the skills and confidence of women to progress in their roles;
- We regularly engage staff to review our objectives and continue to pursue best practices from our industry in order to maintain pay equality and equitable gender representation.

We are providing the following gender pay gap data and will use it to strengthen our commitment to equality and diversity in the workplace.

1. **Gender Pay Gap: Mean 66.2% / Median 34.3%**
2. **Bonus Gender Pay Gap: Mean 85.6% / Median 62.5%**
3. **Proportion of Employees Receiving Bonus Pay (M/F): 91.0% / 89.8%**
4. **Proportion of Males and Females by Quartile Pay Band:**
 - a. **Lower Quartile (M/F): 81.4% / 18.6%**
 - b. **Lower-Middle Quartile (M/F): 76.2% / 23.8%**
 - c. **Upper-Middle Quartile (M/F): 91.8% / 8.2%**
 - d. **Upper Quartile (M/F): 91.0% / 9.0%**

We are encouraged that women constitute a higher portion of the top two earnings quartiles as compared to last year's snapshot. At the same time, we also had success in recruiting proportionately more women, with a 28% increase in female headcount as compared to an 18% increase in total headcount. While we do have a greater proportion of women in highly compensated positions this year, the high number of female hires across all positions including university hiring means that our mean and median pay gap has stayed relatively steady. We are dedicated to continuing to build a representative gender balance across all our studio activities, and pledge to continue to find new ways to support and encourage women to both take up and advance in career opportunities in game development in order to achieve that.

I confirm on behalf of Rockstar North Limited that the information provided above is accurate.



Jennifer Kolbe
Vice President

Date: April 3, 2019