

2019 SNAPSHOT

ROCKSTAR NORTH LIMITED

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

Our gender pay data shows an improvement over previous years. The primary driver was the departure of several long-tenured and higher-earning male employees, combined with changes in our structure including the transfer in and promotion of several female team members to senior positions. We also had success in recruiting proportionately more women, with a 10% increase in female headcount as compared to a 5% increase in total headcount.

We continue to focus on ensuring that our policies and practices remain free from bias and consistent with our commitment to diversity and equality. Our detailed compensation benchmarking for both new hires and existing employees is designed 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:

Talent Acquisition

- We provide training for our talent acquisition team and hiring managers, including Equal Employment Opportunity and Diversity training;
- Our job descriptions and advertisements are vetted to be fully gender neutral, and we have added diversity statements to all of our job advertisements to help encourage a more diverse workforce;
- We ensure that our candidate shortlists and selection panels are as gender balanced and diverse as possible;
- We partnered with Girls Game Lab to host a free workshop teaching design, plot and characters to girls between the ages of 8-12 at our Edinburgh studio, stoking their excitement for the vast array of creative and technical opportunities available in our industry;
- We continue to support women on our team who work as outstanding ambassadors for our industry in University Relations initiatives, as well as at public events;
 - For example, we partner with Women in Games as a Corporate Ambassador, sponsored the Women in Games Conference in London, six women on our team act as individual Ambassadors for the UK, and senior members of our global team participated in Animate Women events.
- We look forward to continuing these strong partnerships and to introducing new initiatives that encourage women to explore opportunities to work in games.

Family Friendly Programmes

- We offer enhanced maternity pay to support our new mothers and encourage them to return to Rockstar after the completion of their leave;
- We 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 all staff to ensure our core values of professionalism, integrity and inclusiveness are upheld and that harassment and discrimination is never tolerated;
- We rolled out a specific Unconscious Bias training programme to our entire global population;

- We are investing in leadership and management training for our senior team, including a focus on supporting professional and career development goals of our talented employees;
- We introduced a mentorship programme, with a key goal being to build the skills and confidence of women to progress in their roles;
- We successfully piloted a Flexitime Programme across our largest UK location, and plan to roll-out to our remaining locations;
- We are increasing the frequency at which we actively solicit feedback from the team around our practices, including around issues of pay equality and equitable gender representation.

We are providing the following gender pay gap data, which we continue to use to strengthen our commitment to equality and diversity in the workplace.

1. **Gender Pay Gap: Mean 53.3% / Median 29.3%**
2. **Bonus Gender Pay Gap: Mean 58.5% / Median 40.0%**
3. **Proportion of Employees Receiving Bonus Pay (M/F): 97.8% / 96.2%**
4. **Proportion of Males and Females by Quartile Pay Band:**
 - a. **Lower Quartile (M/F): 82.5% / 17.5%**
 - b. **Lower-Middle Quartile (M/F): 74.0% / 26.0%**
 - c. **Upper-Middle Quartile (M/F): 89.4% / 10.6%**
 - d. **Upper Quartile (M/F): 91.2% / 8.8%**

We remain 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, 2020