



# Unity U.K. binary gender pay gap report

Unity is committed to building a fair and equitable workplace, which includes compensating our employees fairly.

This report presents Unity's data and findings regarding gender pay gaps among our U.K. employees. The U.K. reporting requirements define gender pay gaps as "the difference between the average earnings of men and women across a U.K. workforce." Our calculations are based on the following:

As required, hourly pay is calculated for anyone employed in the U.K. on April 5, 2021, who received their whole month's salary (503 employees), and the data includes the month of April only. This value includes 1) base pay, 2) allowances (such as Cost of Living Adjustment, car allowances, and shift premium), and 3) bonuses paid. All calculations are made after salary sacrifice for pension.

Bonuses are calculated for anyone employed in the U.K. on April 5, 2021 (507 employees), and the data includes the 12-month period prior to April 5, 2021. A "bonus" is defined as: performance-based, incentive, commission, and long service awards with a monetary value (cash, vouchers or securities). Non-consolidated (one-off, non-pensionable) bonuses are also included. The value of vested RSUs and options exercised during the reporting period are included.

## What we found

A gender pay gap is a reflection of multiple factors, including representation and pay parity. Representation examines how people are distributed among high-paying roles, while pay parity explains how people doing similar work are paid for those roles. In 2021, Unity's median U.K. gender hourly pay gap was 19%, which is a reflection of lower representation of women in senior, higher paying roles in the U.K. However, a review of pay equity by level and by job in the U.K. indicates no statistically significant difference in base pay by gender (1.39%).

Although we have made progress in increasing the representation of women in leadership roles across Unity – going from 28.8% in 2020 to 30.9% in 2021 – and our U.K. mean pay gap is similar to other tech companies in the market, we have work to do to increase diverse representation of leaders both in the U.K. and more broadly at Unity.

The results are presented below.





### Hourly pay results

Metric	Mean	Median
Percent gap in hourly pay	17.06	19.38
Percent gap in pay adjusted <sup>1</sup> for role and level	1.39	n/a

For our U.K. staff, which represented just over 10% of global headcount, the mean gap in hourly pay was 17.06% and the median gap was 19.38%. Both of these gaps favored men, and were primarily driven by lower representation of women in more senior, higher-paying roles.

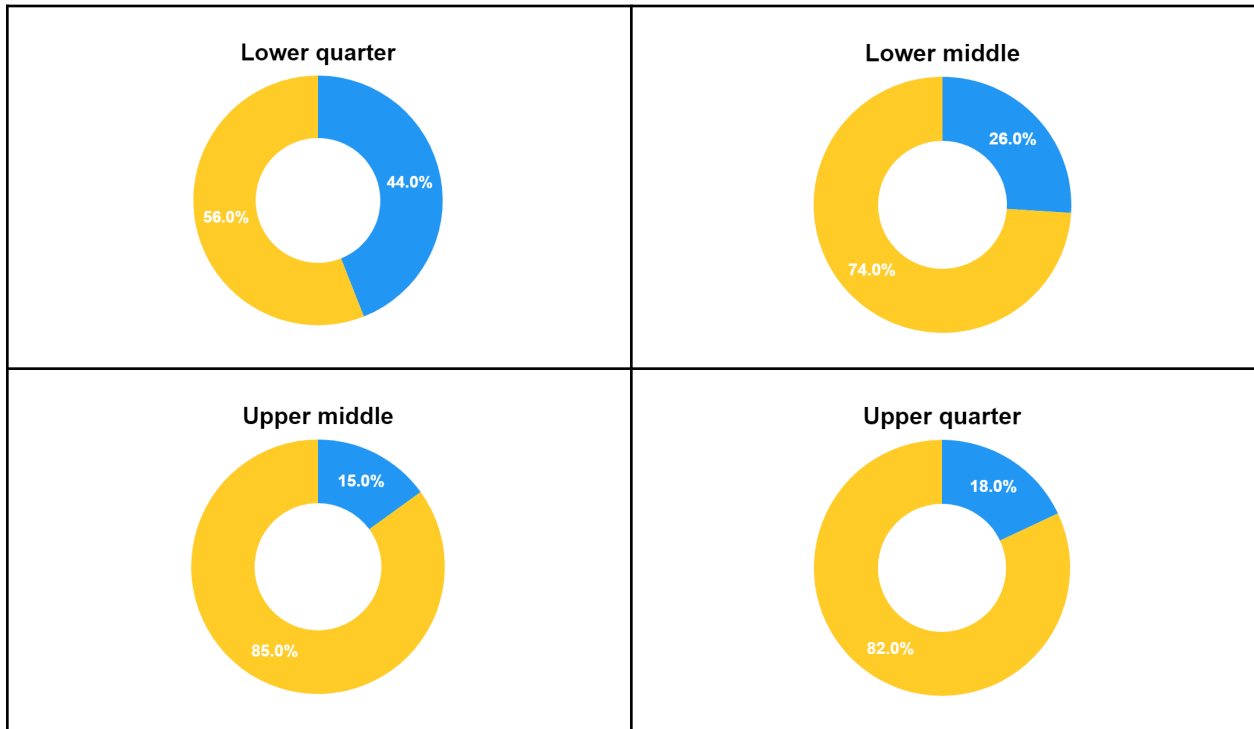


Chart: Pay quarters

Key: Men Women

Women make up 44% of the lowest-paid quarter, and 18% of the upper quarter.

<sup>1</sup> These results represent summary data from December 2021, and highlight that when these job-related factors – compensation grade profile, salary location tier, job profile, and level – are accounted for, there is not a significant pay gap between men and women.



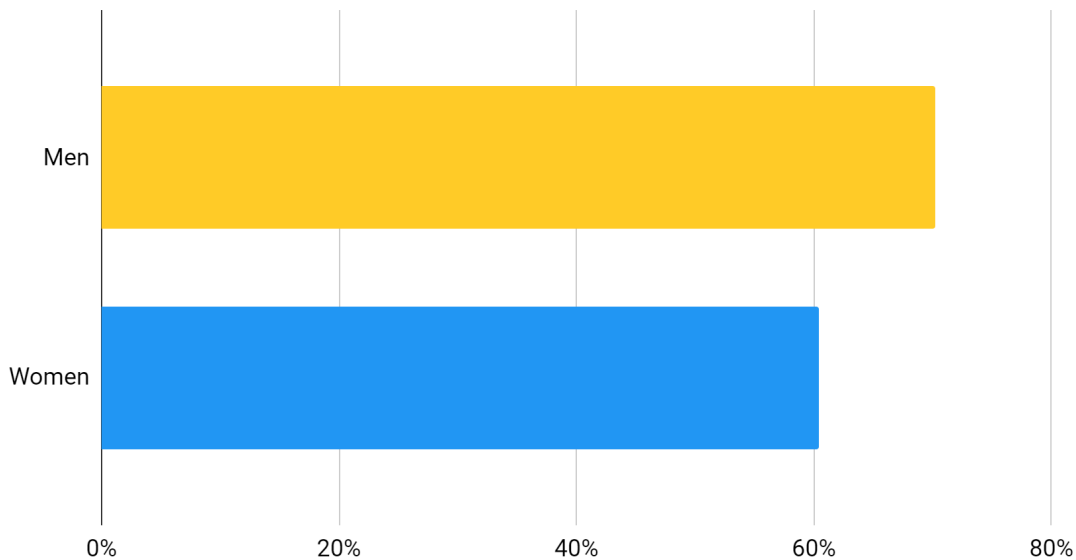


### Bonus pay results

Metric	Mean	Median
Percent gap in bonus pay	47.8%	27.1%

Our figures in the U.K. show we have a higher bonus gap, which is driven by a combination of factors, including a lack of representation of women in senior leadership roles. The mean gap in bonus pay was 47.8% and the median gap was 27.1%, both of which also favored men.

In Unity’s case, “bonus” includes exercised stock options that have increased in value or vested RSUs during the report period due to Unity going public in September 2020. As a result, the mean bonus pay gap increased due to a few senior leaders with pre-IPO equity holdings (as evidenced by the median bonus pay gap being almost 20% smaller), not corporate bonuses or commissions.



**Chart: Percent receiving a bonus**

The percentage of women who received a bonus was 60.4%, while the percentage of men who received a bonus was 70.2%.





While our U.K. mean and median pay gap is comparable to other tech companies in the market, Unity is committed to addressing the above gaps by mobilizing efforts around both representation and pay parity.

Representation is an important indicator of commitment and progress and an important metric to hold ourselves accountable. Over the past year, we have focused on improving representation at all levels; starting with our Board of Directors, we added three women of color in the last year. As of April 2022, 50% of our Board members (five of ten) are women.

At the end of 2021, women made up 30.9% of leadership positions (up from 28.8% in 2020) and 28.7% of our total number of employees globally. Examining further, women made up 18.5% of all tech roles. All three of these measurements represent an increase from the prior year, but there is still room for improvement. We are employing a holistic, forward-thinking approach to continue to diversify our ranks and narrow our pay gap, as described in greater detail below. We believe that equal representation at higher levels encourages replication elsewhere in the organization.

## What we're doing

Creating a more diverse Unity aligns with our values. It includes increasing gender representation across the company and in higher-paying, leadership roles.

To honor our commitments to diversity and increase representation, we have implemented and enhanced several key initiatives for recruiting, retaining, and advancing diverse talent:

### Diverse recruiting

- **Sourcing:** Increasing diversity in our senior ranks – and across all levels of the organization – begins at the talent-sourcing stage. Before a role is posted on our Careers page, the Recruiting team spends two weeks sourcing exclusively for underrepresented candidates. The two-week period of diversity outreach allows us to get ahead in building a diverse pipeline.
- **Reducing bias through technology:** Understanding that our biases can hinder our ability to achieve our diverse recruiting goals, we implement technology that increases fairness throughout the recruitment life cycle.





- **Enabling recruiters and managers:** We follow a structured interview process that leads to a competitive and more equitable recruitment process. By implementing diversity-recruiting training sessions and upskilling the Recruiting team in diversity-recruiting concepts, we equip our teams with the language and mindsets necessary to find diverse talent. We also require that our university-recruiting hiring managers complete diversity-recruiting sessions.

### **Employee Resource Groups (commUnity)**

- As of March 2022, there are eight global Employee Resource Groups (ERGs) – each supported by an executive sponsor – representing the Asian commUnity, Accessibility commUnity, Black commUnity, Latinx commUnity, LGBTQ+ commUnity, Muslim commUnity, Service Member commUnity, and the Women commUnity.
- As of January 2022, approximately 13% of Unity employees engage with one or more of our ERGs. Specifically, the ERGs at Unity focus their support of employees in the areas of professional development, recruitment and retention, and community engagement, with the goal of driving continued growth of underrepresented groups (URGs) in higher levels of the organization.
- Rolled out in 2021, the ERG commUnity Internal Mobility newsletter highlights internal opportunities, shares success stories, features hiring managers, and offers education on the Internal Mobility process directly to our ERGs.

In 2022, we plan to build upon our existing programs by restructuring hiring manager training and inclusive interviewing, creating a diversity-recruiting monthly newsletter, and empowering our teams to track progress through a diversity-recruiting dashboard that all recruiters and recruiting managers will have access to. At the leadership level, we are investing in a sponsorship program to support the advancement of women and other underrepresented groups into senior roles. Company-wide organizational reviews are conducted to assess workplace inclusion and address gaps in the retention, engagement, and advancement of underrepresented talent.

These initiatives are in addition to our existing and ongoing processes, such as Engagement Surveys and Internal Mobility. The success of our diversity initiatives will be measured and reported across the organization so that we remain accountable to our goals.





In addition to improving equity by increasing representation, we also work to ensure that employees are paid fairly for the role they are in. In the coming years, we will build on our prior pay equity work in partnership with Syndio, an industry leader in pay equity, to analyze and address pay inequity for women and URGs. Our approach will include changes to recruiting and compensation programs to systematically reduce inequities over time.

To truly live up to our value of being In It Together, we realize there is more work to do. Diversity is critical to our success as a business and who we are as a company; and we are committed to increasing the representation of women and other URGs – at all levels and in all areas of our business.

**Scott Pitasky, Senior Vice President, Chief People Officer**

I confirm that the data reported here is accurate.

