

# Unity UK binary gender pay gap report for 2024

When creators of interactive content choose Unity, they're often building businesses that will grow on our platform for years to come. We're dedicated to making that choice easier for them every day—helping them build, optimize, and scale games and interactive experiences that reach more users on more devices. Twenty years ago, we partnered with developers, designers, artists, teachers, engineers, and publishers to help create the games industry as we know it today: a place where games are built by anyone, for everyone. Today, we're still partnering with our customers as we shape the future of real-time 3D content creation and enable the next generation of developers to bring their vision to life and deliver exceptional entertainment.

Unity is dedicated to building an equitable workplace, which includes compensating our employees fairly and competitively.

Gender pay gap, as measured by the UK, is a reflection of both 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 2024, Unity's median UK gender hourly pay gap saw a significant improvement, dropping from 21.9% (in 2023) to 13.9%. This is a reflection of higher representation of women in senior, higher paying roles in the UK.

Our mean pay gap increased slightly from 23% in 2023 to 23.2% in 2024, while our median pay gap saw a significant improvement, dropping from 21.9% in 2023 to 13.9% in 2024.

We have seen the mean bonus gap decrease from 42.7% in 2023 to 41.7% in 2024 although there was an overall increase in our median bonus gap which moved from 36.6% in 2023 to 40% in 2024. While the raw average bonus difference appears large, an internal statistical analysis indicated that gender was not a significant predictor of bonus pay. More women received a bonus this year compared to 2023, increasing from 79.7% to 89%. Since our last report, our UK employee population has decreased by 186 employees.

In compliance with UK law, this report presents Unity's data and findings regarding gender pay gap analysis in our UK employee population. By UK law, we are specifically required to report on binary genders only (using data from Workday). I acknowledge that

this report may, therefore, not adequately reflect the ways our employee population may choose to self-identify.

The UK reporting requirements define gender pay gaps as “the difference between the average earnings of men and women across a UK workforce.” Our calculations are based on the following:

As required by the UK Government, hourly pay is calculated for anyone employed in the UK on April 5, 2024, who received their whole month’s salary (535 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, which may be skewed due to employees making different levels of voluntary contributions toward their pensions.

Bonuses are calculated for anyone employed in the UK on April 5, 2024 (542 employees), and the data includes the 12-month period prior to April 5, 2024. 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’re doing**

We are uniquely positioned to provide technology solutions and opportunity to a global community of creators that fuels their ambition and the success of Unity.

Empathy, respect, and opportunity are the cornerstone of our approach. We hold ourselves accountable to hire exceptional talent and consistently provide real opportunities for development and growth. This requires leadership accountability, a fair and level playing field absent from bias and the data to understand and track outcomes. When all of our employees are empowered to achieve more, we innovate more quickly, grow faster and accelerate the pace of achieving our mission together.

## Advancing a more inclusive and fair Unity for employees

- **Company-wide organizational reviews.** In 2024, Unity worked with leaders to focus on how to address potential disparities in the experiences of our employees that may not be related to merit.
- **Equal Opportunities for All.** We continued a proactive push for adoption of company-wide training modules with the aim of building empathy among our employees and empowering them to speak up if they see problematic behavior in order to ensure equal opportunities for all employees and applicants.
- **Building community through Employee Resource Groups.** Unity has nine global Employee Resource Groups (ERGs) representing the Asian, Access, Black, Latinx, LGBTQ+, Muslim, Service Member, Women, and Caregiver communities. Each group is supported by at least one executive sponsor at the VP+ level. The ERGs at Unity focus on providing support for represented communities across all levels of the organization. We require that managers of ERG leaders approve 10% of their time be allocated to leading an ERG, signaling the importance of ERG work to the business.
- **Annual pay equity analysis.** We work to ensure that employees are paid fairly for the role they are in. Beginning in 2023, an annual pay equity review has been incorporated into the annual compensation cycle. The goal of the review is to ensure that employees performing substantially similar roles are paid comparably based on merit, regardless of gender, race, or whether they are in an underrepresented ethnic group.

## Recruiting

- **Casting a wide net to attract the best talent.** We dedicate specified time before a role is posted on our Careers page to provide recruiters time to source candidates beyond the internal hiring team's direct network through more widely used public job portals. This ensures a broader and more expansive talent funnel and a more substantial pool of qualified applicants.
- **Reducing bias in our processes.** Understanding that as in all companies our unconscious biases can hinder our ability to attract the best talent, we implement processes that increase fairness throughout the recruitment life cycle.
- **Enabling recruiters, interviewers, and managers.** We follow a structured interview process that leads to a competitive and more equitable recruitment process. We use interview training to ensure managers are aware of reasonable

adjustment best practice. We provide training and a recruiting newsletter to inform and update our recruiting team.

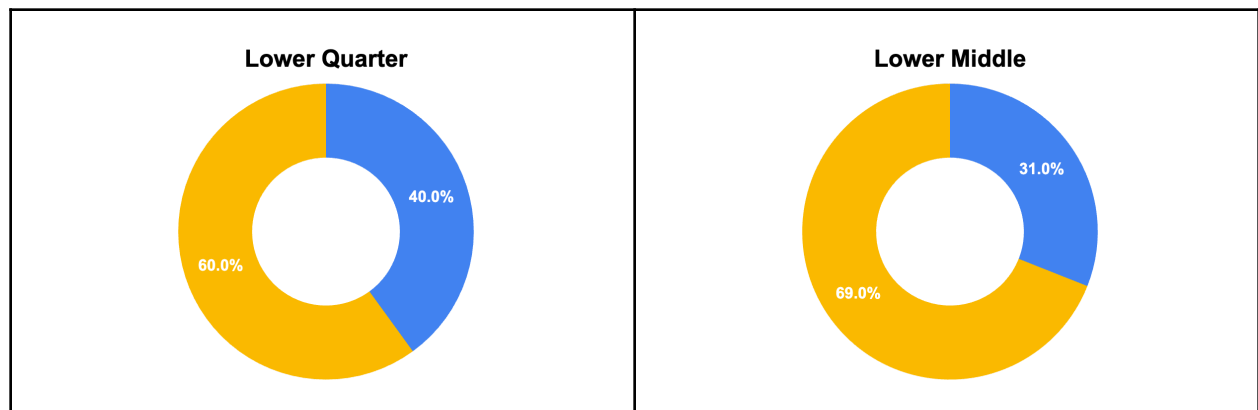
## What we found

The results are presented below.

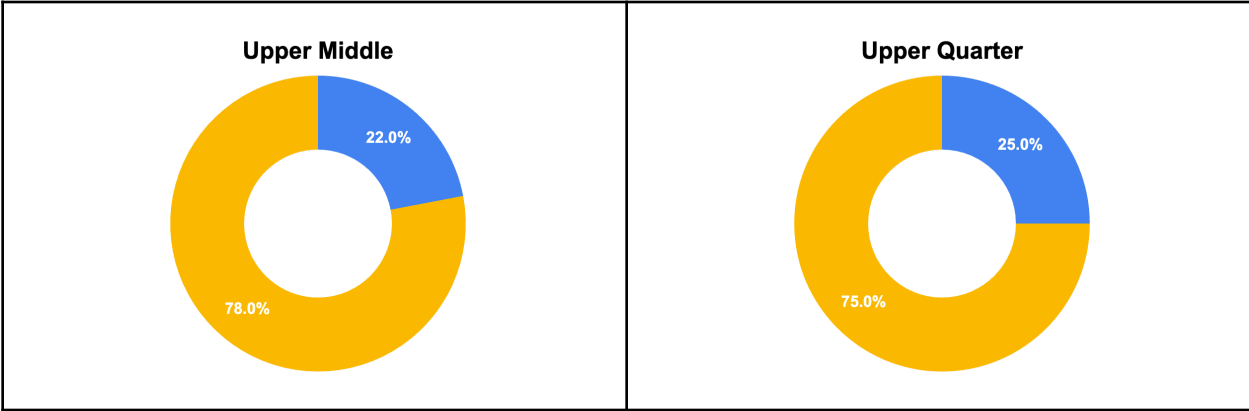
### Hourly pay results

Metric	Mean	Median
Percent gap in hourly pay	23.2% (+0.2% <sup>1</sup> )	13.9% (-8%)

For our UK staff, which represented 9% of global headcount, the mean gap in hourly pay was 23.2% and the median gap was 13.9%. Both of these gaps favored men, and were primarily driven by lower representation of women in more senior, higher-paying roles.



<sup>1</sup> All changes in percentages are as compared to 2023



**Chart: Pay quarters**

**Key: Men Women**

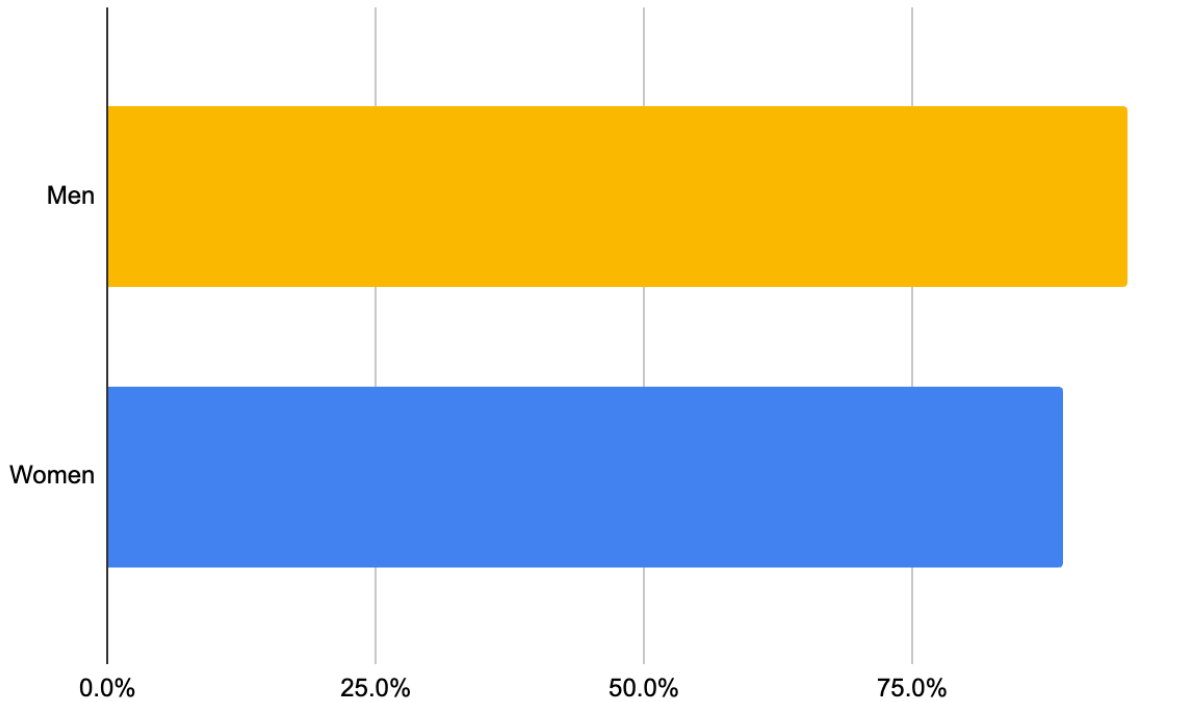
Women make up 40% of the lowest-paid quarter, and 25% of the upper quarter. Both the upper quarter and upper middle quartile of our hourly pay now comprised more women, increasing 2 percentage points (from 20% in 2023 to 22% in 2024) and 7 percentage points, respectively (from 18% in 2023 to 25% in 2024).

**Bonus pay results**

Metric	Mean	Median
Percent gap in bonus pay	41.7% (-1.0%*)	40.0% (+3.4%*)

Our figures in the UK 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 41.7% and the median gap was 40.0%, 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.



**Chart: Percent receiving a bonus**

The percentage of women who received a bonus increased from 79.7% in 2023 to 89% in 2024. The percentage of men who received a bonus also increased slightly from 87.1% in 2023 to 95% in 2024. As a company we are in a fairly unique position in that we give equity to all employees regardless of role or level when they join Unity. The calculations only account for employees who have seen their equity vest, those employees who have received equity but have not yet reached the first vesting period (1 year) will not be included in these numbers.

At the end of 2024, women made up 30% of employees globally (up from 29% in 2023). Additionally, women made up 19.2% of tech roles and 23.1% of leadership roles. Representation for women in tech roles increased from 18.9% in 2023 to 19.2% in 2024.

**Marisa Eddy, Senior Vice President, Chief People Officer**

I confirm that the data reported here is accurate.