

Unity UK binary gender pay gap report for 2023

At Unity, we believe the world is a better place with more successful creators in it. We are at the forefront of innovation, as we drive exciting technological advancements in gaming, entertainment, film, automotive, architecture, engineering, construction, and more – all made possible by the most widely-used real-time 3D development platform. Eighteen years ago, three people created Unity. Today, we are still a company of individuals committed to helping creators around the world achieve their dreams.

Unity is dedicated to building an equitable and inclusive 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 2023, Unity's median UK gender hourly pay gap was 21.9%, which is a reflection of lower representation of women in senior, higher paying roles in the UK. Our mean and median pay gaps have increased from 16.8% to 23.0% and 17.3% to 21.9%, respectively.

We have seen the mean bonus gap decrease from 44.3% to 42.7% although there was an overall increase in our median bonus gap which moved from 28.5% to 36.6%. However, a review of bonus pay equity by level and by job in the U.K. indicates no significant statistical differences in bonus pay between genders. More women received a bonus this year compared to 2022, increasing from 68.9% to 79.7%.

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). It is unfortunate that laws do not move at the speed of our values and I acknowledge that this report does not adequately reflect the ways our employee population may choose to self-identify.

Since our last report, our UK employee population has increased by 73 employees. Part of this increase in headcount was due to the integration of legacy IronSource employees during FY 22/23 (as this is the first year they were Unity employees during the snapshot date).

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, 2023, who received their whole month’s salary (721 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 UK on April 5, 2023 (755 employees), and the data includes the 12-month period prior to April 5, 2023. 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 diverse creators that fuels their ambition and the success of Unity.

Empathy, respect, and opportunity are the cornerstone of our approach to inclusion. 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. It requires increasing diverse representation across the company and in higher-paying, leadership roles. 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.

To honor our commitments to diversity and inclusion in the UK and company-wide, we have implemented and enhanced several key initiatives for recruiting, retaining, and advancing diverse talent.

Advancing a more inclusive and fair Unity for employees

- **Company-wide organizational inclusion reviews.** In 2023, we began company-wide assessments of workplace inclusion to identify opportunities to improve retention, engagement, and advancement of underrepresented talent. Leaders were provided real-time data on the representation (hiring), retention and advancement of employees across demographic groups and levels within their respective organizations. The inclusion team utilizes data and insights from the dashboard to inform quarterly, customized action plans for each leader, which includes a focus on how to improve representation of women in leadership roles.
- **Supporting women from underrepresented groups.** We completed the *A Seat at the Table* pilot program, a year-long sponsorship initiative to curb attrition, promote visibility and support women from underrepresented racial and ethnic groups to move into leadership roles. Sponsoring talent builds trust and transparency. Engaged employees, nurtured through sponsorship, contribute to productivity, innovation, and overall organizational performance. Sponsorship programs reduce attrition by providing strategic mentorship, fostering a sense of belonging and commitment. Implementing a sponsorship program is crucial to address higher attrition within specific employee groups less likely to have access to sponsors. Participants in our 2023 pilot program demonstrated markedly higher retention overall and slightly higher promotion rates than their peers.
- **Mitigating bias through education.** We continued a proactive push for adoption of company-wide inclusion training modules. All Unity employees have access to three (3) self-paced, on-demand modules focused on Diversity Equity Inclusion (DEI) For the Workplace, Microaggressions, and Unconscious Bias. In 2023, we required all people managers to complete the Microaggressions and Unconscious Bias modules. Through the training, we aim to build empathy and empower all employees to actively interrupt problematic habits and consider the benefits of becoming better allies.
- **Building community through Employee Resource Groups.** As of December 2023, there are 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 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 across all levels of the organization. In 2023, we deepened our investment in our ERG leaders

by providing access to mentorship by an executive and professional development stipends to enhance their professional growth. Additionally, we now 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. Unity's ERGs published a year-in-review blog post highlighting various accomplishments in 2023 and plans for the future.

- **Annual pay equity analysis.** In addition to improving equity by increasing representation, we also 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 objective, predefined factors, regardless of gender, race, or whether they are in an underrepresented ethnic group. Our approach includes changes to recruiting and compensation programs to systematically reduce inequities over time.

Diverse recruiting

- **Sourcing diverse talent.** 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 promoting our roles to 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, interviewers, and managers.** We follow a structured interview process that leads to a competitive and more equitable recruitment process. We use inclusive interview training with inclusion resources tailored to Unity. We empower our recruiting team to track progress towards individual and team diversity recruiting goals with progress reports, live diversity recruiting dashboards, and an inclusion process review at the offer stage of every hire. We provide training and a diversity recruiting newsletter to inform and update our recruiting team.

The success of our diversity initiatives will be measured and reported across the organization so that we remain accountable to our goals. This year, additional Inclusion questions have been incorporated across the U Experience Survey Program (launched

November 2023), to deepen our assessment of inclusion across our systems, processes and workplaces.

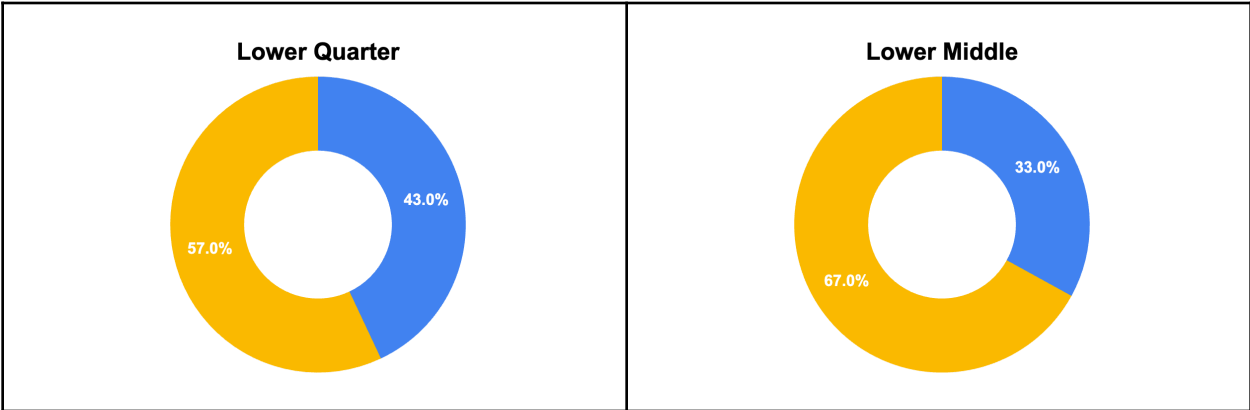
What we found

The results are presented below.

Hourly pay results

Metric	Mean	Median
Percent gap in hourly pay	23.0 (+6.2% ¹)	21.9 (+4.6%)

For our UK staff, which represented just over 10% of global headcount, the mean gap in hourly pay was 23.0% and the median gap was 21.9%. Both of these gaps favored men, and were primarily driven by lower representation of women in more senior, higher-paying roles.



¹ All changes in percentages are as compared to 2022

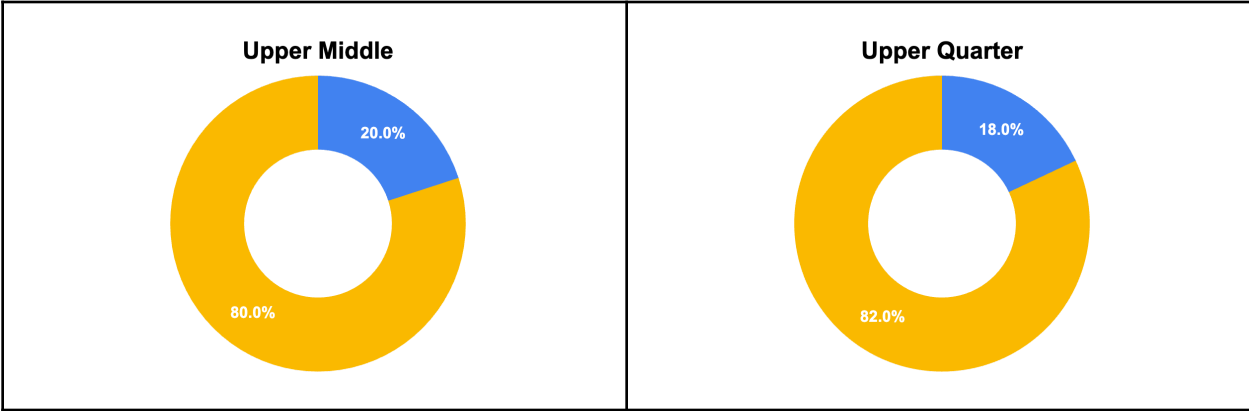


Chart: Pay quarters

Key: Men Women

Women make up 43% of the lowest-paid quarter, and 18% of the upper quarter. The upper middle quartile of our hourly pay is now comprised of more women, increasing 4 percentage points (from 16% in 2022 to 20% in 2023).

Bonus pay results

Metric	Mean	Median
Percent gap in bonus pay	42.7% (-1.6%*)	36.6% (+8.1%*)

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 42.7% and the median gap was 36.6%, 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.

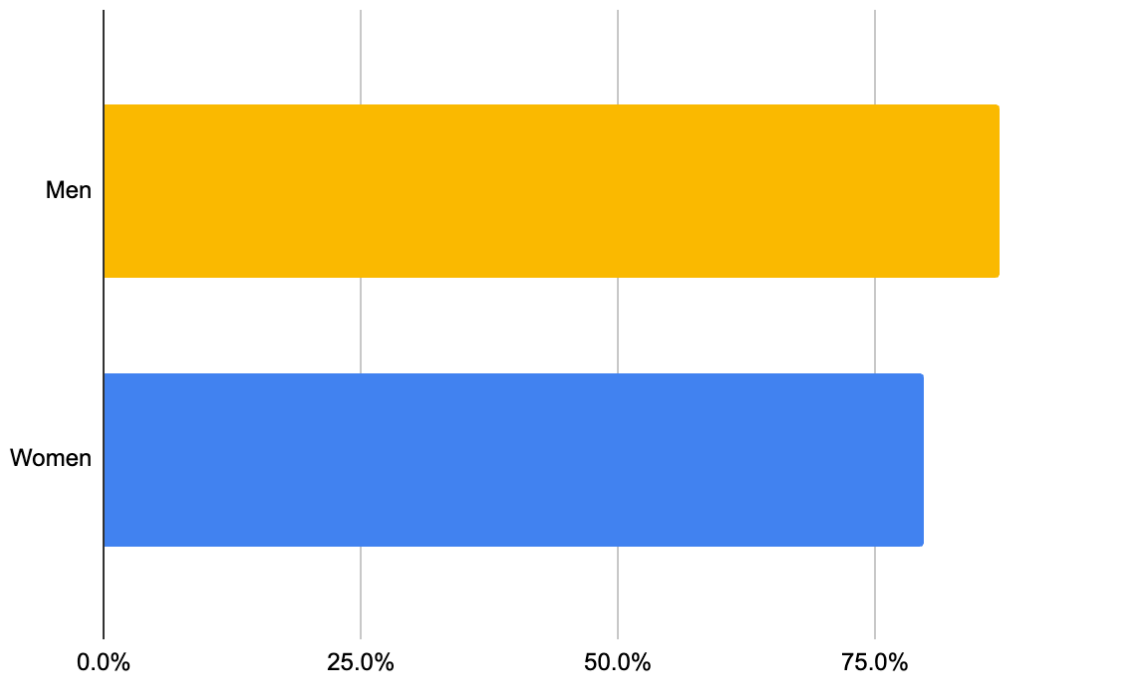


Chart: Percent receiving a bonus

The percentage of women who received a bonus was 79.7%, while the percentage of men who received a bonus was 87.1%. 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.

Representation is an important indicator of commitment and progress and an important metric to hold ourselves accountable. Through a number of initiatives and actions, we are proactively focused on improving representation at all levels.

At the end of 2023, women made up 29% of employees globally (up from 28.3% in 2022). Additionally, women made up 18.9% of tech roles and 28.8% of leadership roles. Representation for women in tech roles increased from 18.8% in 2022 to 18.9% in 2023. Representation for women in leadership roles increased from 26.1% in 2022 to 28.8% in 2023.

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.

Marisa Eddy, Senior Vice President, Chief People Officer

I confirm that the data reported here is accurate.