

# Annual review

# 2022



ukie

## BOARD MEMBERS

**TIM WOODLEY**

Ukie Chair, Head of Publishing  
Hello Games



**GEOFF DRACOTT**

Senior Director of UK Accounting  
Take 2



**PHIL MANSELL**

CEO  
Jagex



**SAMANTHA EBELTHITE**

Ukie Vice Chair  
Country Manager, UK & Ireland, EA



**JONATHAN EDWARDS**

Head of Sales  
Warner Bros



**RANJANI NATARAJAN**

Chief Operating Officer  
Robot Teddy



**LIZ FITZGERALD**

Ukie Treasurer, Director of Finance  
& Operations - Sony Entertainment UK



**CHRISTOPHER GARRATTY**

Associate Director, Legal  
Activision Blizzard King



**ROBERT POSGATE**

Legal Counsel & Leadership,  
Team Member - Nintendo



**JAMES BUTCHER**

UK & Ireland Xbox Category  
Director - Microsoft



**DES GAYLE**

Founder & Producer  
Altered Gene



**HARINDER SANGHA**

Operations Director  
Sumo Digital



**ADAM CAMPBELL**

Director of Product  
Azomee



**THOMAS HEGARTY**

Co-CEO  
Roll7



**MARÍA SAYANS**

CEO  
Ustwo



**JO COOKE**

Marketing Director  
Curve Games



**ROBERT KINDER**

Publishing Director  
Payload Studios



**JAY SHIN**

Director  
Arrogant Pixel



**JAMES DOBROWSKI**

Managing Director  
Sharkmob



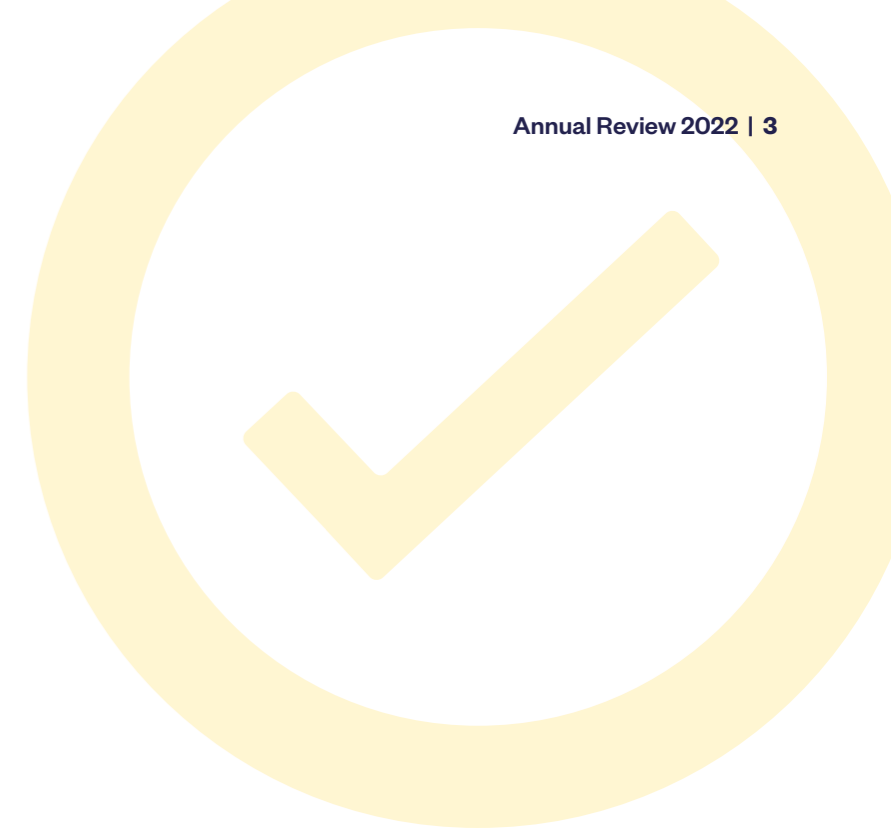
**LI MA**

Director of UK & Ireland  
Tencent



**GISELLE STEWART OBE**

Director of UK Corporate Affairs  
Ubisoft



## CONTENTS

<b>04</b> Chair's Report	<b>18</b> Making an inclusive and diverse industry
<b>06</b> CEO's Report	<b>20</b> UK games Industry and Ukie in numbers
<b>08</b> Policy & Public Affairs	<b>22</b> Ukie Education and Skills
<b>10</b> Campaigns & Communications	<b>24</b> Playing our part in the climate crisis
<b>12</b> Insight and Innovation	<b>26</b> Games London
<b>14</b> Membership & commercial services	<b>28</b> Member Groups
<b>16</b> Valuing your intellectual property	<b>29</b> Ukie Staff

### OUR INITIATIVES



**This is my first report as Chair of the Ukie board and it's been an absolute pleasure to take this role on behalf of the UK industry.**

**TIM WOODLEY**



## Chair's Report

**Tim Woodley - Ukie Chair**  
Head of Publishing - Hello Games

**T**his is my first report as Chair of the Ukie Board and it's been an absolute pleasure to take this role on behalf of the UK industry. Having a well-run trade body which can authentically speak on behalf of the industry is essential for the long term success of the sector. Financially, Ukie is in good health and is well placed to serve the needs of the industry as it currently stands. Despite the headwinds of the pandemic, Ukie's turnover increased by 2% year on year to reach £2.1m - recording a profit on ordinary activities of £83,215. Income into the Digital Schoolhouse programme, from The British Council for a programme of trade events and from the Department of Work and Pensions for the administration of the industry's Kickstart Scheme helped the organisation record a small profit. This also effectively counter balanced a 7% increase in the cost of sales, a 5% increase in administrative expenses (largely a result of investment into training and HR support) and a minor 2% decline in membership revenues caused by consolidation.

As a result, this has allowed Ukie to boost its reserves from £1.52m to £1.6m in 2021 to provide security to the organisation. Importantly, while membership revenues slightly lowered Ukie's overall membership has grown once again in the past financial year. This year, it reached a new high of nearly 600 members. This is a significant increase on our figure of 526 from last year: a measure of the

expansive growth that's taken place in the games industry over the past few years. But while our association remains in good health, we have a responsibility as a Board and as an industry to ensure it does so. Investment and consolidation are positives for our sector as a whole, but it presents challenges to Ukie's funding model. Globalisation allows our sector to expand impressively, but can reduce the voice of our national sector amongst political leaders. And while our industry has grown enormously, this has widened the remit of our association significantly – especially when it comes to explaining our business models to consumers, press and policy makers. The Board understands this. I am pleased to have had such support from them in my effort to act as a critical friend to Ukie's work. I'm particularly grateful for the contributions of our outgoing Board members, who have sacrificed their time and expertise in service of the sector.

But while Ukie is in a good position, we understand that the pressures it faces makes this the right time for a positive, forward looking conversation with the industry about what comes next for Ukie. We've benefitted for years from having a world class association acting in our national industry interest. Let's make sure we come together to ensure it continues to deliver that unbelievable value for you, your business, and, most importantly, your sector in the years ahead.

**The interest in great UK games business grew with a record-breaking amount of investment activity. This is positive for the industry and shows great confidence in British talent**

**DR JO TWIST - CEO UKIE**



## CEO's Report

**Dr Jo Twist OBE - CEO**

Ukie

**A**nother 12 months, and another dramatic year in both the UK and global games industry. The UK Government finally published its official response to the loot box call for evidence, amidst more political turmoil. The response demonstrated how important it is to work constructively with businesses and with government and we now have some collective work to do to come to a satisfactory position for all, taking the protection of minors at its heart. But this is what great trade associations are about and I want to thank the policy team and our members for their considered contributions.

The interest in great UK games business grew with a record-breaking amount of investment activity. This is positive for the industry and shows great confidence in British talent. But we must always be vigilant in ensuring we are nurturing an inclusive, creatively diverse ecosystem of companies of all shapes and sizes. As you'll see throughout this Annual Report, the sector remains one which epitomises innovation and strength and one which is held in high regard in policy and media circles. But there are challenges ahead. The impact of Brexit is being felt in the recruitment and skills crisis which we know is the top issue for all businesses in the industry – not just in the UK. The climate crisis is real. Increasing cost-of-living is forcing millions into financial decisions that will impact all of us.

And we once again enter a period of political uncertainty, where we must explain to yet another Government the value of supporting our industry at a time when the public finances are struggling. We are here to help to fight those battles. And by being part of our coalition of nearly 600 games businesses, you help us to argue authoritatively on behalf of the whole industry when speaking to Government, press and the rest of the world. Our focus in the coming year will be around People, Places, Perceptions and Policy. We will relentlessly argue for extra investment and skills support for our sector as one part of building a modern, thriving economy that delivers value across the country.

We will never lose sight of our guiding mission to make the UK the best place to make, sell and play games and interactive entertainment on behalf of you, our members, and I want to thank you all for your continued faith and support in Ukie. I want to thank the Board of Directors for their invaluable support and huge thanks to those who stepped away this year. Finally, none of what you are about to read is possible without the committed, excellent Ukie team. My gratitude goes to all the team members who left for pastures new and a big welcome to those who joined over the last 12 months and a big thank you to the whole of Team Ukie.



## Policy and Public Affairs

### Ukie's Policy and Public Affairs team acts as the industry's voice to Government and policymakers.

We promote the needs of our sector, ensuring the country has policies to help games businesses reach their full potential. This year has seen the culmination of some major policy consultations, such as **loot boxes**, that we've been working on for a number of years.

The lifting of coronavirus restrictions has allowed us to re-start in person political engagements, with old friends and new acquaintances. And, to keep things interesting, we have a new Prime Minister and Cabinet to work with.

We look forward to engaging with them in due course.

### Loot boxes

The UK Government began a call for evidence into loot boxes in 2020 following increasing political and consumer pressure, including a manifesto commitment by the Conservative Party to explore the matter. The consultation received **32,000 responses** from players as well as **50 submissions** from a range of organisations, including Ukie. DCMS also commissioned a rapid evidence assessment of literature on loot boxes.

Throughout this process, we have coordinated with our **Policy Group**, **Loot Box Group** and **trade bodies** such as **ISFE** to prepare our policy response, in which we advocated for a **Technical Working Group** and a renewed **public information campaign**. In July 2022, the Government published its response and committed to establishing this group with industry as opposed to legislating. We look forward to working with DCMS within this group in the coming months.

### Online Safety Bill

The last 12 months has also seen progress with the **Online Safety Bill**, another bit of policy which we have been involved in for some years. It will require in-scope companies who run services that facilitate user-to-user interaction to act against illegal harms and, in some cases, legal 'but

### Meeting and educating

Ukie talks with policymakers at every level, including **MPs, Lords, Government officials** in various **departments and regulators**. This is important to constantly remind them of the different strengths of the games sector and its contribution to society, to innovation and to a modern economy. We also held several online roundtables on various topics that our members should know about including with the Information Commissioners Office (ICO) on the Children's Code.

As we continue to grow as a sector, we will receive more scrutiny, but we have a proud track record of working

harmful' content. The legislation is mainly aimed at major social media companies, but may capture some games companies, if they meet certain criteria. The final version of the Bill was introduced to Parliament this year. It was assessed by the Online Safety Public Bill Committee, who we

constructively with government and policy makers to ensure we are demonstrating how responsible we are. The **All-Party Parliamentary Group for Video Games and Esports** which Ukie runs continues to grow.

The current membership is: Alex Sobel MP, Daniel Zeichner MP, Jonathan Gullis MP, Sharon Hodgson MP, Matt Western MP, Owen Thompson MP, Dehenna Davison MP, Fleur Anderson MP, Christian Wakeford MP, Lord Taylor of Warwick MP, Lord Clement Jones, Lord Vaizey of Didcot, Luke Evans MP, and Rachel Hopkins MP. We also just held our first

submitted evidence to. We also met with MPs, including **Kirsty Blackman MP** and **Alex Davies-Jones MP**, who mentioned games when speaking about the Bill in Parliament. We will continue to work with members, policy makers and the regulator Ofcom on the matter.

**Westminster Games Week** - a series of exciting and interactive events held in Westminster to bring Parliamentarians and the industry together - following years of delays caused by the pandemic and snap elections. We look forward to getting back to studio visits with MPs around the country, as well as continuing to engage with other local leaders. If you would like a local MP visit, please get in touch. **If you'd like to hear more about our work, or subscribe to our fortnightly newsletter, please contact Dominic Murphy at [dominic@ukie.org.uk](mailto:dominic@ukie.org.uk)**

### Over the last 12 months we've responded to the following consultations and inquiries:

- Online Safety Public Bill Committee
- Intellectual Property Office - Artificial Intelligence and Intellectual Property
- DCMS - Data: a new direction
- BEIS - Reforming competition and consumer policy
- DCMS Select Committee - the power of influencers
- The Treasury - Online Sales Tax
- DCMS - Online Advertising Programme



## Campaigns & Communications

The communications and campaigns team tells the story of the UK games industry as well as the work Ukie does on the sector's behalf to the public and is a critical in how decision makers view our sector. We work with members, non-members partners in the sector and beyond to boost the reputation of the UK games sector.

### Pressing issues

Ukie continues to be a regular presence in the industry and mainstream press. Our work featured in over **1100 pieces of coverage** in the past 12 months, meaning that we received over **20 pieces of coverage every week** of the year.

Our biggest story was this year's record-breaking industry valuation. This was covered by over **200 outlets** across the mainstream press and beyond as interest in the record size of our market caught the media's eye. But we have ensured that Ukie's

voice has been heard at times where we have positive stories – such as on **sustainability and equality, diversity and inclusion** – and on more challenging news pieces where we've had to hold firm to defend the reputation of the sector.

Overall, this has led to over 80% of coverage about Ukie being positive – benefitting the wider sector in the process. We maintain strong relationships with journalists on your behalf and we're ready to help you with challenges you may face.

### Fostering responsible play

We continue to develop our efforts to make the UK the safest place to play, and this is something that has been noticed by government. Over the past year, we've grown the readership of our parent focused advice site **askaboutgames** by mixing timely analysis of leading games for families with practical tips

for parents, carers and guardians. Additionally, we've partnered with a range of organisations to deliver great advice to a range of audiences on how to make play work for them. This includes the social inclusion organisation **Catch-22** and **Lloyds Bank**, who we partnered with to tackle financial fraud.

We're also in the process of planning our next phase of our **Get Smart About PLAY** responsible play campaign which continues to be a critical programme of activities. If you'd like to support our efforts to help inform players of all ages about managing play time and spend, then get in touch.

### Building bridges outside of games

Finally, we've worked hard to make sure that we've been able to build bridges to the world outside of games to help them learn about the best of our sector. In the course of the last year alone, we've helped the **Science Museum** put on a great Lates dedicated to all things games,

spoke to leading brand executives at **Campaign's Gaming Summits** about the value of our industry and contributed to mini conferences introducing charities to the landscape. We even received a thank you letter from **Cabinet Office** for our work on public health campaigns during

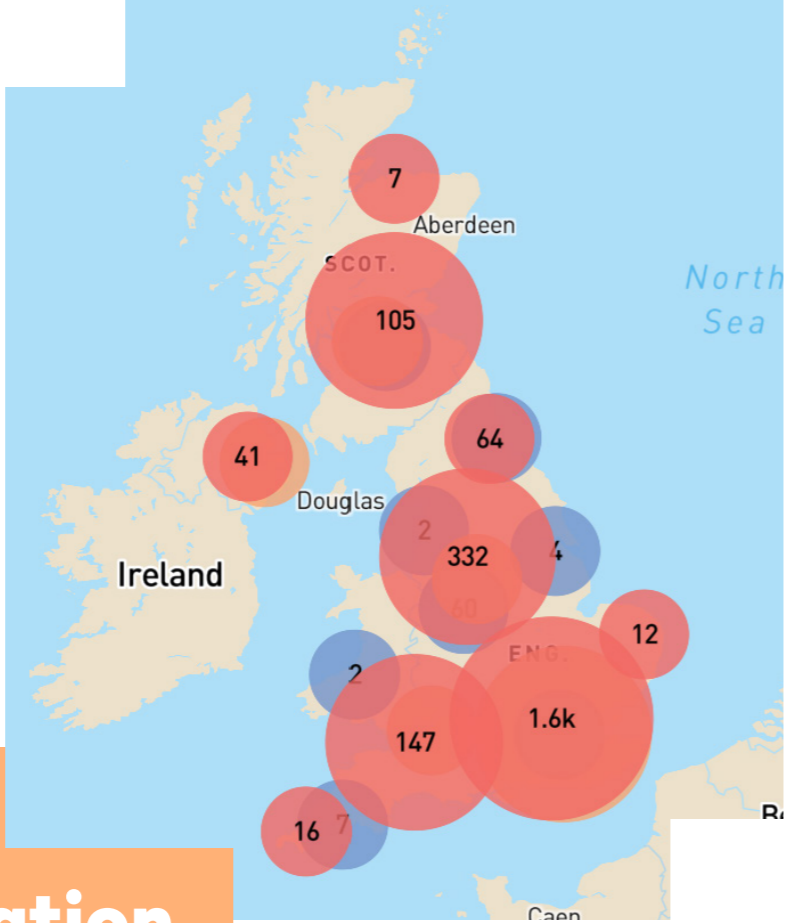
Covid. We continue to believe that a partnership approach that brings games to the wider world helps demystify the sector and remove concerns. We'll look to continue this in the coming year, with an emphasis on the benefits this can bring to industry recruitment.

### Get involved

We're always on the lookout for people who are passionate about communicating the great stories about games with the wider world. We know we have a fantastic opportunity to help mainstream opinion see games the way we do and we'd love you to help us seize it.

If you'd like to help with this, or are interested in finding out more about the work of our campaigns and communications team, contact **George Osborn** and **Louisa Keight** at [george@ukie.org.uk](mailto:george@ukie.org.uk) and [louisa@ukie.org.uk](mailto:louisa@ukie.org.uk) respectively for more information.





## Insight & Innovation

The Insight and Innovation team produces data, research and reports to help Ukie, the industry and the wider world make sense of video games.

### Measuring our market

Our annual consumer market valuation, produced with GfK Entertainment, Omdia, Kantar, NPD, the BFI, Nielsen, ABC and OCC, released in March. The market reached a record **£7.16bn**, up 1.9% on 2020's total. A decline in software sales was countered by strong growth in console sales. Alongside our market research, we're expanding our knowledge of the companies that create games in the UK.

We've relaunched the **UK Games Map** – featuring an overhauled database, a fresh user experience and new functionality - with the support of the BFI, awarding funds from the National Lottery.

We produced the new map with The Nursery, Kieran Darcy and Matt Spall and forged a new academic partnership with DiscoverUni.

The map currently shows there are **2,658 games companies, 203 service companies and 140 academic institutions** offering games-specific courses in the UK.

It is an important tool to policy makers, industry professionals, and overseas investors looking for locations for businesses because it demonstrates the strength and diversity of companies all over the country.

We've also contributed to research that measures the value these games companies bring to the UK economy. In December, the BFI published the **Screen Business Report**, compiled by Olsberg|SPI with Nordicity. The report found that in 2019, video games contributed over **£5.1bn in GVA** to

the UK economy across the entire value chain and directly supported **20,800 FTEs** in development and publishing. Ukie consulted on the methodology for games and provided the underlying dataset from the UK Games Map. We improved our understanding of investment

flowing into UK games businesses by monitoring and recording acquisition activity in the UK. Between 2019 and 2021, we recorded **36 examples** of inward investment totalling **£6.0bn** and **10 examples** of British companies expanding overseas, worth **£162m**.

### Understanding who we are

In March we published the results of the second **UK Games Industry Census**, again conducted by Dr Mark Taylor of the University of Sheffield.

The census of over **3,600** games industry employees showed marginal improvements in diversity compared to 2020 (e.g. +3% female and non-binary workers, +3% people stating a sexuality other than heterosexual).

New questions gave insight into how we want to work post pandemic, with **90% of workers favouring hybrid or**

**work-from-home in the future.** While 80% of the industry are proud of where they work, under 40% felt the industry took bullying and harassment seriously. We also found that over **40% of game workers have been promoted** in the past three years, **but autistic people are promoted significantly less often.**

We also published **Organising Inclusive Informal Events in the Games Industry – a report** by Dr Anna Ozimek and Carolina

Rueda – in January. The project, a collaboration between Ukie, The University of York, SIGN, Women in Games and UKRI's Economic and Social Research Council, used new research and interviews with 22 expert practitioners to demonstrate how informal events can be more inclusive, releasing alongside a summarised best **practice guide**. In the coming year, we intend to launch a comprehensive report with **Teesside University** examining onscreen representation in games over the past decade.

### Behind the scenes

Finally, we've worked hard to provide expertise to a range of external projects. We are consulting with **DCMS** and the **Office of National Statistics (ONS)** on the ongoing revision of **Standard Industrial Classification (SIC)** Codes to ensure they are more helpful to games

companies and enable more detailed economic reporting on the industry. We provided input to research projects managed by partners such as Innovate UK, the BFI, MTM and EGDF and we represent games on several working groups managed by the likes of the BFI, the Creative

Industries Council, IGGI and StoryFutures Academy. And we of course are the UK seller for Games Sales Data reports in partnership with ISFE. **Find out more about our work by contacting Colm Seeley at [colm@ukie.org.uk](mailto:colm@ukie.org.uk)**



## Membership & commercial services

At the heart of Ukie is its members. Together, our members help drive the UK video games industry to great achievements and recognition on the domestic and international stage. Our team are here to assist members, listening to your needs and responding accordingly.

Over the past 12 months, we've trialled new ideas and cautiously returned to physical events and activities to do this. The year ahead will see a strong content, networking and event schedule to engage members in useful and meaningful opportunities.

### Hub Crawl

Our **Hub Crawl** was our biggest to date with 16 events taking place. Starting virtually in January, we invited experts in their field to talk topics such as finance for growth, NFTs and blockchain in games, and staff retention.

From April, we introduced our **Next Level Indie** physical events which focused on growth for indie studios and developers.

Taking us from Dundee and Belfast to Liverpool and Brighton, the tour helped us (re)connect with developers across the country and provide speaking opportunities for the first time since lockdown.

We are looking forward to the Hub Crawl returning 2023 with a new theme and a continuation of the hybrid model.

### International & National Trade Programme

Our successful **International Trade Programme**, consolidated under the banner of **Ukie Worldwide** continued to expand this year. We delivered virtual trade missions focusing on **China**, the **African** continent and **South America**. We extended our inward investment activities, running two virtual events detailing how and why a business should establish a base in the UK with the support of

Ukie members. Finally, we returned to gamescom in late August with an impactful trade pavilion with the theme of Sustainability.

Over 75 UK companies exhibited on the Ukie stand and generating export business wins worth millions over three days. Despite the challenges of reaching international markets over the past year, over 280 Ukie

members have taken advantage of the International Trade Programme. We also continue our great partnership with Creative UK and Creative Enterprise to deliver key Scale Up programmes to help the next generation of businesses. We will continue to expand this work and we will be launching a new targeted accelerator programme in the coming months.

### Member-to-Member

**Being a member of Ukie means being connected to 581 companies at the forefront of the UK industry.** Our priority is to foster opportunities for members to connect with each other.

In 2022 we revamped the Insider newsletter, making it more interesting and relevant for members to share discounts, offers, and updates.

We held a **series of roundtables**, in partnership with members and the Ukie team. Roundtables provide an excellent forum to meet members and share expertise, with recent successful roundtables about

discussing staff retention and planning for growth encouraging us to arrange more later this year. Our **Playable Futures** series, supported by Sumo Group and Diva Agency, told the stories of leading figures in the industry in GI Biz and beyond. We are looking to expand the series further in the coming weeks and months

Additionally, we are organising a new **video series for Ukie:TV** to interview our partner members so that their advice can easily assist games companies with a range of business products and services.

Our **Dev:Pub** service has been adapted to become **Ukie:Connect**. It connects developers to publishers and investors via a matchmaking system as part of our membership service, providing another way to meet through the Ukie network. For those who offer work for hire services, we updated our **work for hire database** – allowing members to contact us with work requests and quickly receive information about work for hire studios who would be suitable for the job. We're happy to add members who offer external work services at any time.

### Commercial Outreach

We've continued commercial efforts to bring our members affordable and reliable services. We will be maintaining deals with FX, legal and training providers. We are looking to add HR, additional training providers and financial partnerships within the next year.

If you'd like to hear more from our team, please contact **Sam Collins** and **Helen Johnson** through [sam@ukie.org.uk](mailto:sam@ukie.org.uk) and [helen@ukie.org.uk](mailto:helen@ukie.org.uk)





## Valuing your intellectual property

There have been many changes to the intellectual property landscape this past year. Our members have faced issues with **non-fungible tokens (NFTs), merchandise, cheats, clone apps and scam videos** and we have adapted our work to provide unique solutions to fit specific business needs to continue to protect IP in the industry.

### Trademarks and marketplaces

Over the past year, we have reported more and more trademark infringements for games - especially on App Stores. We recommend registering a trademark for your game to counter this. It helps remove and counter the simple clones that don't even change the name. It can also help when a named in-game item is cloned by making it easier for a store to search and take down infringing content.

There are now dedicated marketplaces offering NFTs but many feature IP infringing content.

That's why we have built web crawlers to look for infringing items. Early detection and removal keeps the marketplaces free from unauthorised uses of IP, protecting members - and their ability to promote and sell items or collections of their own - in the process. Five years ago, we launched a web crawler to find infringing links that let people download games illegally. To date, we have removed over **2 million** links - a success rate of **80%** on links we've identified. Daily reporting from the service heavily disrupts infringing sites by removing most of

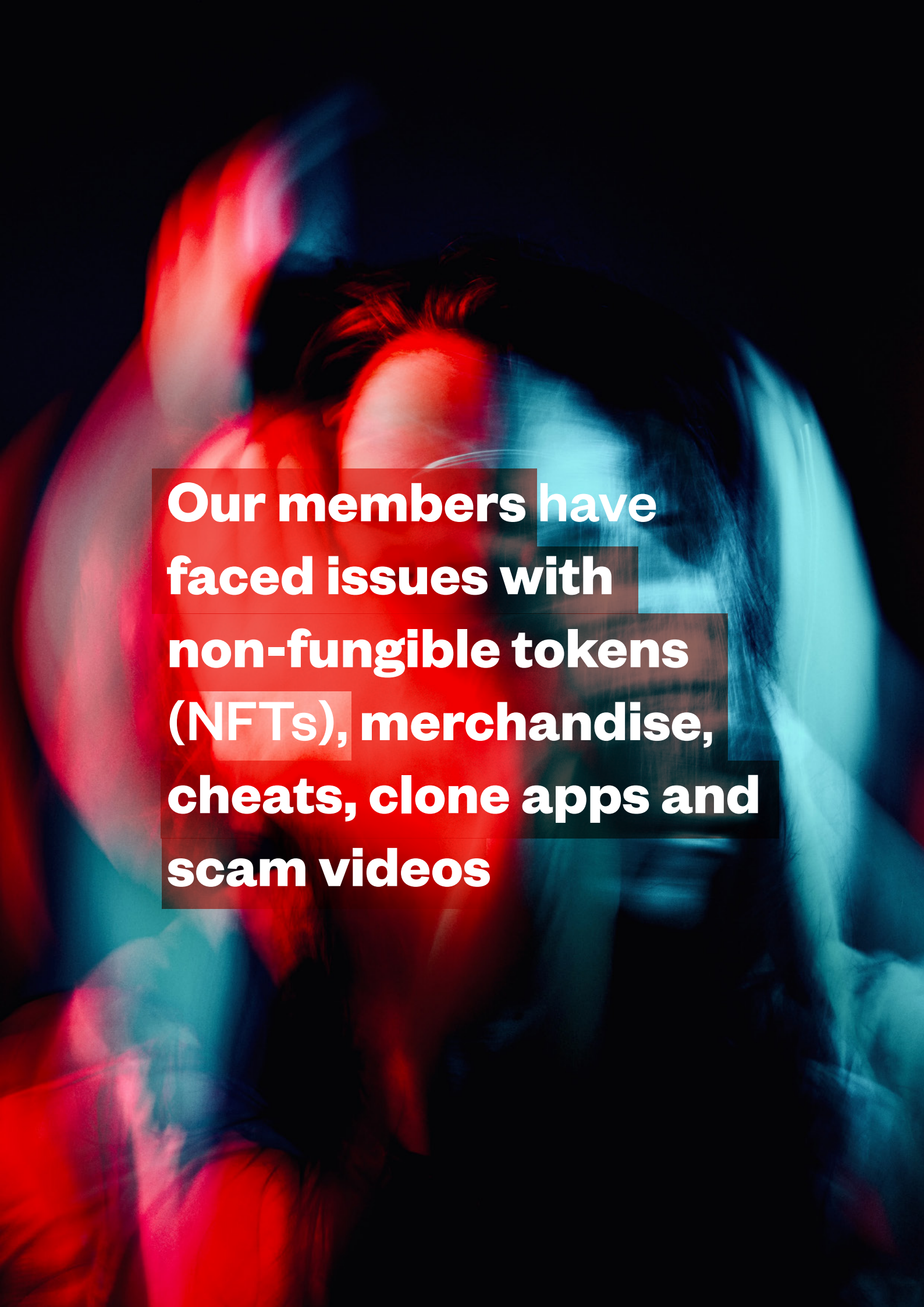
the links within 24 hours - disrupting downloaders in the process. **This is included as part of your membership and more companies that use the services and we encourage you to look into it.**

### Combatting cybercrimes

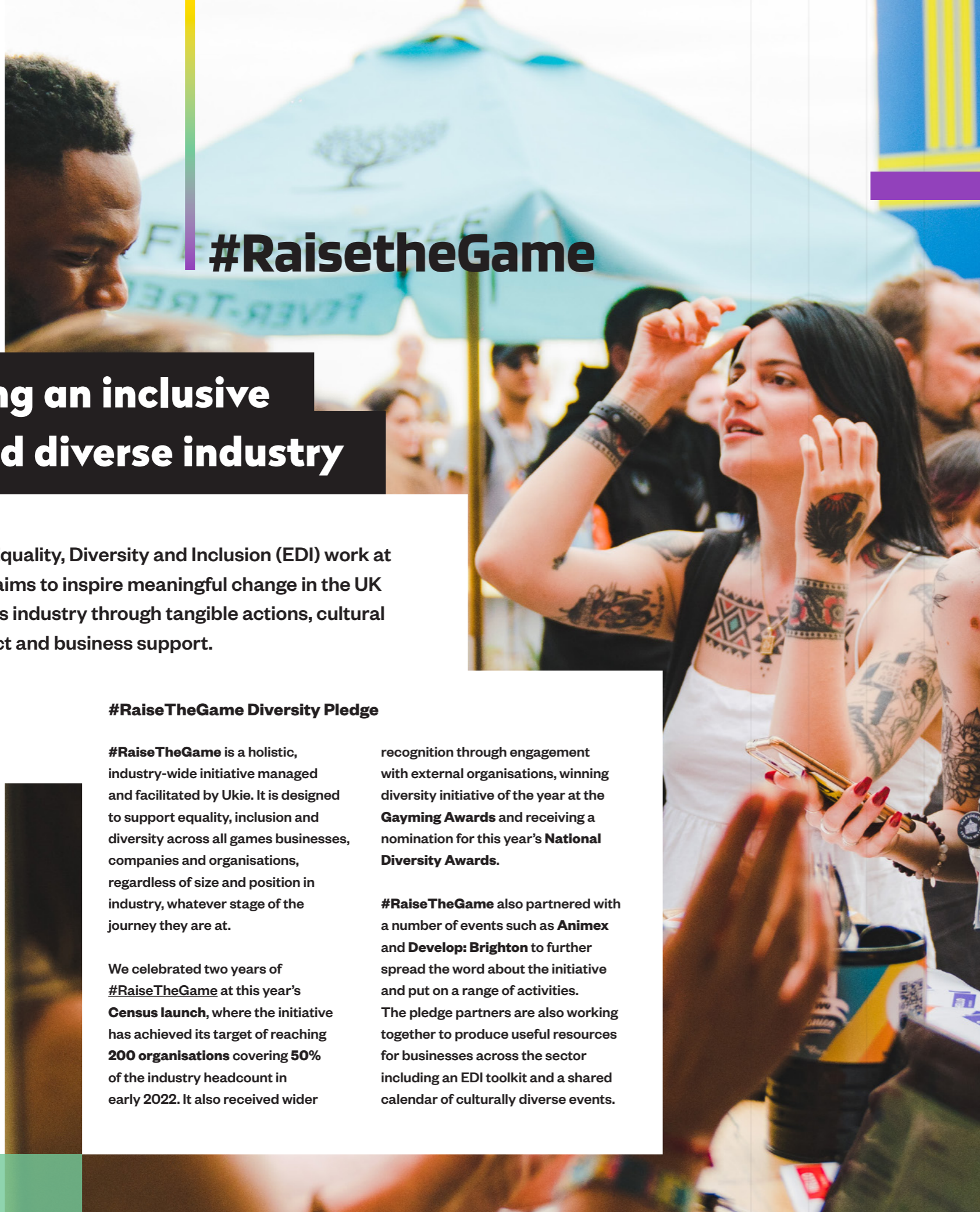
Cybercrime is on the increase. We work closely with the **National Crime Agency (NCA)** who inform us about the latest threats from Ransomware and hacking groups.

But we can also help the NCA further if companies who are targeted are willing to confidentially share information with them. Attacks are aimed at multiple companies so any data collected can prevent further attacks or help identify the perpetrators.

**If you would to know more about how to protect your company against cyber threats, share information about cyber attacks or want to find out more about our work, contact Mo Ali at [mo@ukie.org.uk](mailto:mo@ukie.org.uk)**



**Our members have faced issues with non-fungible tokens (NFTs), merchandise, cheats, clone apps and scam videos**



# #RaisetheGame

## Making an inclusive and diverse industry

The Equality, Diversity and Inclusion (EDI) work at Ukie aims to inspire meaningful change in the UK games industry through tangible actions, cultural impact and business support.

### #RaiseTheGame Diversity Pledge

#RaiseTheGame is a holistic, industry-wide initiative managed and facilitated by Ukie. It is designed to support equality, inclusion and diversity across all games businesses, companies and organisations, regardless of size and position in industry, whatever stage of the journey they are at.

We celebrated two years of #RaiseTheGame at this year's **Census launch**, where the initiative has achieved its target of reaching **200 organisations** covering **50%** of the industry headcount in early 2022. It also received wider

recognition through engagement with external organisations, winning diversity initiative of the year at the **Gayming Awards** and receiving a nomination for this year's **National Diversity Awards**.

#RaiseTheGame also partnered with a number of events such as **Animex** and **Develop: Brighton** to further spread the word about the initiative and put on a range of activities. The pledge partners are also working together to produce useful resources for businesses across the sector including an EDI toolkit and a shared calendar of culturally diverse events.

### Ukie Members EDI Group

The member group acts as forum for members to discuss their efforts to support, promote and prioritise all aspects of EDI. This helps us to further consider EDI within games by looking at it in a wider context, helping us create a more diverse, fair and inclusive industry along the way.

The group consists of over 100 individuals from more than 70 members from developers, publishers, service providers and more – providing us with invaluable, and representative, perspectives from across games.

### Our teams and people

Finally, Ukie itself and our Board of Directors is made up of diverse individuals and is an organisation that seeks to build an inclusive environment both within and throughout the wider industry.

Whether it is supporting cultural celebrations meaningful to the team, providing mental health support through the Spill service, Vitality healthcare and training up Mental Health First Aiders within the team and committing to ensuring all our business activities have inclusion

at the heart of them. It's also about developing the teams of our members and people in the games industry too, may that be through training, learning and development opportunities or diversity data monitoring. We aim to set the standard for the industry and meet it ourselves.

**If you'd like to find out more about Ukie EDI, or get involved in our work, simply email Dom Shaw via [dom@ukie.org.uk](mailto:dom@ukie.org.uk)**

# THE UK GAMES INDUSTRY IN NUMBERS

Consumer games market valuation  
**£7.16bn**  
**+1.90%**

Industry's economic contribution  
**£5.26bn**  
in gross value added

Number of games businesses  
**2658**  
games businesses

Number of Full Time Equivalents across supply chain  
**73,300**

Investment into UK games businesses  
**£7.7bn**  
since 2017



## IN NUMBERS

**581**  
Ukie members



**17**  
Ukie team members



**1100+**  
pieces of press coverage

**662**  
Video Game Ambassadors

**75**  
Digital Schoolhouses  
1465 teachers  
50,770 students



**£40m**  
business wins from Ukie Worldwide



**14**  
members of the All Party Parliamentary Group for Games and Esports

**200+**  
#RaiseTheGame pledge partners

**2 million**  
IP infringing links removed



**300**  
Green Games Summit attendees



## Ukie Education and Skills

Ukie Education encompasses all of our organisation's skills and education programmes. Its aim is to help develop industry talent throughout the pipeline, from school aged children to industry professionals.



### Digital Schoolhouse

Digital Schoolhouse has grown following the pandemic, with a 47% increase in the number of schools and colleges delivering the programme. Seventy-five schools and colleges have been trained to deliver our free creative and play-based computing workshops across the UK, including our first ever Schoolhouse in Wales and Scotland. We continue to pioneer new ideas.

This year has seen the first **Libraries** joining the programme to deliver DSH workshops to the wider community, thanks to a successful funding bid to the Arts Council, as well as our inaugural **Festival of Play** in Salford

thanks to funding support from EA. This increases the reach of the programme into communities of need which fall outside the formal education sector. We finally saw the return of physical events for our annual **Super Smash Bros. Ultimate Team Battle esports** competition.

We also held the country's first nationwide **Junior tournament**, bringing esports into primary schools at regional events in Swindon and Manchester. Collectively, the programme has supported over **50,770 students and 1465 teachers** from over **943 schools** across the country - its highest reach yet.



### Ukie Education Member Group

The Ukie Education Member Group goes from strength to strength. Over 60 members from across academia and industry represented in quarterly discussions about key issues our industry faces. From policy changes to Post 16 qualifications to exploring how we can better prepare students for working in the industry, the group has discussed best practices for industry engagement with students. It has also heard from adjacent sectors, such as the VFX Industry's work with the Institute of Technology, to inspire further action.



### Video Games Ambassadors

Over the past year the **Video Games Ambassadors (VGA)** programme, run in partnership with Into Games, has grown significantly. The network of volunteers has increased by a third to a total of 662, while the number of opportunity providers has grown by over 50% to 270. Our volunteer diversity statistics compare favourably to figures from

### Kickstart Scheme

The Kickstart scheme concluded earlier this year. It was an initiative from Government that aimed to get 16-24 year olds into work through the pandemic through jobs in their local centres. Ukie partnered with Into Games to administer the scheme and the games industry provided



### Ukie Students programme

The Ukie Students membership programme, supported by Epic Games, High-Rez and Sharkmob, in its ninth year reaches a network of over 3,350 students and lecturers across 33 academic institutions. The programme ensured student members received opportunities, even through the worst of the pandemic. The first was a **remote game jam** we delivered in partnership with **Sharkmob**. Collab-Jam saw teams of students from different countries collaborating together remotely. The winning team, made up of students

from Staffordshire University in the UK and National University of Theatre and Film in Romania, won a trip one of Sharkmob's studios in either London or Stockholm. We also ran **student conferences** online in November 2021 and April 2022. We welcomed speakers from companies such as Outright Games, Gfinity, Ubisoft, Rogue Sun, Arrogant Pixel and nDreams, who covered a range of business, development and educational topics and we cannot wait to get back to face to face conferencing.

the industry census. 42.1% of VGAs are from underrepresented genders, while 21.5% of the network is ethnically diverse. We are preparing to launch the **Student VGAs** to connect Further and Higher Education students with our opportunity providers. We ran a soft pilot of this scheme at the Digital Schoolhouse Festival of Play, where

a team of eight enthusiastic student volunteers helped at the event and advocated for the study of STEAM subjects.

We also launched the first ever VGA Awards to celebrate the input of our ambassadors, with the results announced at our 2022 AGM.

effective support for the scheme, with 44 studios employing nearly 150 16-24 year olds across a range of development, commercial and marketing roles. We'd like to thank all studios willing to bring on board a Kickstartee to support their businesses. We will be exploring

ways to lobby Government for similar support for games businesses in the months and years ahead.

**If you'd like to hear more about the work of the Ukie Education team, please contact Shahneila Saeed at [shahneila@ukie.org.uk](mailto:shahneila@ukie.org.uk)**



# Playing our part part in the climate crisis



Over the last 12 months we've seen more evidence than ever before of the impact that humans have on the environment. We have continued to support the games industry in understanding how we can positively influence climate change and conservation.

Last year, we published our Green Games Guide which outlined how games businesses can start their journey to becoming net-zero and how we can use our reach to billions of players to inspire change around the world. As well as committing to be Carbon Net Zero ourselves by 2023, one of the most important roles that we as your trade body can play is build knowledge and raise awareness

throughout the industry about what businesses can do. We have continued to work closely with the, UN-supported, **Playing for the Planet Alliance**, joining in with their amazing work on the **Green Game Jam** and furthering the sector's knowledge about how to de-carbonise. We are also exploring creating a new report or resource to build on the work of the **Green Games Guide**.

In terms of raising awareness, we've been speaking to the industry and the public about what we're doing including at the **Science Museum, Develop**, at the games industry stand at **COP26** and at our sustainable stand at this year's **gamescom** – including winning the inaugural gamescom goes green award during the show's Opening Night Live event.

Our flagship event was the first ever **Green Games Summit**, held at the end of last year in collaboration with **ISFE** and **UN Environment Programme's Playing for the Planet Alliance** and sponsored by Sony Interactive Entertainment. Hosted remotely over two days on the 20th and 21st of October, the summit

brought the international games sector for the first time together to share knowledge, discuss and shape the industry's approach to the climate crisis and sustainability ahead of last year's, UK-hosted, COP26. Over **20 speakers** from the worlds of games and climate science took to the virtual stage in front of 300 hundred people from games businesses all over the world.

They helped our audience to understand how they can become more environmentally sustainable, sharing their latest innovative climate aware activities, activations and initiatives to inspire change around the world. You can still watch all our fantastic talks on **Ukie's**

**YouTube channel** and, following the success of the last event, we will be scheduling another Green Games Summit for later this year.

We're also seeing government taking an interest in how the creative industries can play a role in hitting the **UK's net zero targets by 2050** and we're representing the industry's voice in forums like the government's **Creative Industries Council**.

**There is plenty of work still to be done. If you want to get directly involved in the work we are doing on climate change and conservation, please contact Daniel Wood via [dan@ukie.org.uk](mailto:dan@ukie.org.uk) for more information.**





## Games London

The 2022 London Games Festival returned for its seventh edition from 1-10 April, delivering a hybrid programme of in-person events and activity, complimented with an online games showcase, playable demo streams and industry networking.

The opening weekend saw the launch of the Trafalgar Square Games Exhibition, an outdoor showcase of the festival's exciting and extensive programme. Returning to this iconic London landmark after two years

away, Trafalgar Square set the stage for the 2022 Ensemble Exhibition which celebrated and spotlighted this year's impressive and creative cohort. It was also an opportunity to promote the 2022 LGF Official Selection, with eye-catching artwork and descriptions of over 30 brand-new, unreleased games on show for the public to check out! The LGF Official Selection was a new campaign launched at the last festival and is again supported by an interactive digital site.

The Games Exhibition was completed with a curated collection of archive photographs looking through the history of games and play in the UK; underlining its cultural growth and impact on our society, as well as there being a shortlisted selection of the popular Virtual Photography Challenge, with some spectacular images of in-game photography highlighting this fast-growing artform. A key aim was to keep improving the online accessibility to the festival as well as encourage delegates to

attend physical events across the city. This year Games London created a new digital events site and meeting platform to showcase the full festival programme. With an offering of free tickets to VIP access, the digital platform allowed delegates to login, view the full LGF schedule and access ticketed events including LGF's Next Level Conference as well as partner-run events such as Now Play This, BAFTA Games Awards, and the newly established W.A.S.D consumer show.

The new digital platform also allowed industry delegates to create online profiles to promote their business, schedule meetings, and network with other users across the 10-day festival. LGF's flagship B2B event, The Games Finance Market took place in a hybrid format with participants able once

again to attend two days of face-to-face meetings at a designated area at the W.A.S.D event at Tobacco Dock. The finance market was also integrated into the new digital platform allowing participants to meet virtually online if they preferred.

The market featured 50+ major global funds and publishers meeting pre-selected studios from London, UK and around the world looking to get new games financed. The London Games Festival is part of Games London, an initiative delivered by Film London and Ukie and funded by the Mayor of London.

**If you'd like to hear more about the work of the Games London team, please email Michael French at [michael.french@games.london](mailto:michael.french@games.london)**



# Member Groups

**Ukie's member groups allow Members to contribute ideas and oversight on key areas of the organisation's work.**

Run by individual team members, and chaired by members, these groups provide regular communications and host regular meetings to keep you informed – and allow you to participate – in relevant discussions, debates and activities.

## Communications

The Communications group looks at Ukie's communications output, with particular focus on how the organisation interacts with press and manages publicity campaigns.

**Administered by:** George Osborn  
**Contact:** [george@ukie.org.uk](mailto:george@ukie.org.uk)

## Education

The Education group helps to steer Ukie's education initiatives. Membership is open to people in games interested in education, as well as practitioners in schools and universities.

**Administered by:** Shahneila Saaed  
**Contact:** [shaneila@ukie.org.uk](mailto:shaneila@ukie.org.uk)

## Esports

The esports group shapes Ukie's position on the growing sector. The group's priorities are to drive the commercial success of esports in the UK, promote the unique contribution of the companies that operate within it and to support and shape policy recommendations.

**Administered by:** Sam Collins  
**Contact:** [sam@ukie.org.uk](mailto:sam@ukie.org.uk)

## Equality, Diversity and Inclusion

The EDI group is dedicated to improving equality, diversity and inclusion within the industry and shapes Ukie's approach on EDI matters. It also supports the #RaiseTheGame pledge work.

**Administered by:** Dom Shaw  
**Contact:** [dom@ukie.org.uk](mailto:dom@ukie.org.uk)

## Intellectual Property (IP)

The IP group supports Ukie's work protecting the Intellectual Property of games businesses operating in the UK.

**Administered by:** Mo Ali  
**Contact:** [mo@ukie.org.uk](mailto:mo@ukie.org.uk)

## Mobile

This group helps provide unique insight for Ukie from the mobile games industry, helping shape specific approaches for mobile only issues and ensuring a voice for the sector elsewhere.

**Administered by:** George Osborn  
**Contact:** [george@ukie.org.uk](mailto:george@ukie.org.uk)

## Policy and Public Affairs

The Policy and Public Affairs group feeds into Ukie's work with policy makers and provides information about developments in industry policy.

**Administered by:** Dominic Murphy  
**Contact:** [dominic@ukie.org.uk](mailto:dominic@ukie.org.uk)

## Sustainability

The Sustainability group meets to discuss, share information and drive forward the UK games sector's response to climate change and sustainability.

**Administered by:** Dan Wood  
**Contact:** [dan@ukie.org.uk](mailto:dan@ukie.org.uk)

## UKIE STAFF 2022



**DR JO TWIST**  
CEO  
[jo@ukie.org.uk](mailto:jo@ukie.org.uk)  
doctoe



**DOMINIC MURPHY**  
Head of Policy and Public Affairs  
[dominic@ukie.org.uk](mailto:dominic@ukie.org.uk)



**MO ALI**  
IP Coordinator  
[mo@ukie.org.uk](mailto:mo@ukie.org.uk)  
ukieluke



**GEORGE OSBORN**  
Head of Communications  
[george@ukie.org.uk](mailto:george@ukie.org.uk)  
ukie\_george



**ESTELLE ASHMAN**  
Curriculum Content Developer  
[estelle@ukie.org.uk](mailto:estelle@ukie.org.uk)  
compsci\_geek



**KIRSTIE RUSSELL**  
Office Manager  
[kirstie@ukie.org.uk](mailto:kirstie@ukie.org.uk)  
UkieKirstie



**SAM COLLINS**  
Head of Membership  
[sam@ukie.org.uk](mailto:sam@ukie.org.uk)  
ukiesam



**SHAHNEILA SAAED**  
Communications & Programme Manager - Digital Schoolhouse  
[shahneila@ukie.org.uk](mailto:shahneila@ukie.org.uk)  
shahneila1



**KATIE DAVIES**  
Accounts and Finance Officer  
[katie@ukie.org.uk](mailto:katie@ukie.org.uk)



**DOM SHAW**  
EDI Coordinator  
[dom@ukie.org.uk](mailto:dom@ukie.org.uk)  
dominicsshaw94



**HELEN JOHNSON**  
Membership Officer  
[helen@ukie.org.uk](mailto:helen@ukie.org.uk)  
ukiehelen



**COLM SEELEY**  
Insight and Innovation Manager  
[colm@ukie.org.uk](mailto:colm@ukie.org.uk)  
ColmSeeley



**LOUISA KEIGHT**  
Communications and Content Officer  
[louisa@ukie.org.uk](mailto:louisa@ukie.org.uk)  
@ukie\_louisa



**GRACE SHIN**  
Policy and Public Affairs Manager  
[grace@ukie.org.uk](mailto:grace@ukie.org.uk)  
@ukie\_grace



**SIÂN MAYHALL-PURVIS**  
Education Programme Coordinator  
[sian@ukie.org.uk](mailto:sian@ukie.org.uk)  
@UkieSian



**MARK WARD**  
Community Outreach Officer  
[mark@ukie.org.uk](mailto:mark@ukie.org.uk)  
@Ukie\_Mark

We would like to say a special thank you to Ukie team members who have moved on to new and exciting roles over the last 12 months. Thanks to Sophia Aker, Leon Cliff, Luke Hebblethwaite, Laura Martin and Tim Scott for all the work they've done on behalf of the industry.

1939 game • 22cans • 39 Pictures • 3dnative • 505 Games • A Brave Plan • Aardman Animations Ltd • Aardvark Swift Recruitment • Abertay University  
 Absolutely Games • Access Creative College • Access Sports • Actioncy • Activision Blizzard UK • Acumed Consulting • ADVNCR • Association for  
 Interactive Media & Entertainment • Akur Capital • All Brandz • Alliotts LLP • Altered Gene Studios • Alzheimer's Research U • Amazon • Amicus  
 Ansible PR & Communications • Ant Workshop • Antstream • Appinchina • Arrogant Pixel • Association for Continuing Education in Esports • Atomhawk  
 Design • Atomic Entertainment • Atomicom • Audiomob • Auroch Digital • Autistica • Avalanche Studios Group • Azoomer • Ballistic Moon LTD •  
 Bandai Namco Entertainment UK • Barclays UK Ventures • Barog Game Labs • Bastion • BDO UK LLP • Beijing CrazySports Industry Management  
 Berwick Partners • BetaJester Ltd • BGI Bidstack • Big Games Machine • Billy Goat Entertainment Ltd • Binary Spiders LTD • bitmap bureau Ltd Biz  
 Media • Blazing Griffin • Blicx • Blockborn Born Ready Games • Bossa Studios • Branching Narrative Ltd • Brand Culture • Brightrock Games • Brilliant  
 Skies Ltd • British Chamber of Commerce Korea • British esports Federation • Brown Betty • Brunel University London • Build a Rocket Boy • Bulkhead  
 Interactive • Bungie • Buzz Capital Byte Dance • Cambridge Game Creators Network • Campaign Against Living Miserably • canVERSE • Cape Guy  
 Cardboard Sword • Casual Games Association • CCP Games • CE Europe • Centresoft • Changing Day • Charles Russell Speechlys LLP • Checkstep  
 Cheetah Mobile • Cherry Pop Games • Chilled Mouse • ChillConnect • China Britain Business Council • Cloud Imperium Games • Coatsink Code  
 Kingdoms • Codemasters • Codewizards • Coin Mode • College of Haringey • Connor Broadley Ltd. • Contact Sales • Cooperative Innovations Ltd  
 COUSIN Media Group Limited Coutts • Covent Garden Dragon Hall Trust • Crayfish • Creative Assembly • CreeperHost Ltd • Criterion Games • Cubic  
 Motion • Curve Games • Dakko Dakko • Darbotron • De Montfort University • Dead Five • Dead Good Media • Dell • deltaDNA • Digital Out-of-Home  
 Interactive Entertainment • Disobey • Diva Agency • DLA Piper • Dlala Studios • DOLPHRAGON • Double Eleven • Dovetail Games • DPS Games • DR  
 Studios • Draw & Code Dream Harvest • Drest East Norfolk Sixth Form College • East2West • Eaton Smith • Edge • Ediedo • Edinburgh Napier University  
 Eebz • Efen Studios • EGL • Electronic Arts • Endpoint esports ltd • Epic Games UK • epic.lan • Escape Technology • ESL Gaming UK LTD • esports  
 insider • Esports News • Etch Play • Everyone Can • Exertis Gem • Exient • Experience12 • Expression Games • FacelT • Facepunch Studios •  
 FactorTech • Fallen Planet Studios • Fansensus • Fayju • Fife College • Firebolt Games Limited • Firebrand Games • Fireshine Games • Firesluge Studios  
 Firestoke Games • First Light • First Touch Games • Fish Bladder Games • Five Aces Publishing Ltd • Flavourworks Limited • Flick Games • Flix  
 Interactive • Flying Interactive Ltd • Focus Multimedia • Fortitude Games • Fosun Group • Fourth Floor Creative • Fresh Seed • FruitLab • Fundamentally  
 Games • Fusebox Games • Fusion 85 • Future Games of London • FuturLab • Game Academy • Game Jobs Direct • GAME Retail • Geararound  
 GameBench • Gamedev Bootcamps • GameFace Labs • Gamer Network • Games Jobs Live • Games London • GamesAid Gamewagon • Gamification  
 Nation GEEIQ • Genba Digital • Genvid • Gfinity • GG Insurance • Ghub • Ginx TV • Glitchers • Global • Globalstep • Glitch Group • Goldborough  
 Studio • Goldsmiths, University of London • Good Place Ideas • Google • GOSH GRACEWEAR • Grads in Games • Gram Games • Grandad Digital  
 Gratitude • Green Man Gaming • GrosChevaux • Ground Shatter • Guild esports • Halo Financial • Hangar13 • Harbottle & Lewis LLP • Hardlight Hasbro  
 Hayes MacIntyre • Heart of Worcestershire College • Heaven Media • Hello Games • Here East Heroic Labs • HeyStephenHey • Hi-Rez Studios • Hiro  
 Capital • Honest PR • HOST • Hotdrop • Humain • Hungry Billy • Hutch Games • Ian Hamilton Design & Consultancy • ICO Partners • Identity Spark  
 Improbable Worlds • Included Games • Indigo Pearl • Infinite Worlds • InGame • Innovation Birmingham Campus • International Games Developers  
 Association • Into Games • Intorqa • Invincibles Studios • IOTLVL • Ipsos Mori UK Limited Irwin Mitchell LLP • ISM (Interactive Studio Mgt) • Isokron  
 Jagex • Johnny Atom Productions • Junkfish Kairos Media • Kalypso Media Digital Ltd • Kantar Worldpanel • Keymailer • Keywords • King Koch Media  
 Koei Tecmo Europe • Konami Digital Entertainment • Kotori Studios • Kuato Studios • Kuju Entertainment • Kwalee • Kybele Studio • KYM Entertainment  
 Lab42 • LabelRadar • Lava Games • LDN UTD • Leapfrog • Lee & Thompson • Lewis Silkin • LeYou Technologies • Lick PR • Liquid Crimson • Little  
 Big PR • Liverpool John Moores University • Loading Bar • Localize Direct • London South Bank University • Loveshark • Ludus Magnus • Luton & Son  
 Limited • Maasai • Mosh Games • Madorium • Magic Notion • Magicave Magnetic Arcade Make Real • Making Moves London • Marchsreiter  
 Communications • Marvelous Europe Limited • Mastered • Matata Corporation • Maverick Media • Max Louis Creative • Maximum Games • Maze  
 Theory Ltd • Mechabit • Media Molecule • Mediatonic • Menzies LLP • Merge Games • Mermaids • Microsoft • Middlesbrough College • Mike Bithell  
 Games • Milestone • Milky Tea • Mimram Media • Mincoffs • Mind Fitness Learning Ltd • Mishoon • Mod.io • Model Esports • Modern Dream •  
 Mod Squad • Mojworks • Moneycorp • Monteith International • Moore Kingston Smith • Move.ai Moxy • Multiplay • Mythical Games • Nacon National  
 Film & Television School • National Student Esports Ltd • NaturalMotion Games • NCSOFT Europe Ltd. • nDreams • Neonhive limited • Nequinox Studios  
 Nesta • Netspeak Games • Network N • Newcastle College • Next Gen Skills Academy • Nick Parker Consulting Ltd • Niffler • Nineteen Eleven Games  
 Ninja Kiwi Europe • Nintendo UK • Northern Ireland Screen Northern • Lights Arena Europe • Norwich University of the Arts • Nosebleed Interactive  
 Numskull Games • Odgers Berndtson • Oktra • Omni Systems • OMIUK • On the EDGE • Conservation • OPMjobs Ltd • Oury Clark • Outright Games  
 Ovomind • Pataphysics • Pavinox • Payload Studios • Piepacker • Piggyback Interactive • PitStop Productions • Pixel Bar Ltd • Pixel Toys • Pixel United  
 Pixion Games • Plan of Attack • Platform Ltd • Playdemic • Player Lands • Player State • Playground games • Playmob • Playniac • Playstack •  
 Playtonic Games • Playtra Plus Accounting • Pole to Win Europe • PQube • Premier • Psycho Hound • Purewal & Partners • Quantum Soup Studios  
 Queen Mary University of London • Radical Forge • Rantmedia Games • Raptor PR Ltd • Rare • Raspberry Pi Foundation • Ravensbourne University  
 London • Reality Games • RealtimeUK • Recontact Digital Arts • Red Kite Games • Reflection.io • Remote Control Productions • Renaissance PR  
 RENDEMENT • Retro Games • Revolution Software • Rewild Studios • Rezzil • Ripstone • Rising Star Games Limited • Roblox Corporation • Robot  
 Teddy • Robot Turtle Limited • RockSteady Games • Rogue Sun • Rogue Vector • Roll7 • Roucan Events & Content • Ruby Labs Ltd • Safe in our World  
 Saffrey Champness • Sauce Labs • Savills • Scirra • Scottish Games Network • Secret Mode • SEGA Europe • Seven Point Red • SFB Games Limited  
 Shadow • Shark Infested Custard • Sharkmob • Sheridans • Sherimedia Ltd • Shipleys LLP • Silicon Digital • Simple Video Games • Simul • Singer  
 Interactive Limited • Six to Start • SKC Games Studio Limited • Sketchboo Games • Skillsearch • Skybound Games • Skyhook Games • Sledgehammer  
 Games • Slightly Mad Studios • Snakebyte UK limited • Sock Monkey • Sony DADC • Sony Interactive Entertainment Europe • South Devon College  
 Space Ape Games • SpecialEffect • Spencer West • Spilt Milk Studios • Splash Damage • Sponge Hammer • Sponge Hammer Games • Sports  
 Interactive • Spryt Tech • Square Enix • Staffordshire University • Starlight Games • State of Play Games • S-Tech • Steel City Interactive Ltd • Steel  
 Media • Stick Sports • Story Juice • Studio Vision • Studiotypes • Sugar Sumo Group plc • Super Spline Studios • Supernova Esports and Events Limited  
 Supply Drop • Swallowtail Games • Swipe Right • System 3 Software • Tag Games • TAKEOFF Creative • Take-Two Interactive Software Europe  
 Talespinners • Talewind • Tandem Events • Team17 • Tencent • Terra Virtua • Testronic Laboratories Ltd • The Academy of Contemporary Music • The  
 Brain Tumour Charity • The Chinese Room • The Cult Games • The Diana Award • The Esports Business Group • The Game Marketer • The Irregular  
 Corporation • The Multiplayer Guys • The NUEL Esports Ltd • The Polygon Loft • The Story Mob • The Tall Trees • The Tiniest Shark • The Trailer Farm  
 The Voice Over Network • The Walt Disney Co. • Third Kind Games • Three Fields Entertainment • Three Knots • TinyBuild • tournamentcenter • Tower  
 Studios • Trailmix Games • Tripp Associates • TT Games • Two Point Studios • Two Tails U&I Entertainment • Ubisoft UK • Netease Interactive  
 Entertainment Ltd • UnifiQ • Unity • Technologies • Universally Speaking • University College London • University of Bedfordshire • University of Bolton  
 University of Brighton • University of Chester • University of Chichester • University of East London • University of Essex • University of Greenwich  
 University of Roehampton • University of Southampton • University of Surrey • University of Westminster • University of Worcester • University of York  
 unrnd • ustwo • Utopian World of Sandwiches • Uzone Network Technologies • Venatus • Verifymyage • Very PC • Viewpoint Games • Virtual Arts •  
 Visual Silicon • W.R.K.S GAMES LTD • Wanyoo esports • Warchild • Warner Bros. Interactive Entertainment • Warp Digital • Waste Creative • We Are  
 Kiln • Web Capio • Well Played Games • West Suffolk College • Whale and Dolphin Conservation • Wicked Sick • Wiggins • Wired Productions • Wired  
 Sussex • Wizards of the Coast • Women in Games • Wushu Studios Ltd • Xiotex Studios • Xplorealms • Yahaha • Yogscast • YRS TRULY • ZeniMax  
 ZA/UM Studio