



#RaiseTheGame **One Year On**

**Inspiring and supporting
equality, diversity, and inclusion
in the video game industry**



Contents

Foreword from CEO Jo Twist OBE	04
Credits	06
Introduction	08
About #RaisetheGame	10
Key Points about the Pledge	11
About this document	13
Pillar 1 Creating a diverse workforce	
About Pillar 1	15
Best practice from around the sector	16
CASE STUDY: Roll7	20
CASE STUDY: Aardvark Swift	22
Pillar 2 Shaping inclusive and welcoming places to work	
About Pillar 2	25
Best practice from around the sector	26
CASE STUDY: Codemasters	32
CASE STUDY: Mediatonic	34
Pillar 3 Reflecting greater diversity in our work	
About Pillar 3	37
Best practice from around the sector	38
CASE STUDY 1: Splash Damage	43
CASE STUDY 2: Deep Silver Fishlabs	44
CASE STUDY 3: Jagex	46
What Ukie is doing?	48
Conclusion	
Progress to date: summary	51
Next steps	54
Six simple, zero-cost steps you can do now	55



Foreword

Dr Jo Twist OBE, CEO at Ukie

The **#RaiseTheGame** pledge is now a little over a year on from launching and it's hard to think how different the world felt back in February of last year.

When we launched the pledge, we did so together in the company of our friends and colleagues in the industry.

Back on that day in the Microsoft Store, when we were all stood together as one celebrating its launch and the beginning of its important work, I don't think any of us really could have imagined what came next.

The pandemic reshaped the way our world worked. We retreated from our offices to our homes. Parents became teachers to their children.

Shielding became for so many a depressingly necessary evil. And we all felt the impact of being apart from one another, of missing the community that comes from being together.

Yet still, the world continued to turn and challenges continued to reveal themselves. With it, inequality was revealed. The Black Lives Matters movement erupted out of the fury of systemic oppression, battling back against unspeakable racism. We were convulsed by a #MeToo moment, where women in the industry shared tough personal stories of unacceptable behaviour in our ranks.

We also saw the way that the pandemic exacerbated social and economic divides, with children's education advanced or held back on whether their families could afford devices to keep them connected.

In this context, **#RaiseTheGame** became something more important than just a pledge for action; it grew into a community. Throughout the year, it pulled people together by providing a shared focus on something that we can all agree is essential to creating a fairer industry and world: doing good.



we must continue to carve that route forward together "

Dr Jo Twist OBE, CEO at Ukie

Virtual roundtables and events united people from behind their screens, pulling themselves out of their bedrooms, dining rooms, living rooms and kitchen to share advice that has helped shape our sector for the better.

Campaigning and representation groups within our industry have been emboldened to act confidently on behalf of the people they champion, telling stories, running activities and constructively holding us all to account on behalf of their communities.

And within the industry at large, **#RaiseTheGame** has started to become the shorthand term that the UK industry reaches for when it thinks of equality, diversity and inclusion.

For those who signed up to the pledge, and even for many who haven't, **#RaiseTheGame** increasingly feels like a door that's opening to a new pathway to a better industry.

But while we should celebrate the progress so far – especially in a year of unparalleled upheaval and disruption – we must continue to carve that route forward together.

We know there are thousands more UK games companies we can sign up to the pledge. We know that representation within the games we make remains patchy at best, narrowing the stories we tell and the audiences we can reach. We also have to ensure that what has formed successfully in a year when we have been apart works even more effectively when we're together again.

For now though, we should take a step back and reflect on what we've achieved so far. **#RaiseTheGame** has played a major role in encouraging the UK industry to commit to equality, diversity and inclusivity, while inspiring likewise around the world.

Let's continue to lead in 2021 and beyond.

Credits



Author of the Report Vikki Blake
Freelance EDI Consultant & Writer

Before Vikki Blake gave up the monotony of civil service life to realise her childhood ambition of writing for a living, she worked for 15 years as an equality, diversity, and inclusion legal adviser, specialising in employment and higher education.

Today she blends both of these passions, working as both an EDI consultant and wellbeing adviser, as well as reporting and reviewing for outlets like Eurogamer and GamesRadar+. She also writes a weekly gaming column for the NME.



Designer of the Report Jay Roerade
Freelance Designer

Jay has worked alongside a variety of clients and agencies internationally, specialising in typography and branding. He love drawing letters, illustrations and patterns for everything from soft furnishings and home products, to clothing and personal stationery.

Through his own practice, commercial projects and collaborations, Jay has further developed his ability (and also the sheer excitement) to art direct and project manage from pencil sketch through to the finished piece or product; having worked with Ukie on various projects now including this report.

On Behalf Half Of The
#RaiseTheGame Team at Ukie





Introduction

In 2020, the UK games sector created **#RaiseTheGame**, a collaborative and high-impact pledge to improve inclusion across the games industry, creating cultures committed to embracing, developing, and celebrating diversity.

The pledge was designed to inspire games businesses to champion and foster diversity and inclusion within their own organisations and drive meaningful cultural and behavioural change, creating a more diverse and inclusive games industry that better reflects the broad spectrum of people who love to play games.

Twelve months on, the world has changed in ways we could never have expected.

But despite the unexpected difficulties created by the on-going coronavirus pandemic, the UK games industry has responded flexibly and pro-actively to these new challenges to expand and improve homeworking, recruitment remotely, and continue professional development online, all whilst supporting employees remotely through loss, grief, and challenging mental health.

Though many companies admit they are still adjusting to the sudden pivot to remote work, this has not deterred efforts to progress and improve equality and diversity in the workplace.

Scores and scores of studios and gaming-adjacent organisations are using the materials and partnerships formed through **#RaiseTheGame** to improve access to game industry careers regardless of their company's size or specialism.

Since the pledge was launched last year, 110 organisations have signed up to the pledge thus far, including 81 pledge partners – five of which are our founding pledge partners – 20 pledge supporters, five academic partners, and four international pledge partners and supporters.

Together, our mission is:

- 1** To promote and foster diversity and inclusion in the games industry, where everyone belongs, and ideas can thrive
- 2** To inspire games businesses to champion and foster diversity and inclusion within their organisations
- 3** To drive meaningful cultural and behavioural changes that create a more diverse and inclusive games industry

About #RaisetheGame

#RaisetheGame wants to propel meaningful change in an innovative industry that continually strives to better serve the 2.3 billion people that play video games across the world.

We already know that games are a defining way for how people interact and socialise with the world, but never has these digital connections been more apparent or more important.

As we move into 2021, it's more important than ever to ensure we offer safe, inclusive spaces not just in our games, but also in the companies that make them, too.

It's no secret that as a sector, we need to attract, foster, and retain talent with diversity of thought and experience, to better deliver what our global player audience wants. It is clear that we can all do more to seek out such talent and to create environments where this talent feels

that they belong, enabling us to create even more engaging, innovative, and fun experiences that appeal to everyone.

It's also no secret that no one company can do this on their own. This is why #RaisetheGame was formed, encouraging organisations to work collaboratively and proactively to bring about positive, substantive, and lasting change.

It doesn't matter how long a business has been operating, how many people are employed there, how people play its games, or where businesses are on their diversity and inclusion journey.

#RaisetheGame and its accompanying guidance document have been designed to help games businesses think about how they can drive meaningful cultural and behavioural change, whatever their size or background.

When games businesses sign up to the pledge they promise champion and foster diversity and inclusion within their organisation in the way that's appropriate for them across our three key pledge pillars:

1

Creating a diverse workforce by recruiting as fairly and widely as possible;

2

Shaping inclusive and welcoming places to work by educating and inspiring people to take more personal responsibility for fostering and promoting diversity and inclusion; and

3

Reflecting greater diversity in our work by striving for this in everything we do, from game design and development, through to marketing and other support services.



Key Points about the Pledge

- The Pledge is for games businesses of all sizes.
- The Pledge asks organisations to commit to promoting diversity and embedding inclusion. It is deliberately flexible so that signatories can tailor their pledges to the specific strengths and challenges of their organisation.
- Whilst we want to see as much change as possible, you commit to undertaking change or activity in one of the pledge pillars over a twelve-month period.
- This can either be a commitment to introducing new activity, or a commitment to continue work on initiatives you may already have in place which improve diversity and inclusion within your business.
- The Pledge celebrates and promotes good practice so that these become a positive example. Your commitment to the pledge and the work that you are doing will be used to inspire more businesses to think about improving diversity and inclusion.
- The Pledge is not a policing tool for a lack of activity or historically poor practices, but it is a benchmark for the present and for future plans.
- The aim is to build a movement for inclusive leadership and encourage collaboration: spreading the message of why diversity and inclusion matters, sharing success stories, and supporting change.
- We need the Pledge to carry and maintain momentum, so we'll touch base with you each year and help celebrate your success points and update you on broader industry progress.
- We will highlight good practice from the activity reported by pledge partners to further change across the industry.

About this document

This guide provides an update on the steps undertaken by the UK games industry to bolster diversity and inclusion in the workplace, and detail the progress some organisations have taken against each of the three founding pledges outlined in the [#RaiseTheGame guidance document](#) since the initiative was launched in 2020.

In order to assess progress against the three founding pillars, we wrote to all pledge partners requesting an update on progress, case studies on what has worked well – as well as honest reflections on what hasn't – and, where applicable, asked for insightful testimonials from current staff on how they view that progress to date.

Of the 80 partners we had at time of writing this report, 30 responded with detailed case studies, and a further seven with staff testimonials.

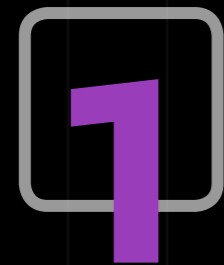
As well as championing the excellent practice already underway, this report will also offer a pragmatic reflection on the challenges the industry faces and share best practice examples of low- and even zero-cost solutions to help organisations of all sizes make meaningful change to improve workplaces for all of us.

This includes ideas on how organisations can prioritise wellbeing, identify next steps for attracting, retaining, and supporting a diverse workforce, and reflect greater diversity in our work.



Diversity and inclusion are a discipline and a process. So why are they worth pursuing? Because without them no company can fulfil its potential. Monocultures solve problems the same way, continue to give the same answers, and are slow to change. Diverse business are nimble, think differently, and, frankly, are a lot more interesting places to be. We are proud that half the people at MTA are women, that a third are from minority ethnic backgrounds, and almost one fifth of the office is from the LGBT community. Being part of Ukie's #RaiseTheGame has helped us open the D&I conversation with clients sooner, and raise awareness of its imperativeness even further.

James Dodd, Partner at Martin Tripp Associates



Creating a diverse workforce

About Pillar 1

The first pillar of **#RaisetheGame** tasks organisations to create a diverse workforce by recruiting as fairly and widely as possible. As stated in the guidance document, inclusivity is an important cornerstone of a fair and less divided society. Games businesses have the transformative power to help foster it. And starting from within our companies can deliver a range of benefits.

The case for establishing a truly diverse workforce at all levels grows more compelling each year. The moral argument is weighty enough, but the financial impact, as proven by multiple studies, makes this a no-brainer. Put simply: diverse companies perform better.

A common challenge of achieving diversity in recruitment is that there is a perceived lack of qualified candidates that apply for a role. However, talented and qualified people are everywhere, and if a company's hiring practices positively reflect the new

reality of workplace - especially in light of a vastly changing climate where more of us are working remotely and flexibly due to COVID-19 - it is easier to reach those people.

A year ago, we offered some suggestions on how you could start diversifying your workforce. And while companies have had to adapt rapidly to working - and recruiting - remotely in light of the pandemic, it shows that there are real steps UK businesses can take to create a diverse workforce even in tough times.

Best practice from around the sector

Best practices

Recruitment literature makes clear that the company welcomes and supports candidates from a range of different backgrounds

You can do this, just like...

Splash Damage is using gender-neutral language in its job descriptions and ensuring job adverts aren't overly long and specific, which it believes can "turn off" some applicants. It's also making a commitment that any applicant who makes an interviewer feel uncomfortable in their answers should not be hired, and it working to empower its hiring panels to speak up.

Electronic Arts is using TapRecruit, an augmented writing tool that "promotes an inclusive hiring process by ensuring candidates from every background can find and understand EA job descriptions". It says this is "already having a positive effect on the number of diverse applicants [it sees]".

Best practices

Job adverts are placed where diverse candidates might be

You can do this, just like...

Codemasters has engaged a BAME specialist recruitment agency and is continuing to broaden its diversity (it has hired from Europe, the USA, and "many other countries" thus far) through a variety of channels. It has also renewed its Sponsorship license to enable it to recruit and employ international staff, along with being able to offer assistance toward relocation costs, which it says helps prospective staff see how the studio "fully support them in their move and settlement in the UK"

Sketchbook Games says it is "very deliberate and careful in the wording" of its recruitment advertisements, and has used affordable websites like WorkWithIndies.com, RemoteGameJobs.com and GamesJobsDirect.com to advertisement vacancies, as well as more traditional methods such as LinkedIn and Twitter.

Diversity is represented in branding and at events

Roll7 is revamping the messaging and images on its website. It says that it wasn't until it analysed the website that it "realised how narrow it was in its appeal". The pictures and the tone were aligned with its personal identity and "was a reflection of the current state of the company". "There is still a lot more work to be done here," it says, "but we have actively made it a more welcoming and appealing place".

Yrs Truly says the biggest challenge it has faced is perhaps tied to its size; as a team of five, it says there's so much it would love to do, but it has a limited amount of time and resources. However, committed to improvement, it says it's looking to set aside time every month to focus on working and strengthening links with non-profit organisations.

Pixel Toys says it has had an expert reviewer assess its website and social media channels and has made a number of changes in light of this. It also plans to "reshoot [its] corporate promotional video" once it is safe to do so.



Best practices

Shortlisting and interviews are conducted inclusively

You can do this, just like...

Sumo Group has increased the female, BAME and LGBT+ participation on interview panels, recruitment events and materials, and established a mandatory management training programme that includes both unconscious bias and equality law training.

It has also established Sumo Academy, a new talent-development programme to create new pathways into the games industry. Through this process, it was able to appoint talented graduates with a much wider range of backgrounds (Fashion, History, Physics, Philosophy) and is now looking to apply positive action to mentor female and BAME candidates in advance of the interview process to increase the number of under represented candidates entering the scheme next year.

Hiring managers hire inclusively, are aware of their bias and know how to mitigate this in decision making

CCP purposely hired a recruiter who "has a track record" of diversity recruitment in his previous roles, and informed all its recruitment agencies that it "would like them to focus on diverse candidates when they are seeking candidates on [its] behalf". It also reviewed and changed its recruitment bonus to include an uplift of an extra 20 per cent for recommending and hiring diverse candidates.

Antimatter Games is using plain English and avoiding technical language in its hiring processes and does not specify personality attributes or "culturally laden words" in job specifications. When working with recruiters, it says it specifies "diversity in the applicants they submit".

TESTIMONIAL FACEBOOK GAMING

“

Diversity and inclusion are a core part of Facebook's values. We see it as a must-have, not an option as we work to bring the world closer together. This helps us to create better and do better.

This starts from the inside out with a diverse workforce that reflects the communities who use our products and services. Supported by resources for all our employees to thrive and feel welcome and connected in both their personal and professional lives. It's also why being a founding pledge member of **#RaiseTheGame was a natural and important opportunity for us to partner with Ukie and a number of fantastic gaming companies who are equally committed to fostering a more diverse industry.** ”

Cheryl Savage, Director of Gaming EMEA

Case Study



When Roll7 signed up to the **#RaiseTheGame** pledge, the company was not and had historically not been especially diverse; in fact, to put it bluntly, it was primarily a “bunch of white dudes”. We were determined to change this and in 2018 took active steps with an initial focus on improving the gender, race and ethnicity balance.

To be clear. Our goal was not to hire based on those categories but to make our company more inclusive, open and appealing in the hope that we could attract the best talent – irrespective of individual characteristics.

We spoke with a number of people and organisations including BAME In Games and Women In Games to see what practical steps we could take. There were a number of things we did but the two most pertinent were:

1. Re-wording our Job ads: Making sure we weren't being overly specific where we didn't need to be and really thinking about which skills were 'essential' and which were 'nice to have'.

Once you really drill into this area you realise that very little is actually essential and in most cases, you can look for a broader skill base and personality type.

2. Revamping the messaging and images on our website: It wasn't until we analysed our website that we realised how narrow it was in its appeal.

The pictures and the tone were very much aligned with our personal identity and were a reflection of the current state of the company. There is still a lot more work to be done here but we have actively made it a more welcoming and appealing place.



Both of these changes resulted in us receiving a far more diverse range of applications, which in turn meant that the talent pool to select from was much greater.

For Pillar 1, to really emphasise the difference the changes detailed above made, the figures speak louder than words: In Q2 2019 there 9 of us: all white and identifying as male. Now, in Q4 2020 over a year later, there are 51 of us in total with 11 people identifying as female and 40 as male.

With regards to race and ethnicity, of our 51-strong team, the vast majority would be categorised as white (with a range of backgrounds within that cohort) and 5 people would be categorised as being from non-white ethnic groups.

We realise that we have a long way to go and that diversity comes in many more forms than gender and ethnicity, but it does show how our changes have had an effect.

Case Study

AARDVARK SWIFT



Here at Aardvark Swift, we have taken our commitments to diversity and inclusion seriously, not just over the last 12 months, but historically. The **#RaiseTheGame** Diversity Pledge was a natural fit for us as a business, and it has been a pleasure to commit to this standard alongside our industry peers. We're happy to present how we have supported the initiative and how our activities have exemplified the three core pillars of the pledge itself over the last 12 months.

In terms of Pillar 1: Creating a Diverse Workforce, we partnered with Ukie and provided advice for studios (both large and small) to enable them to recruit more diversely and inclusively within the industry (this was hosted on the RaiseTheGame blog).

This was based around being mindful of the language used in job advertisements, to being flexible in the reasonable adjustments provided to working norms, ensuring opportunities aren't closed to anyone based on factors such as identity, race, religion, age, disability, and more.

As race specifically was brought to the forefront by the BLM movement, sparked by the death of George Floyd, we announced that our professional

services were available to the black game development community, providing financial and commitment-free CV, portfolio, and employment advice to those that wanted it.

This involved our recruitment team giving up their free time to be available whenever necessary for inbound queries. From this, Femi Boye reached out to us after seeing our commitment on our social media channels.

After working with our Senior Recruiter, Chris Mellor, and determining the types of roles he'd be interested in, Chris was able to place him in his first industry role at Airship Images as a Marketing and Engagement Manager.



"As someone who came from a male-dominated and oftentimes toxic corner of the industrial sector, it was a breath of fresh-air to join an industry making concerted efforts to improve both diversity and inclusion for all. When Aardvark Swift signed up to the **#RaiseTheGame Diversity Pledge, it told me that my employer actively supported the positive steps being taken by the most forward-thinking and socially conscious contingent of video games. It allowed me to be brave enough to publicly identify as part of the LGBTQ+ community. I wouldn't have imagined being comfortable enough to do that twelve months ago. It means a lot to finally be unapologetically me. "**

Jimmy Bowers, Marketing Assistant at Aardvark Swift

PILLAR



Shaping inclusive and welcoming places to work

About Pillar 2

Pillar 2 is all about creating a culture of inclusivity by changing behaviours and educating to inspire people to take more personal responsibility for fostering and promoting inclusion.

Diversity can be likened to inviting everyone to an event. To be inclusive, you must invite everyone. But to be diverse, you must make them feel welcomed, respected, and valued.

Organisations that meaningfully embed inclusive cultures will see this reflected in the behaviours of all staff, resulting in a proactive workforce which will show and demonstrate these behaviours.

To be clear, organisational culture is not something that is created by HR or by the leadership team alone.

It's also not something that should be driven by those in a minority alone. It is the responsibility of everyone in the organisation to create and reinforce a positive culture, and vocally and visibly challenge unacceptable behaviours.

Games companies across the UK have demonstrated in a range of different ways how inclusive and welcoming places to work can be shaped in the past year, with some of the best examples listed below.

Best practice from around the sector



Best practices

Employee have high awareness of diversity and inclusion and the organisational benefits it brings

You can do this, just like...

Deep Silver Dambusters launched a studio-wide diversity survey to help it monitor the impact of its changes and pledges to run, and compare, the survey annually. It is also currently devising unconscious bias training for managers and says it will be a mandatory part of the Management Development Programme.

Payload Studios has launched an inclusion-focused Employee Resource Group to ensure that those who are interested are able to engage in inclusion-focused activity during work time. It's also exploring ways in which it can ensure all staff can have a voice, such as providing a completely anonymous way for our team to provide valuable feedback.

Genba Digital has updated its induction pack to include more information on mental health resources, as well as communicating its "strong desire and aim to be an inclusive, diverse and welcoming environment for all".

Electronic Arts host Equality town halls and Community conversations in collaboration and participation of its senior business leaders, which is says creates a sense of community, bringing external guest speakers as well as EA employees to share and discuss their perspectives and experiences.

Best practices

Making sure your processes are inclusive

You can do this, just like...

Huey Games says the whole company shares the responsibility for all the work it does and works to get "the job done on time and to world-class standards, while prioritising a healthy work-life balance".

d3t gives all new team members a supportive six-month plan to help new recruits settle in quickly and reach their full potential, whatever their role within the studio. It also has a dedicated online space that its qualified Mental Health First Aiders have set-up to hold resources, tips, advice, activities and interesting articles, all with mental health in mind. During the pandemic, it has sent care packages to staff on a near-monthly basis.

GG Insurance Services has re-examined its employment processes for existing team members to ensure they're holding up against the values of the **#RaiseTheGame** pledge. It adds that all colleagues are encouraged to contribute by sharing their thoughts and feelings with an "open-door climate".

All employees accept and demonstrate inclusive behaviours

Jagex has re-examined its employment processes for existing team members to ensure they're holding up against the values of the **#RaiseTheGame** pledge. It adds that all colleagues are encouraged to contribute by sharing their thoughts and feelings with an "open-door climate".

Wargaming DPS Games has provided management training to ensure managers understand "inclusivity, but also overall be aware of staff wellbeing and understanding".

Sheridans' Games team has seen colleagues join advocacy and support groups Out Making Games and Women in Games. It says being a part of **#RaisetheGame** has been crucial to 'focus minds' and help it to achieve its goals.

Best practices

All employees accept and demonstrate inclusive behaviours

You can do this, just like...

The **King** leadership team were the first to go through its Inclusive Leaders programme, a workshop on the traits and practices of inclusive leaders. It combines "extensive research into experiences within King with actors who bring to life real-life scenarios where inclusion fell short", allowing the participants to see what happened, pause it, discuss the issues presented with the actors, and with each other, and change the outcomes, in order to develop and deepen an appreciation of how behaviours large and small can create inclusive (and non-inclusive) environments.

Xbox UK employees take part in a Microsoft Allyship training course, for all employees to establish shared language and understanding. Several additional courses are available to people who want to continue learning about allyship and how to practice it. The team also emphasise the importance of accessibility for all in the workplace and employees and managers can now earn their Accessibility in Action digital achievement badge by taking courses in inclusive presentation skills, digital accessibility, creating accessible content, and many more.

Aardvark Swift recognises the problem confronted by many when applying for entry-level roles is the necessity of an undergraduate degree. But as university education favours a very small demographic of the overall talent pool, it is now working as part of a "trailblazer steering committee" to create the first games industry apprenticeship standards. As part of this involvement, it says it has brought on a number of studios to ensure wider buy-in from the development community which will ensure this project's success.

Electronic Arts created an #EAALLY definition with clear actions and behaviours so that everyone can start practising allyship in the most meaningful way. A set of resources for managers and individual contributors on Inclusive meeting practices, how to hold Community conversations is available on the intranet in various languages.

Best practices

Shortlisting and interviews are conducted inclusively

You can do this, just like...

Deep Silver Fishlabs is working to remove barriers for working parents. With schools and nurseries being closed during the pandemic, the team recognised home working parents were facing a lot of stress and difficulties. Through "very clear" messaging to employees, it says it doesn't expect them to log-on at 9 in the morning and forget what's going at home for the next 8 hours "while quite literally sitting at home in the middle of kids running around and home-schooling". It has twice been awarded the Hamburg Family Seal that honours local companies with "an outstanding family-friendly workplace".

SEGA Creative Assembly clearly acknowledged COVID-19 had the potential to increase professional inequality, stating that there may be a disparity in the quality of home setups, a lack of confidence to speak out in large virtual meetings, and distracting home environments. It says it has been conscious and vocal about these issues and provided quality setups for all staff, hosting studio-wide awareness sessions on inclusivity in virtual meetings and on recognising and supporting people's individual home life circumstances.

Social mobility is considered

Aardvark Swift recognises the problem confronted by many when applying for entry-level roles is the necessity of an undergraduate degree. But as university education favours a very small demographic of the overall talent pool, it is now working as part of a "trailblazer steering committee" to create the first games industry apprenticeship standards. As part of this involvement, it says it has brought on a number of studios to ensure wider buy-in from the development community which will ensure this project's success.

Mayamada GamePad is developing a framework to routinely offer work experience opportunities. Though the scheme will be open to all young people, it says it will be "making use of its network of colleges and youth organisations" to ensure it prioritises support for young people from Black and minority ethnic backgrounds.

“
Sports Interactive is committed to being a progressive employer, providing an inclusive environment for all 200 members of our (growing) team. The journey to a perfect workplace is never-ending but we enjoy encouraging our teams to see how far they can take us.”

Matt Carroll, Chief Operating Officer

“
An inclusive workplace invites everyone to bring their authentic self and talents to work on a daily basis. That's what I've found when I joined FISHLABS. The type of environment where I can thrive, and where I feel supported not only company-wise but also my from colleagues. An open-minded, collaborative and supportive culture, where everyone is always willing to lend a hand when we have any issue not just at the office but also personal support.”

Nesar Ansari, 3D Level Artist

Case Study



CODEMASTERS®



In March 2020, as a result of the COVID-19 pandemic, Codemasters began homeworking in line with Government guidance. As we complete this report, the majority of personnel remain home-based. It has been challenging to manage all business functions having been given very short notice of the initial lockdown.

However, we immediately strove to accommodate people's needs. We became quickly aware that there were some people who struggle to adapt to a home-working environment.

We have aimed to accommodate individual needs according to individual preference. We have also provided a strong enabling culture through our provision of mental health support, provided information and engagement through a dedicated wellbeing forum on Microsoft Teams.

To assess need and give us indicators of how people were managing these difficult circumstances we also carried out PULSE surveys and ensured that managers worked closely with employees who had caring responsibilities.

We continue to expand our Mental First Aid network and promote the support we offer to those in crisis.

We are also acutely aware that neurodiversity can present a range of challenges, especially during recent months of extreme change and uncertainty and that some employees require extra support.

We continue to monitor our gender pay data to ensure no inequity in terms of gender and are very pleased that we report improvement. Year on year we are evidencing improvements in our gender ratio statistics.



Codemasters is committed to attracting a diverse workforce, and our Raise the Game pledge re-enforces the need for positive change. Our people are our lifeblood, and greater diversity fosters new ideas and for us to think differently and play as one. We recognise the need to encourage, nurture and maintain an inclusive culture where everyone feels respected and empowered.

Julie Fish, HR Director at Codemasters

We have also undertaken a comprehensive review of many of our policies to ensure improved diversity and inclusion. For example, we have removed he/she and replaced with they/them.

We hold diversity at heart of our policies and procedures. As a result of lockdown and resulting queries, we updated our Flexible Working policy and process, to promote inclusivity. We have introduced more flexibility for people to be able to work at home, regardless of the country where they are located.

Earlier this year, we devised a Code of Conduct with input and consultation from a range of staff representatives.

The Code is aimed at raising awareness of our differences and maintaining an inclusive and welcoming environment for every person.

We have reinforced this with regular communications from senior management including Codemasters' CEO and HR Director. Our approach to **#RaiseTheGame** is being led from top-down within the Company.

In 2019, we introduced a new Learning Management System, which enables us to offer a very wide selection of online courses.

Some of these courses are mandatory e.g. Equal Opportunities, Code of Conduct, but the majority (available in a range of accessible formats) are optional and allow our employees to learn languages, gain an overview on disability, discrimination, inclusivity and unconscious bias both in work and personal time. |

Some of our mandatory training courses can be viewed in different languages.



Case Study



The biggest change to our business since we joined the pledge is that we openly talk about diversity and inclusion much more than we did previously.

Our CEO and People teams have presented to our team at All Company events, a number of times this year to discuss diversity and inclusion within Mediatonic, to declare our commitment from the top, and to talk about initiatives we are launching not just to attract more diverse talent, but also to help us foster an inclusive environment so that our team feel welcome, safe, and appreciated no matter who they are.

We now regularly include D&I updates in our monthly All Hands meeting to keep everyone informed. One initiative which has had a significant impact has been the launch of our Culture Ambassador scheme.

Our Culture Ambassadors are a diverse group of team members representing MT newbies, MT OGs, different disciplines, teams, locations, genders, and backgrounds.

Their role is to represent the voices of our team and to make sure everyone gets heard.

Our Culture Ambassadors' first project was to develop our Code of Conduct which articulates what we expect of each other as Mediatonic people, how we protect our people from harm, and where to turn to for support.

We also feel providing better education to our team on matters of diversity and inclusion is incredibly important, so this year we have introduced Diversity and Inclusion training which is compulsory for all.

The training aims to raise awareness of the barriers which stand in the way of an inclusive environment, and educates us on how to be more aware of our own biases, and how we can challenge the biases of others.

We have also built diversity and inclusion into the training we provide for our managers, so that everyone responsible for managing people at Mediatonic is aware of their responsibilities towards safeguarding their teams.



“ The qualities that show up in diverse and inclusive companies, such as innovation and resilience, are a huge part of how our games community continues to grow. We are delighted to be a part of Ukie's RaiseTheGame pledge, as we have seen focus in this area is helping us unlock the power of Diversity and Inclusion as not only an enabler of our business performance, but as an important way to strengthen our company culture. ”

Annie Clare, Head of Studio Operations at Tonic Games Group
(Parent company of Mediatonic)

PILLAR

3

Reflecting greater diversity in our work

About Pillar 3

Last but not least, **#RaiseTheGames** tasks game makers to reflect greater diversity in our work, from game design and development through to marketing and other support services.

Of all three pillars, it's clear that not only does Pillar 3 have the longest lead time – it can take years for a project to be announced, let alone released.

Many games are also made by global teams, where definitions of diversity differ, and often in secret for many years, which means the impact of the third pillar may not be felt for a while.

However, it does appear to be the most challenging for our partners, too.

While some were reticent about detailing advances in this area due to non-disclosure agreements, others spoke candidly about the challenges.

Many reflected instead on the partnerships they had formed with support and advocacy agencies and external, industry events they had supported to publicly and visibly champion diversity.

Ukie will shortly publish further research into historic representation in games to ensure that there is a better understanding of how diverse games have been in the past, with advice on how to improve any potential issues that may emerge in the future.

Until then, here are some best practice examples we suggested a year ago, and the real ways in which our partners have responded and begun to implement them.

Best practice from around the sector

Best practices

Products and services represent the full spectrum of diversity

You can do this, just like...

Sony Interactive Entertainment worked to ensure there was diverse casting for its PS5 ad campaigns, and has featured diverse characters and narratives in its first-party PS5 games.

nDreams says its Chief People Officer is working closely with the development team to produce consistent accessibility guidelines for its games. It says it "continues to work on ensuring more diverse content and representation on [its] unannounced titles".

Deep Silver Dambusters has been collaborating with its "sister studio Volition" to get feedback from a more diverse group of colleagues in respect to some of the characters and dialogue it's developing for an upcoming project. It has also been working with non-profit organisation IntoGames through its Video Games Ambassador Programme.

Deep Silver Fishlabs is proud to release its first premium console title in 2021 with a female lead character. It says "games can have a powerful impact on how we see ourselves and how we see each other. Diversity enables us to create deeply resonant experiences that connect with our players and leverage the power of our difference to innovate. We aim to contribute to a more realistic representation of society in the entertainment space".

Gamification Nation actively works on including gender and culturally diverse characters in all of its games. It also undertakes internal case studies about campaigns or games that it believes "gets inclusion right" to "stimulate this conversation".

Best practices

The conversation around, and the commitment to diversity and inclusion is industry-wide

You can do this, just like...

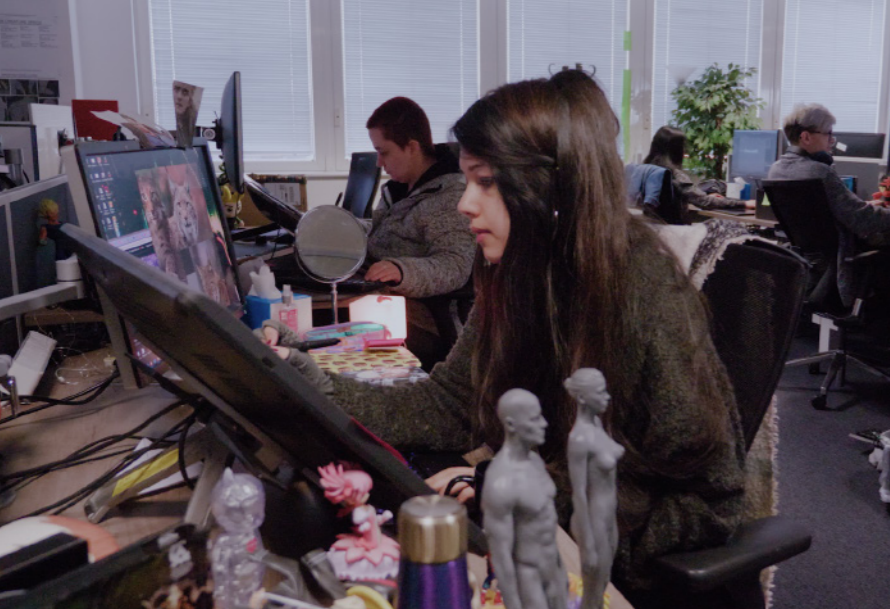
Mediatonic has sought to build partnerships with "like-minded organisations who are working towards a common goal of a more diverse games industry", including partnering with a number of diverse organisations, including Code Coven, Coders of Colour, and IntoGames.

Xbox UK launched the first AAA game with a lead trans character, featuring a depiction of Tlingit people and culture. Its promotional campaign was conducted with GLAAD spokespeople with reviews across UK media, including specialist LGBT+ outlets.

Xbox UK also made key advancements in accessibility with the Xbox Series X|S, including better accessibility menus, screen reader options and custom assignments, as well as voice recognition and chat transcription facilities. This continues an ongoing commitment to accessibility, following the launch of the Xbox Adaptive Controller, developed in collaboration with charities such as SpecialEffect.

Jagex is working to create a safe space for players and has implemented strict word filters in its games, including compulsory mature filters for racial slurs and offensive language, "without the ability for [its] players to opt-out.

Electronic Arts released its first annual Impact Report, detailing the actions globally to make a positive impact, be it on the environment, providing healthy player communities, investing in privacy and security, or more. That report details the actions the company have taken to increase diversity and inclusion in the company across the world.



Best practices

Organisations have strong role models who can tell their story in the games industry

You can do this, just like...

Many Cats is working to ensure its events offer balanced gender, ethnicity and other diverse characteristics, and covers travel expenses and other support (such as access for support workers) where necessary. It says it has struggled to convince local and national companies to provide work experience for young people with disabilities.

Splash Damage acknowledges "outreach has been immensely difficult in a year of remote work and uncertainty about the future" and says its marginalised groups have had a particularly difficult year, following the tragic death of George Floyd, and the wave of allegations that shook the games industry.

TESTIMONIAL OUT MAKING GAMES

“ As an LGBTQ+ games industry organisation we're proud to be a supporter of the pledge. Importantly though, the pledge also serves as a constant reminder that diversity has many forms and that we must strive to be as inclusive as possible and be a good ally to others. ”

Ian Masters, Out Making Games (OMG) Leadership Team

Ukie's RaiseTheGame pledge has already made great strides. They have brought the games industry so much closer to the voices and organisations that support and represent minority groups. As the UK's national autism research charity, Autistica are proud to support the pledge. We look forward to continuing to support members of the pledge to create an inclusive industry for autistic people.

Jake Mackey, Games Partnerships Manager

Case Study



At Splash Damage, we believe that diverse teams create the best work. This means that we strive to ensure that Splash Damage is a safe, diverse, and inclusive workplace. This is why we have been extremely proud of signing up for the Pledge last year.

Diversity & Inclusion is a pillar of our work at Splash Damage. Since signing up to the Raise The Game Pledge, we have normalised conversations around it, as you can see from our extensive event work, unconscious bias training, and commitment to D&I during our interview and hiring processes.

We also speak regularly about it in and out of the studio, from company updates to studio strategies internally, to talks, panels, and workshops where we can share our learnings with the industry.

We are always looking for outreach opportunities, ensuring that we're reaching as broad and diverse a talent pool as possible. We want to be at the forefront of these conversations, and we hope we can be a driving force for D&I.

This didn't come without its set of challenges; outreach has been immensely difficult in a year of remote work and uncertainty about the future.

Our marginalised groups have had a particularly difficult year, following the tragic death of George Floyd, and the wave of allegations that shook the games industry. Throughout these challenging events, we've endeavoured to ensure we provide everyone with the support they need and outlets to safely discuss these issues.

Throughout the ongoing COVID-19 pandemic we've ensured that all of our staff understand that it's ok to feel overwhelmed, or to struggle, and that the company is here for them.

We're providing them with the security and reassurance they need, the tools they need to cope, and the knowledge that they can reach out for support when they need it, all whilst making it clear that they are allowed to take a sick day for mental health reasons.

Case Study



We became aware of the pledge through our sister studio Deep Silver Dambuster and decided to join as well. Diversity of our employees, in our way of thinking, and representation in our products has always been at the forefront of all of our decisions.

We aspire to create a culture where we embrace our differences as our strength, and where our values are the guiding principles for how we work.

For this, we made sure to introduce the **#RaiseTheGame** initiative to all employees in an all-company meeting, explaining what the pledge stands for and why we joined and emphasising that we are always open to suggestions from our workforce on how we can improve diversity.

We're focused on building a Studio where everyone can thrive, while sharing ideas and fostering a fair, collaborative, creative and high-performing culture.

The pledge pillars provided by the initiative gave us a clear but comprehensive framework to think about our diversity initiatives in a more strategic way.

With regards to Pillar 3 "Reflecting greater diversity in our work", we are proud to release our first premium console title in 2021, with a female lead character. Our games can have a powerful impact on how we see ourselves and how we see each other.

Diversity enables us to create deeply resonant experiences that connect with our players, and leverage the power of our difference to innovate.



We aim to contribute to a more realistic representation of society in the entertainment space.

#RaiseTheGame has been a valuable and enriching initiative for our industry and we appreciate that we got to be part of it in its first year of existence together with other Studios who are also hard at work to building more diverse and inclusive workplaces.

Although this is an important step in evolving our culture, at Fishlabs we don't want to stop with words, but embrace our culture with our collective attitudes and behaviours.

We look forward to collaborating and keep learning together!



Case Study



Earlier last year, we published our North Star (our promise to continued change, and the initiatives of focus); Jagex values and champions the importance of a diverse workforce that reflects our player base of millions around the world.

We are committed to promoting fairness and equality both in the workplace and in our gaming communities, based on the fundamental principle that an inclusive and equitable environment promotes dignity and respect to all.

The Ukie **#RaisetheGame** pledge pillars have enabled us to focus on key areas of continuous improvement, and highlight areas where further change is needed:

Pledge Pillar 1: Recruitment

Our Initiatives:

- We've improved our data collection to critically analyse our recruitment process, to monitor improvements and implement new strategies.
- We've implemented a Talent D&I Champion. They will challenge process where necessary and act as an advocate for our D&I group.

- Our Talent team participated in Code Coven Summer Programme to promote our studio and inspire future generations from marginalised backgrounds to consider a career in Games.
- We're always open to ideas and suggestions, so a key question our managers ask at interview is how potential managers might've hired diversely before.
- We're always open to ideas and suggestions, so a key question our managers ask at interview is how potential managers might've hired diversely before.
- We worked with Into Games to create 6-month placements for the Government's Kickstart Scheme 2021.

Pledge Pillar 2: Work culture, retention, training and overall inclusivity towards staff.

Our Initiatives

Leading vision, policies and procedures:

- In July we published the Diversity North Star on our commitment to continued change
- To fully support our people and culture, we took steps to deliver a Dignity at Work policy, to make Jagex as a healthy, safe and enjoyable place to be.

Celebrations and events

LGBT History month – Player Visit:

- We invited players to visit us for LGBT history month in Feb 2020, giving them the chance to meet staff, ask questions and even got to design their own LGBTQ+ NPCs on paper.

International Women's Day:

- Streamed Lunch & Level Up talks by inspirational women.
- Shared IWD Career Profiles on social media. Hosted Reddit AMA with female employees & streamers about working in the industry.

International Men's Day:

- Men's mental health focused talk with guest speaker. Encouraging all men to speak up, and share experiences, and how to be an ally to all men when it comes to mental health.

Training & Education:

- Level Up! was a two-day dedicated virtual development conference for the entirety of our studio, including our own Diversity track to educate and coach our employees.

#DiversityatJagex employee led group virtual events:

- One of the initiatives run by our people passionate about diversity is "Let's keep on travelling... virtually" and it is supposed to be a series of events where we share something about our culture, region, identity or experiences we had while travelling.

Partnerships

- We became Women in Games Ambassadors, understanding the importance of the representation of women in games, and leadership.
- Girls' Game Lab – together with their team of volunteers, we taught female students from 8-12 years old to design & create their first game in an afternoon. Pledge

Pillar 3: Diverse and inclusive representation in our games, events and all other activities.

Our Initiatives

Events:

- Together with players from our community, we organised the RuneScape Virtual Pride Parade: Community **#Pride2020** – To celebrate LGBT+ Pride month, we brought RuneScape players its first ever Pride parade! Including a custom item for players as a souvenir.

Creating a safe space for our players:

- We're the home to gameplay experiences for millions of players, and this has been the case for the last 20 years. With that in mind, we're aware we had content and words that may have one been considered acceptable, that needed updating and modernising to fix today's world.
- **Strict word filters were introduced in RuneScape and Old school RuneScape. Compulsory mature filters for racial slurs and offensive language have been implemented, without the ability for our players to opt-out.**
- **Accessibility Wishlist for our games** – establishing where we want to be and how we get there, Diversity Calendar of key 2021 dates we want to celebrate.
- **Working with external groups**, such as Diversity RS, a Discord group created to enable our community to voice their suggestions.
- Fostering in-game safe spaces such as all-female and LGBTQ+ clans, such as Mermaids and LGBT Corner.

What Ukie is doing?



For the best part of a decade, one of Ukie's core company values – which is used in the recruitment of staff and forging of company culture – is dedicated to building an equal, diverse and inclusive environment within the team.

Each member of the team holds themselves to the goal of always being inclusive, to think about diversity in everything we do and to practice what we preach to ensure that the industry can come with us.

To do this, Ukie started by commissioning the largest ever games industry diversity census with the support of the University of Sheffield to properly understand the demographic makeup of the industry.

This piece of research, the most extensive and detailed of its kind in the history of the industry, in turn led to the launch of the #RaiseTheGame pledge that Ukie has helped administer since it first arrived in February 2020.

As well as managing the application process and onboarding of partners, Ukie has helped to forge the community around #RaiseTheGame through regular virtual events, the distribution of a dedicated #RaiseTheGame newsletter to interested parties and through organising the trade body's Equality, Diversity and Inclusivity internal working group.

In addition though, the wider Ukie team has ensured that it too is taking on board the principles of the pledge within the way they work.

For all our events, Ukie has set clear goals around inclusivity to ensure that speakers across our range of webinars, talks and other activities are truly representative – such as its Game Changers game music event in Summer 2020.

The Ukie communications team has ensured that the imagery they're using within posts is inclusive to ensure that all see games as a welcome space to enter.



Ukie's education initiatives have also embraced this approach too. The Ukie Student Game Jam in November 2020 dedicated its entire theme to #RaiseTheGame, rewarding student teams for creating games that were truly representative.

Ukie also relaunched the Video Game Ambassadors Scheme, with the support of Into Games, with a specific focus upon diversity of ambassadors to help speak engagingly to young people.

In December 2020, Ukie created the EDI Coordinator position that now allows us to give dedicated support and has also helped to shape the whole team's approach to EDI. The board of the trade body – which is made up of a range of figures from across the UK games industry – elected its most inclusive intake in its history, with the number of women and people from BAME backgrounds both at record numbers and above industry averages.

This is also reflected in the Ukie team itself, which – as well as featuring a range of employees from a diverse selection of backgrounds – has also been encouraged

to think inclusively through training and with the help of support structures such as mental health check-ins. However, as the #RaiseTheGame pledge itself shows, being inclusive is an ongoing journey rather than a defined destination. This is why the Ukie team is continuing to think on how it can further support the industry's push to become more inclusive overall.

The organisation intends to do this in the coming year in a number of ways. As well as continuing to administer the pledge, new research exploring the impact of being inclusive within games events and the level of representation in games will help shape the debate.

The Ukie team will also look into new ways to embed inclusion into the industry in the long term, helping to build a more diverse domestic talent pipeline to support the sector's ambitions over the course of a decade.

But with inclusivity and diversity embedded into the organisation's values, Ukie will be looking hard at what more it can do on this crucial issue.





Ukie plays a vital role in telling the real story of the gaming industry, in the UK and around the world. They offer valuable support to their members through meaningful initiatives that speak to the innovation, educational potential and the cultural significance of gaming. Through their work, we're able to show the world how important gaming is to so many, and to champion the many talented and diverse people working in the gaming industry who help to make it great.

Tim Lion, Head of Gaming Marketing EMEA



We need to do all we can to support initiatives like the pledge and overall inclusion in the games industry. Diverse teams bring about different ideas, they help shape our product and having a team that reflects the world helps us achieve this and so much more.

Cheryl Razzell, VP of Engineering



Conclusion

Progress to date: summary

Overwhelmingly, our partners reported progress against most, if not all, three pledge pillars, and spoke candidly about the opportunities and support afforded by the membership to #RaiseTheGame.

Overwhelmingly, our partners reported progress against most, if not all, three pledge pillars, and spoke candidly about the opportunities and support afforded by the membership to #RaiseTheGame. In a handful of instances, studios report they have worked collaboratively with other pledge partners to share resources, ideas, and devise new initiatives together.

In a handful of instances, studios report they have worked collaboratively with other pledge partners to share resources, ideas, and devise new initiatives together.

In a handful of instances, studios report they have worked collaboratively with

other pledge partners to share resources, ideas, and devise new initiatives together.

Most of our respondents have examined the language and tone used in recruitment, and amended – or refreshed completely – recruitment protocols to entice a more varied candidate pool.

For some, this has meant removing or revising practical tests, and for others, it's been about rethinking where to advertise new positions, particularly junior ones. A handful are innovating new ways of encouraging people without traditional degrees to consider a career in gaming.



Several organisations used Ukie's Census Survey as a basis to carry out their own in-house staff survey, ensuring they had a concrete baseline against which it could measure progress, identify issues, and invite candid, anonymous comment from staff directly.

Almost all have run their advertisement text through apps like Gender Decoder to address gender-biased language to ensure men, women, trans, and non-binary staff feel welcome to apply.

Many studios boosted staff training this year, with several having completed – or committed to complete – unconscious bias training. Whilst it's important for all staff to understand that prejudice is not always conscious, this training in isolation can be problematic, and may intimate to some that these biases cannot be changed or challenged.

Consequently, it's advised that unconscious bias training be offered as part of a suite of training to help staff identify and challenge unacceptable workplace behaviours, and not as a single standalone solution.

Many organisations talked candidly about the challenges of COVID-19 and the impact of remote working, with some reflecting that the sudden change in traditional working practices has provided more flexible options for some employees – particularly those with caring (elder or child) responsibilities and long-term health conditions or disabilities – and helped diversify the candidate pool.

Most anticipate they will continue to offer some aspects of flexible/remote working after the pandemic, although some seemed less committed to extending remote working beyond the pandemic than others.

Areas for more action

Few respondents talked about reasonable adjustments for people with disabilities, or how some traditional recruitment techniques and tests can disproportionately disadvantage disabled candidates.

Given an estimated 19 per cent of working-age adults would likely be classed as legally disabled under the law¹ – that's 7.7 million people – organisations should not only be considering improving its recruitment processes for disabled applicants but also improving how best to support their current staff cohort, too.

As well as physical and sensory impairments, neurodivergency, such as Asperger's, and mental health issues, staff with HIV, cancer, MS, asthma, endometriosis, and many other "hidden" conditions are also protected under the law and may also require additional support, too.

Furthermore, companies should be mindful not to overburden staff with protected characteristics (the legal term given to the groups of people afforded protection under the 2010 Equality Act) and cause "representation burnout²".

As there are demonstrably fewer non-white, non-male, non-disabled staff in

management, the few that are employed in senior roles are often over-committed on EDI groups and networks, recruitment panels, and externally-facing or outreach events. A tokenistic approach to gender balance may also potentially mislead applicants into thinking your organisation is much more diverse than it really is, so be careful when selecting your recruitment panels and speakers.

In a new report by Newzoo (2020), a reported 47 per cent of UK gamers find it important to have diverse characters in games played, and this was particularly of importance to Black gamers and gamers of the LGBTQ+ community.

However, with 32 per cent of the same respondents stating they felt the inclusion of diverse characters with different backgrounds in games "feels forced and is not representative", it's important that diversity in games is well researched, sensitively managed, and meaningful.

Occasionally, organisations talked about progress but did not offer evidence in which impact could be demonstrated. It is critical that when talking about EDI achievements, all assertions are backed up with meaningful examples to prove its hard work is making a difference!

Next steps

Looking ahead to 2021, we would like to see our partners:

- 1** Continue to celebrate and expand its commitment to equality, diversity, and inclusion with real-life testimonies, case studies, and examples of progress;
- 2** Improve inclusive working and recruitment practices for disabled people, including hidden health conditions;
- 3** Continue to support remote working for those who'd like to keep working that way with realistic work/life balance expectations;
- 4** Implement clear mechanisms to encourage staff voice and feedback;
- 5** Explore and tackle the challenges of Pillar 3, diversifying our work and services.

Six simple, zero-cost steps you can do now

- **Use Gender Decoder, a free website that ensures the text we use in recruitment advertisements and job specifications are not gender-biased.** While not perfect – it does not include non-binary people in the research, for instance – it helps identify masculine and feminine language.

Feminine-coded adverts have little to no effect on how much men feel they belong in those roles, but women are less like to apply to ads that feel are masculine-coded.

- **Implement an equality census** (or staff surveys with qualitative EDI questions) to help measure progress and ensure staff have a voice. Be transparent in how and where the results are stored, and how the data will be used.
- **Retain flexible working for those who want it.** Many companies have talked about the pressures of having to adapt so quickly to working and recruiting remotely, but early research suggests a flexile organisation that's open to retaining remote working (for those who'd like to keep it post-pandemic), will likely see a broader pool of diverse,

international applicants, a fall in sick and stress reporting, and an increase in staff satisfaction.

- **Establish a mentor program** either internally or with other studios within the same organisation (or even within the #RaisetheGame pledge!). While the best programs offer training for mentors and mentees, a zero-cost voluntary scheme may also be effective if carefully managed and properly resourced internally.
- **Examine your starting salary and raise data,** and routinely record who gets a raise, when, how much, and why. Interrogate data to ensure there is equity across different groups and if there isn't, why not?
- **Celebrate all religions and cultures:** this can from parties and gifts, or themed-celebration months, or by giving staff "celebration" or a floating holiday period to enable them to use the leave at their discretion, regardless of whether they celebrate a traditional Western Christmas, Chinese New Year, Eid, and so on.



Sign up to the #RaiseTheGame pledge at www.raisethegame.com

#RaiseTheGame
Diversity Pledge

ukie