

#RaiseTheGame



**Inspiring Diversity and Inclusion
in The Games Industry**





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About This Document

This guide provides an introduction to diversity and inclusion in the workplace. It covers what diversity and inclusion means, as well as the challenges of achieving a diverse workforce in a global, technology-driven, creative industry.

This guidance document: Provides an overview of the Diversity and Inclusion landscape in the games industry.

1. Gives guidance for games companies, no matter where they are in their Diversity and Inclusion journey.
2. Provides details on the **#RaiseTheGame** Pledge, and how to sign up.



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Introduction

Diversity Matters

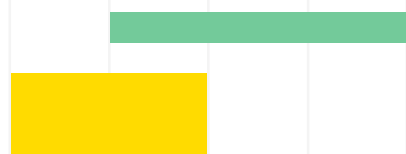
Over 2.3 billion people - of all ages, of all backgrounds, all around the world - play video games. Games are increasingly a defining way for how people interact with the world, where digitally connected global communities of millions are joined together by their common passion for playing games.

As a sector we need to attract and foster talent with diversity of thought and experience, to better deliver what our global player audience wants. We can 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.

No one company can do this on their own. We need to work together as an industry to bring about genuine and lasting change.

Our collective mission is:

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



The #RaiseTheGame Pledge:

To do this, the games sector has created **#RaiseTheGame** - a collaborative and high-impact pledge to improve diversity and inclusion across the games industry - creating cultures where everyone belongs, and ideas can thrive.

We know that businesses will be in different places on their diversity and inclusion journey so we have created this guide to D&I to help games businesses think about how they can drive meaningful cultural and behavioural change, whatever their size and wherever they are in their diversity and inclusion journey.

When games businesses sign up to **#RaiseTheGame** they are pledging to champion and foster diversity and inclusion within their organisation across three key pledge pillars:



Creating a Diverse Workforce

by recruiting as fairly and widely as possible.



Shaping Inclusive and Welcoming Places to Work

by educating and inspiring people to take more personal responsibility for fostering and promoting diversity and inclusion.



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.

Use this guide to find out how you can improve D&I in your business and visit raisethegame.com when you're ready to sign up to the Pledge.

Diversity in the Games Industry

#RaiseTheGame aims to inspire games businesses to champion and foster diversity and inclusion within their organisations. To help guide them to do this, it's important to have robust, reliable data about diversity in the wider sector.

Ukie and the University of Sheffield partnered on a Diversity Census, published in February 2020, which has gathered anonymised and aggregated data from over 3,200 people working in the UK games sector, creating one of the most extensive and authoritative analysis of the diversity of a national games industry's workforce ever conducted.

The headlines below and the wider report will spark more conversations and help businesses and the wider sector to identify where new initiatives and activity should focus to drive meaningful change:

- The UK games industry workforce is highly international - 19% of workers are from the EU/EEA, and a further 9% from the rest of the world - with respondents listing 88 different countries as where they spent most of their time in childhood. International workers make up a third of core games production art and programming roles and are more likely to work in senior, mid-level and junior roles in the industry, but feature less in managerial and directorial positions.
- The games sector is a young industry, with two thirds of people working in the sector are aged 35 or under. But 54% of the industry has worked in the sector for upwards of five years.
- 10% of people working in games are BAME. This is a marginally higher percentage than in the national working population, and higher than both the overall creative industries and specific sectors such as music, publishing and film/TV.
- However, it is lower than the equivalent figure for IT and software, as well as below the average in the working-age population. While BAME workers can be found broadly equally in all job roles, with a small skew towards more non-sector specific roles, they are noticeably less represented in senior positions.

- 70% of people working in the games industry are male, compared to 28% female and 2% non-binary workers. Female representation in the workforce is significantly under the national average of those in work, as well as less than in cultural and creative roles more generally, but is similar to the proportion of women working in Film/TV, and above that of the general IT/software sector.
- International talent is a key factor of both ethnic and gender diversity; while 28% of the overall games workforce in general holds non-UK nationalities, this rises to 40% for BAME workers and 35% of female workers.
- 62% of the video games workforce come from households where the main earner worked in a managerial/professional role. This ratio is higher than every other creative sector aside from publishing and only lower than those found in roles such as doctors, lawyers and journalists. This ratio is still comparable to that of national broadcasters such as the BBC and Channel 4.
- 81% of the industry is educated to at least undergraduate level, rising to 88% for core games production roles in art or programming. 27% of workers hold a game-specific qualification, rising to over half of workers in games design and art roles. More commonly, workers have qualifications in STEM subjects at 31%, increasing to 60% for workers in programming roles.
- 12% of the industry work force attended an independent/fee paying school, which is nearly double the national average of 7%. This figure rises to 20% of the workforce amongst directors and CEOs.
- 21% of people working in games are LGBTQ+, while 79% are heterosexual. This is a significantly high proportion of LGBTQ+ workers, with other data sources indicating that heterosexual people make up between 93-97% of the population.
- Non-binary representation in the UK games industry workforce is higher than the national average, which is estimated at 0.4%. Trans people make up 3% of the workforce, which is significantly above the estimated 1% within the national population.

The Business Case for Diversity

The Positive Impact Of Diversity in Business - Why it Matters

In this era of globalisation, diversity and inclusion in the working environment is about more than gender, race and ethnicity. It also includes employees with diverse religious and political beliefs, education, socioeconomic backgrounds, sexual orientation, cultures, and disabilities.

Inclusivity is an important cornerstone of a fair and less divided society, and games businesses have the transformative power to help foster it. We can only accomplish this by starting from within our companies. The case for establishing a truly diverse workforce, at all organisational 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.

Diversity is about being both a good employer and a successful business. Stephen Frost, Head of Diversity at KPMG sets out the business case:

“This is about serving your clients or customers better in a fast-moving market. Trends and technology are developing much faster than organisations, and businesses are now being exposed to a wider array of influences than ever before. Diversity within the organisation helps to examine all of this from new perspectives and ultimately helps the business to make better decisions in an ever-changing environment.”

A More Diverse Business

Leads to **High Performing Teams**

- » Diverse teams will challenge each other more readily, leading to the best decisions being made.
- » There will be a broader range of perspectives and new information – less 'groupthink', where individuals reach a decision without evaluation as to not upset the balance of the group.
- » Higher creativity – teams of the 'same people' leave diverse ideas behind.
- » Employees will ask more questions and make fewer assumptions, regulating innate biases.

"Diverse companies are 35% more likely to financially outperform their industry's national average." ¹

Increases **Client and Community Engagement**

- » A diverse workforce brings about increased understanding of customer and client needs.
- » How an organisation embraces inclusion is increasingly considered in bids and tenders.
- » Being seen as an inclusive organisation will strengthen reputation in the community and industry.

"Gender diverse teams make better business decisions 25% of the time, and including age and geographic diversity increases that advantage to 50%." ²

1 <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

2 <https://www.cloverpop.com/blog/infographic-diversity-inclusion-better-decision-making-at-work>

Increases Reputation of **Employer of Choice**

- » Creates a reputation as an inclusive, moral and sustainable organisation for candidates and future employees.
- » Customers and employees promote brands and businesses depending on their experience.
- » Attraction and retention of the best talent.

“In a global survey in 2017, over 60% of women respondents had looked at the diversity of the leadership team when deciding to accept a position with their most recent employer.”³

Makes Organisations **Fit for the Future**

- » Harnesses the generational difference in expertise.
- » A wider range of creative ideas in an arena where the focus is shifting from technological advances to ‘what are the new innovations in gameplay?’
- » An open and inclusive approach to promotions and succession planning progresses the best talent to the top of the business.
- » Increased innovation.

“The 50 companies that made up Fortune’s Best Workplaces for Diversity list in 2016 averaged 24% higher year-on-year revenue growth compared to non-list winners.”⁴



³ <https://www.pwc.co.uk/human-resource-services/assets/documents/diversity-and-inclusion-reputation-2017.pdf>

⁴ <https://fortune.com/2016/12/05/diversity-inclusion-workplaces/>

Diversity in Action – Game Business Case Studies

RaiseTheGame is all about collaboration and helping each other to make meaningful change – no matter the size of your company – here's how some of our pledge partners are improving diversity and inclusion in their businesses:

“By creating an inclusive culture, we now have more women and minority groups on the team, and a team who are willing and able to talk about issues that may affect them.”

Tamsin O’Lunaigh, Talent Director, nDreams

“Sports Interactive is proud to be a diverse and inclusive studio with over 20 nationalities working in our East London offices and we have introduced a number of initiatives to further improve our diversity. This includes initiatives to promote social mobility – such as welcoming 20 work shadowing placements in 2019 for young people from our local community – making sure that we use gender neutral language in job descriptions and recruitment and that female applications are favoured for interview stages to ensure more face-to-face opportunities.”

Matt Carroll, Chief Operating Officer, Sports Interactive

“We aim to carefully consider inclusivity and the representation of characters and populations in our games and promotion. We have introduced a guiding framework for our developers and marketing teams, to empower them to have the right conversations at the right time, with our corresponding game decisions being thoughtful and purposeful.”

Peter Bartrop, Director of HR, Creative Assembly

“As a result of some relatively easy actions, ranging from excluding gendered words and eliminating desirable criteria in job specs, to evaluating where jobs are promoted and involving staff from underrepresented groups in the recruitment process, we have seen an increase in the diversity of candidates applying to roles.”

Khally Saarman-Jones, HR and Facilities Manager, Payload Studios

General Guidance and Frequently Asked Questions

What is Diversity?

Diversity is the recognition that everyone comes from different backgrounds and has had different experiences. We need to recognise that people will have different needs and expectations and we need to be adaptable to this. Celebrating the differences between us brings richness and creativity to our business.

What is Inclusion?

Inclusion is about proactively taking steps to ensure everyone feels a valued part of our business. It may mean doing some things differently in order to ensure everyone is included.

What Does a Diverse and Inclusive Organisation or Workplace Look Like?

A diverse organisation is one that ensures that anybody has an opportunity to join and thrive in it, providing value through what they contribute. Diversity itself refers to ensuring opportunity for employment and decision making outside the dominant group(s) where dominant groups could be based on gender, ethnicity, sexuality, creed, age, socio-economic background, class, disability or any other area for discrimination. We describe organizations that recognise and encourage opportunity for everyone as inclusive.

What is the Usual Term to Describe Minorities?

A culturally, ethnically, or racially distinct group that coexists with a more dominant group is described as a minority. Minority group membership is typically based on differences in observable characteristics or practices, such as: **ethnicity** (ethnic minority, in the UK we use the term BAME – Black, Asian Minority Ethnic), **race** (racial minority), **religion** (religious minority), **sexual orientation** (sexual minority, LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer), or **disability**. It is important to recognise that an individual may simultaneously hold membership in multiple minority groups (e.g. both a racial and religious minority).

How is it Best to Refer to Disability?

Talk about people with disabilities or living with a disability. This is neutral. Consider using 'people with health conditions or impairments' if it seems more appropriate. Avoid metaphors that disparage disability such as 'blind drunk' and be aware that words associated with learning disabilities can be offensive.

What Terms Should you use to Describe Sexual Orientation?

- Heterosexual or straight.
- Homosexual or gay.
- A common grouping is LGBTQ (lesbian, gay, bisexual, transgender or queer).

What is Discrimination?

There are 4 kinds of discrimination set out in the UK Equality Act 2010:

- Direct discrimination – treating someone less favourably because of certain attributes of who they are (e.g. deliberately not employing people from one particular group or discriminating against them).
- Discrimination by association – treating someone less favourably because a colleague, associate, family member or friend has a protected characteristic (e.g. a mother of a disabled child is protected under this if she receives worse treatment than others).

- Discrimination by perception – treating someone less favourably because someone thinks they have a protected characteristic (e.g. there have been cases at Employment Tribunals when a team have assumed someone is gay and treated them in a homophobic way even though they were heterosexual).
- Indirect discrimination – if any of the organisation's practices, policies or procedures have the effect of disadvantaging people who share certain protected characteristics (e.g. this could be advertising a job with an age band on it which is not justified).

What is the Difference Between Positive Action and Positive Discrimination?

Positive Action: In the areas of training, recruitment and membership of an organisation, if a particular protected characteristic has been under-represented in the past 12 months, employers can offer selective training programmes e.g. mentoring; advertise to encourage applications, and train staff responsible for selection.

Positive Discrimination: Offering someone a job or promotion solely on the basis of their gender, race etc. is positive discrimination. This is broadly unlawful, except in very specific circumstances (known as a genuine occupational requirement; GOR).

What is Social Mobility?

Social mobility is the movement of individuals, families, or groups through a system of social hierarchy or stratification. If such mobility involves a change in position, especially in occupation, but no change in social class, it is called "horizontal mobility." An example would be a person who moves from a managerial position in one company to a similar position in another.

If, however, the move involves a change in social class, it is called "vertical mobility" and involves either "upward mobility" or "downward mobility." An industrial worker who becomes a wealthy businessman moves upward in the class system; a landed aristocrat who loses everything moves downward in the system.

What is a Reasonable Adjustment?

Reasonable adjustments are the adaptations that we put in place to make sure that any colleague with a disability can flourish at work. **Under the Equality Act 2010**, failure to make reasonable adjustments is considered to be discriminatory on the grounds of disability.

What are the Benefits of Having a Diverse Organisation?

There are numerous well researched benefits of having a diverse organisation. Teams typically make better decisions when there is diversity of perspectives within the team. You become (or continue to be) an employer of choice, as people increasingly make decisions about where they want to work based on what type of organisation you are. It also makes you fit for the future, where you have a diverse talent pool at the cutting edge of new technologies. It is also the right thing to do.

How Do I Benchmark Where My Own Company Sits in Terms of Diversity?

A good starting point is to measure diversity within your company. Measurement is something that can and should be done at any level of the company. How formalised this is will vary depending on your business size and role.

Questions that you should look to answer include:

- How well represented are diverse groups in your company and where are the diversity gaps?
- How are diverse groups represented in terms of roles and seniority? Are certain groups underrepresented as developers, or in leadership teams?
- Does your company demographic represent that of the area or market?
- How do women and diverse groups think about how included they are within your organisation? Look at beginning a dialogue with them to understand their current views.
- Are there pay discrepancies based on gender or other underrepresented groups?
- Are you recruiting and retaining diverse talent?

At the end of this phase you will have helped form a baseline, uncovered insights in your company and almost certainly found areas to improve.

How Can I Use Inclusive Language in Recruitment Documentation? (Job Adverts, Job Descriptions).

Use plain English and avoid technical language. Every organisation develops its own acronyms and ways of speaking but the meaning may only be clear to current employees.

- Be clear about the skills and experience needed and avoid asking for anything unnecessary.
- Don't ask for personality attributes such as 'tenacious, outgoing, fun'. These are all culturally laden words.
- Avoid stating desirable criteria - women tend only to apply if they think they have 100% of what you are looking for.

Be aware of potential gender bias in your wording. Research shows that women are unconsciously put off applying if the language in a job description is very masculine. This can include using words like 'dominating, analytical, strong'. Women are usually more receptive to words such as 'engaging, supportive, committed'.

Does My Company Have Unconscious Bias?

Everyone, and therefore every company and organisation, has unconscious bias.

Unconscious bias is where decisions are based on a prejudice that the individual is not aware of themselves. Our unconscious mind exists to keep us alive (take breathing – did you realise you were doing it before it was mentioned?) and protect us in emergencies; it is our fight or flight instinct. Our unconscious thoughts and biases are formed from our environment and past experiences. Most employees would regard themselves as fair and impartial. Unfortunately, in reality this isn't the case and this can have negative consequences.

We can surface and challenge some of our unconscious biases and confront them. This allows us to make more objective, informed decisions.

This in turn can lead to more informed decisions for team inclusion, recruitment, promotion and retention.

How Can My Company Address Unconscious Bias?

Consider running unconscious bias training throughout all levels of your company. Workshops can build awareness of unconscious bias, build an understanding of the impact unconscious bias in the workplace and provide practical tools and strategies people can apply in their roles straight away.

You can share “The Harvard Implicit Association Test” within your company. The Harvard IAT measures strength of associations between concepts and suggests the strength of unconscious mental links between words and characteristics, for example female/male and career/family.

Review your interview processes to check for unconscious bias or indirect discrimination. This could be as lightweight as asking interviewers to consider this before making a decision and to do training first, or more formal before they begin making their written recommendation.

Create a culture that supports challenging decisions to ensure there is no unconscious bias. Find ways of reinforcing and encouraging when you see people put this into practice.

How Can My Company Engage with The Gender Pay Gap Results?

Larger companies are required by law to monitor and report on the salary levels of both men and women. If there is a gap in salary levels that cannot be explained or justified, they are required to take action to reduce it. Even smaller companies who may not be required to publicly provide this information can still take steps to monitor the difference in salary levels between men and women.

Compare the gender split at each level within the organisation. Is there a balance at each level? If there is disparity, what steps could you take to reduce the imbalance?



You can visit this website¹ to help with Gender Pay Gap calculations: <https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations>.

More About #RaiseTheGame - The Games Industry Diversity Pledge

#RaiseTheGame is a collaborative, flexible and high-impact pledge to improve diversity and inclusion in the games industry. It has been designed in consultation with the sector to be accessible to all games companies and platforms, regardless of size or specialism.

The pledge will help inspire games businesses to champion and foster diversity and inclusion within their own organisations. It will drive meaningful cultural and behavioural change and create a more diverse and inclusive games industry.

We want 200 games businesses signed up and demonstrating how they have undertaken activity to improve diversity and inclusion by the end of 2021 - reaching over 50% of the UK games industry's workforce.

The Pledge Itself

#RaiseTheGame asks games businesses to commit to implementing change within your business to improve diversity and inclusion in the areas defined in three Pledge points.

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.

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.

We also pledge to collaborate and share regular updates within our organisation and with other games businesses. We believe that by sharing and learning with each other, we can strengthen our existing programmes and commitments to better serve our employees and society as a whole.

Some 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.

Visit www.raisethegame.com to make the pledge.

How To Improve Diversity and Inclusion in your Games Business

This guidance provides some actions your business could take to move along your diversity and inclusion journey.

The **#RaiseTheGame** pledge is for businesses of all sizes and diversity maturity. Some of the points below might not be achievable for your organisation due to your scale or business model, but think about which actions you could take now, and which ones you might consider for the future.



Pledge Point 1: Creating a Diverse Workforce

Attracting more diverse talent to join the games industry by recruiting as fairly and widely as possible.

A common challenge of achieving diversity in recruitment is that there is a perceived lack of qualified candidates that apply for a role. Remember, talented and qualified people are everywhere, and if your company's hiring practices don't reflect that reality, it's time to change the way you go about recruiting. Here's some best practices to guide your initiatives:

Best practices	You can do this by....
Recruitment literature makes clear that the company welcomes and supports candidates from a range of different backgrounds	<ul style="list-style-type: none">✓ Highlighting your company's commitment to diversity by listing it as one of your company's top values in your career site, adverts and website.✓ Making the wording of job ads friendly for everyone.✓ Offering flexible working or family-friendly work patterns.✓ Being critical of what you list as essential roles in job adverts - women are more reluctant to apply for a role that they do not have a 100% fit.¹✓ Avoiding language that is specific, or more relatable to different genders.✓ Ensuring that reasonable adjustments will be made for candidates with a disability and making this clear on job adverts.✓ Understanding the support available from the government's Access to Work scheme.



¹ <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>



Best practices	You can do this by....
<p>Job adverts are placed where diverse candidates might be</p>	<ul style="list-style-type: none"> ✓ If you're working with a recruiter, explicitly requesting diversity in the candidates that are sourced. Consider incentivising identification of diverse candidates. ✓ If you are attending University job fairs, visiting a range of locations and types of institutions. ✓ Placing job adverts in a wide range of diverse talent pool platforms, websites and forums visited by underrepresented groups or dedicated to minorities.²
<p>Diversity is represented in branding and at events</p>	<ul style="list-style-type: none"> ✓ Ensuring your company's public representatives are diverse. ✓ Presenting a welcoming organisation for all diverse groups. ✓ Using inclusive and diverse photography and imagery – consider all characteristics and how to be representative.

2 Diversity Working (largest online diversity job board) <https://www.diversityworking.com/>
 Hire Autism (a job board made for individuals on the autism spectrum) <https://hireautism.org/>
 Hire Purpose (a job board for veterans, service members and military spouses) <https://hirepurpose.com/>
 Recruit Disability (a job board for job seekers who have disabilities) <http://recruitdisability.org/>
 70 Million Jobs (a job board for candidates who have a criminal record) <http://recruitdisability.org/>

Best practices	You can do this by....
<p>Shortlisting and interviews are conducted inclusively</p>	<ul style="list-style-type: none"> ✓ Considering 'name-blind' shortlisting of applications and CVs. ✓ Ensuring a focus on transferable skills when recruiting talent – truly diverse companies do not over rely on qualifications. ✓ Offering training and support to address potential skills gaps. ✓ Ensuring interview panels are diverse and consist of two or more people to ensure bias is challenged. ✓ Implementing requested reasonable adjustments. ✓ When coming to a hiring decision, agreeing scores individually before coming together as a panel. ✓ In the situation of a tie in scoring, considering hiring a diverse candidate to support the organisation's diversity. (This can only be justified if two candidates are indistinguishable after scoring from application and interview stages.)
<p>Hiring managers hire inclusively, are aware of their bias and know how to mitigate this in decision making</p>	<ul style="list-style-type: none"> ✓ Ensuring hiring managers have undertaken in-depth unconscious bias training. ✓ Making sure hiring managers understand how bias can impact each stage of the recruitment process and employee lifecycle, ✓ Making managers aware of positive action, how it differs from positive discrimination and setting aspirational targets for recruiting talent from under-represented groups.



Pledge Point 2: Shaping Inclusive and Welcoming Places to Work

Creating a culture of inclusivity by changing behaviours, educating and inspiring our people to take more personal responsibility for fostering and promoting inclusion.

Diversity can be likened to inviting everyone to an event. Inclusivity is about making them feel welcomed and giving them a voice to be heard. If an organisation has a culture of inclusivity, their behaviour will tend towards inclusive behaviours. They will be proactive in being inclusive with minimal explicit guidance. Getting to such a state isn't easy. 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.

Best practices	You can do this by...
<p>Employees have high awareness of diversity and inclusion and the organisational benefits it brings</p>	<ul style="list-style-type: none"> ✓ Senior Leadership having a shared narrative of why diversity and inclusion is a key part of the business strategy and encourage leadership to be advocates of your organisation's inclusion drive. ✓ Guiding leaders and managers to reflect on what it means to create inclusive environments within their teams and communicating this message. ✓ Making Diversity Awareness and Unconscious Bias training mandatory and part of any induction process. ✓ Creating networks for diverse groups and allowing the freedom for staff to create their own networks. ✓ Putting in place bespoke development activities to address the specific needs of underrepresented groups in the talent pipeline. ✓ Identifying influential D&I Champions.

<p>Making sure your processes are inclusive</p>	<ul style="list-style-type: none"> ✓ Considering diversity and inclusion in the creation of all HR processes. ✓ Making sure your induction process is robust so that new employees feel included and part of the organisation as soon as possible. ✓ Looking at how promotion or development opportunities are offered. Is the organisation transparent about how an employee can progress? ✓ Setting up a mentoring programme for minority or diverse groups.
<p>All employees accept and demonstrate inclusive behaviours</p>	<ul style="list-style-type: none"> ✓ Ensuring everyone sets an example of inclusive behaviours and making sure Senior Leadership set the precedent for what is acceptable. ✓ Setting and communicating clear boundaries for acceptable and unacceptable language. Consider training around language and behavioural conduct. ✓ Empowering staff to challenge exclusive behaviour and language. ✓ Holding inclusive meetings: <ul style="list-style-type: none"> o Before the meeting, ensure the meeting and room is suitable for everyone attending. o Set ground rules (you want everyone to be present, mobiles on silent, etc.) o Do not, or do not let anyone else, close others down. Give people time to expand their thinking. o Manage any banter – you want the meeting to be light but not disrespectful. o Be open to challenge. ✓ Actively listen and encourage everyone present to contribute. ✓ Rewarding team members that call out exclusive behaviours or contribute ideas that support inclusion.



<p>Making sure your processes are inclusive</p>	<ul style="list-style-type: none"> ✓ Considering diversity and inclusion in the creation of all HR processes. ✓ Making sure your induction process is robust so that new employees feel included and part of the organisation as soon as possible. ✓ Looking at how promotion or development opportunities are offered. Is the organisation transparent about how an employee can progress? ✓ Setting up a mentoring programme for minority or diverse groups.
<p>Different working patterns and flexible working are encouraged</p>	<ul style="list-style-type: none"> ✓ Making sure there is a concrete flexible working policy. ✓ Ensuring line managers are familiar with the different types of flexible working, agile working and know what is supported by the organisation. ✓ Communicating the benefits of flexible working and encouraging leadership and managers to support staff who make requests to work flexibly. ✓ Encouraging people to make use of flexible working – you will reap the benefits of engagement and productivity.
<p>Social mobility is considered</p>	<ul style="list-style-type: none"> ✓ Providing teachers, career advisors and parents with better information and knowledge about careers in the games industry. ✓ Encouraging teachers to participate in programmes and networks to support and help enhance students' knowledge on the games industry. ✓ Offering staff the opportunity to become a Video Game Ambassador to play a crucial role in inspiring young people from different socio-economic backgrounds to join the games industry. ✓ Monitoring and researching the barriers and solutions for increasing the understanding of games as a tool for increasing social mobility.



Pledge Point 3: Reflecting Greater Diversity in Our Work



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

Best practices	You can do this by...
Products and services represent the full spectrum of diversity	<ul style="list-style-type: none">✓ Reviewing recommendations online from www.gameaccessibilityguidelines.com.✓ Committing to addressing the four most common accessibility issues in game design and development: remapping, text size, colour blindness and subtitle presentation.✓ Establishing processes to avoid stereotypes and removing bias in game design, development and marketing.✓ Considering how both men and women may interact with the games you are developing by setting up diverse focus groups and conducting representative market research.✓ Thinking about different age ranges and cultural backgrounds to understand how and why they may be attracted to the specific product you are developing.✓ Understanding the demographic of your service users, customers and target market.✓ Collecting the right data and using it in games creation, development, marketing and distribution.✓ Partnering with suppliers to multiply progress on diversity and inclusion through the supply chain.



<p>The conversation around, and the commitment to diversity and inclusion is industry-wide</p>	<ul style="list-style-type: none"> ✓ Taking the opportunity to promote your approach to diversity and inclusion when attending networking and industry showcase events. ✓ Encouraging greater industry engagement on diversity by looking outside, raising awareness and encouraging debate with others. ✓ Promote case studies with a cost-benefit analysis to demonstrate the link between diversity and business success.
<p>Organisations have strong role models who can tell their story in the games industry</p>	<ul style="list-style-type: none"> ✓ Providing talks in schools and universities, highlighting the opportunity and creativity in the games space for everyone. ✓ Getting involved in the Video Game Ambassador and Women In Games Ambassador programmes¹ and Digital Schoolhouse² projects and Speakers4Schools³. ✓ Role modelling or supporting those around you to consider a role in games. ✓ Sharing your passion!



1 <http://www.womeningames.org/ambassadors/>

2 <https://www.digitalschoolhouse.org.uk/>

3 <https://www.speakers4schools.org/>

Acknowledgements

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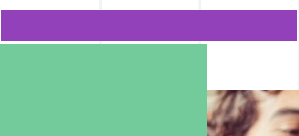
We'd like to give special thanks to Women in Games and their network for their input into creating this guidance.

Thanks to EW Group for their input into this document. They are a leading diversity consultancy, based in London and working with businesses across the UK and overseas. They have been specialists in diversity, unconscious bias and inclusive leadership for over 27 years.

We have tried to ensure the accuracy of this guide's contents. However, the guidance and recommendations given should always be received by the reader 'in light of the facts' of their specialist circumstances and specialist advice obtained as necessary. Any references to legislation discussed within this document should be considered in the light of current and any future legislation.

No liability for negligence or otherwise in relation to this document and its contents can be accepted by the authors of this document.

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