



2021 REPRESENTATION DATA

Our mission and commitment to our people form the foundation for our efforts on diversity, equity, and inclusion

Our mission

To connect and engage the world through epic entertainment.

Our commitment to championing our people






“We value the increasingly global and diverse backgrounds of our players and employees, and we commit to delivering epic experiences that reflect the communities we serve.”

-2020 ABK ESG report

Today we share 2021 diversity data and commit to quarterly updates

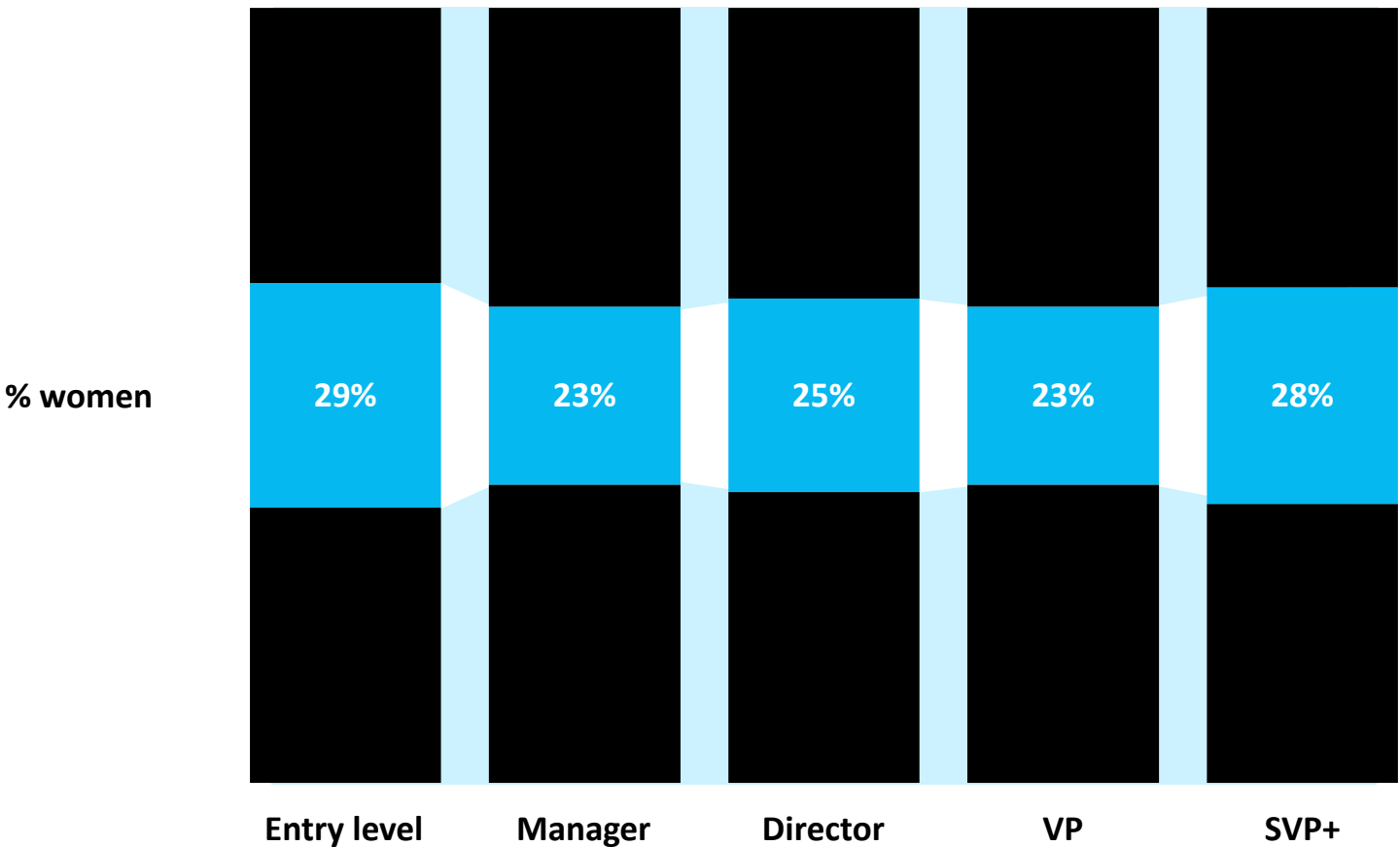
2021 demographic representation
% FTEs

Detailed in following charts

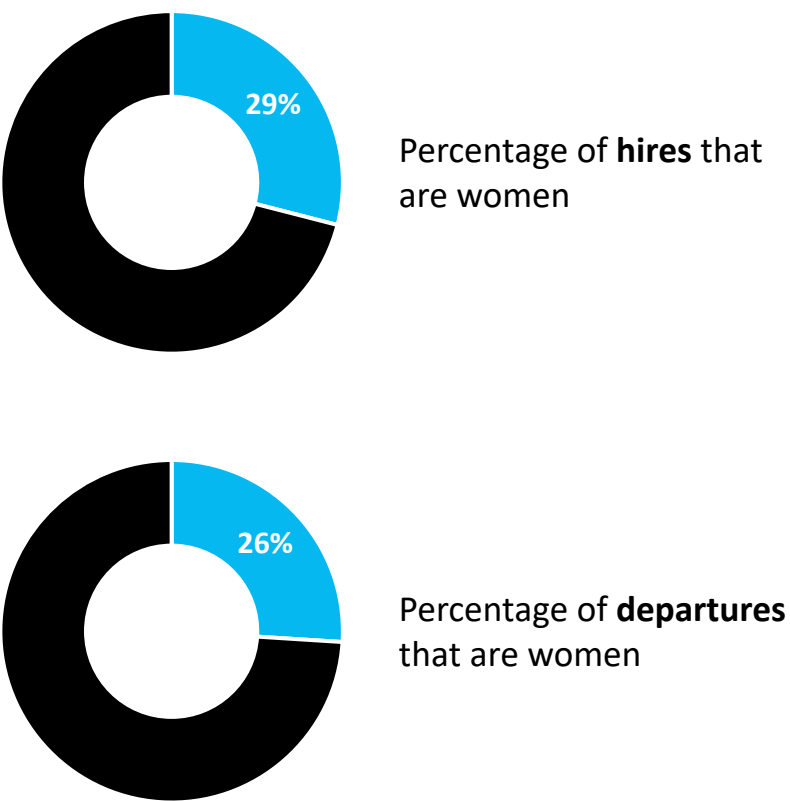
						
	Industry comparison	ABK rolled up	AB Corporate	Activision Publishing	Blizzard	King
Women	24% Representation of women in gaming industry	24% Current overall representation of ABK women	47% Current overall representation of AB women	17% Current overall representation of AP women	22% Current overall representation of Blizzard women	34% Current overall representation of King women
Under-represented Ethnic Groups (UEGs) ¹	40% Representation of UEGs in gaming industry	36% Current overall representation of ABK UEGs	51% Current overall representation of AB UEGs	33% Current overall representation of AP UEGs	34% Current overall representation of Blizzard UEGs	60% Current overall representation of King UEGs

ABK rolled up: Women make up 24% of our overall workforce

Woman representation by level, FTEs

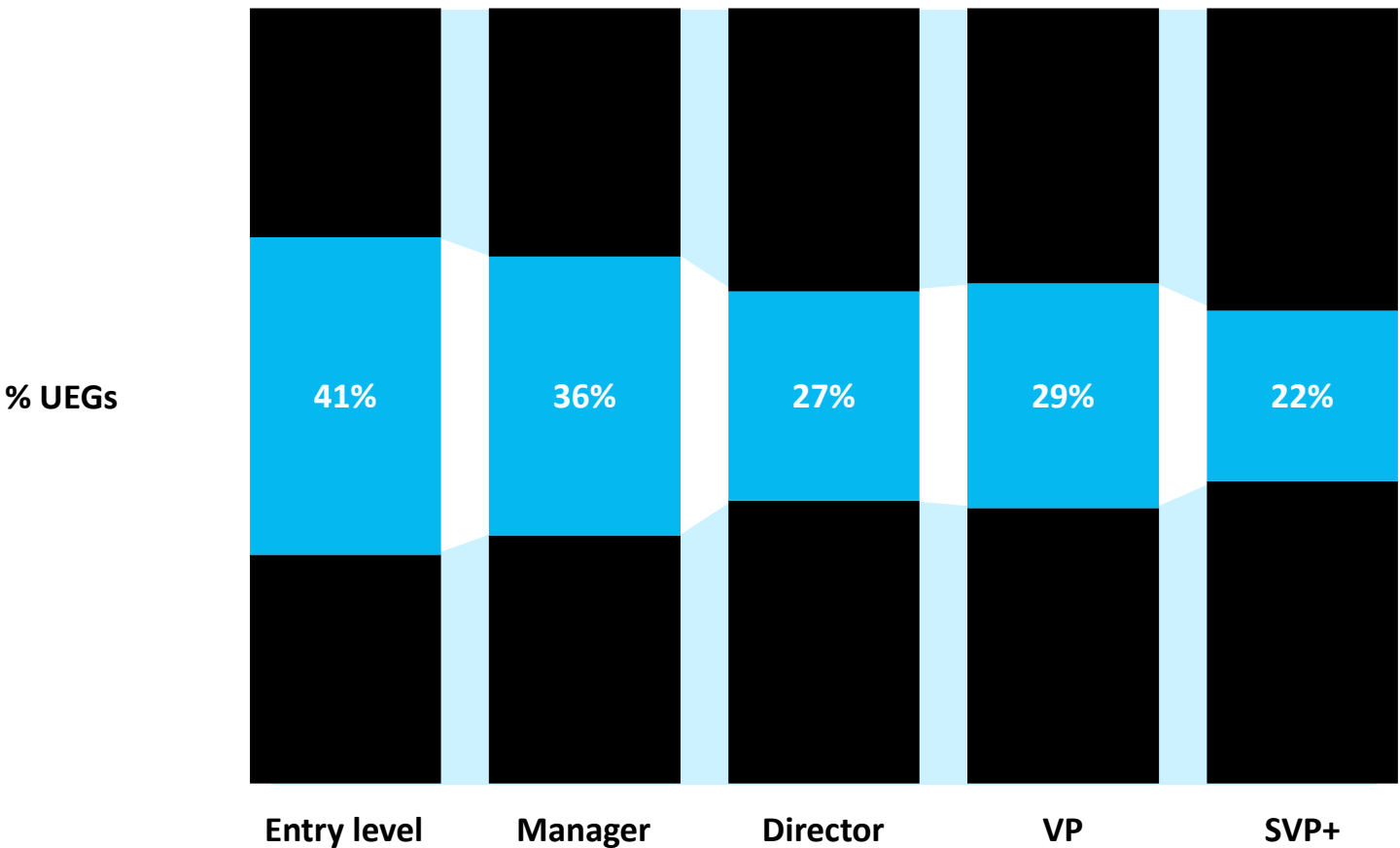


Woman representation of movements, FTEs

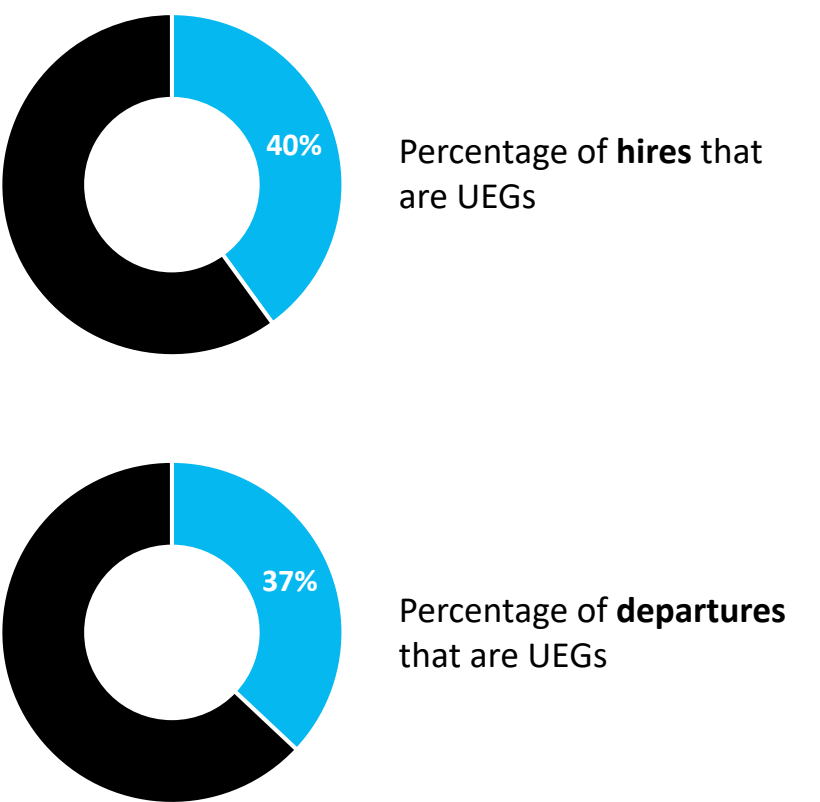


ABK rolled up: Underrepresented ethnic groups (UEGs) make up 36% of our overall workforce

UEG representation by level, US FTEs

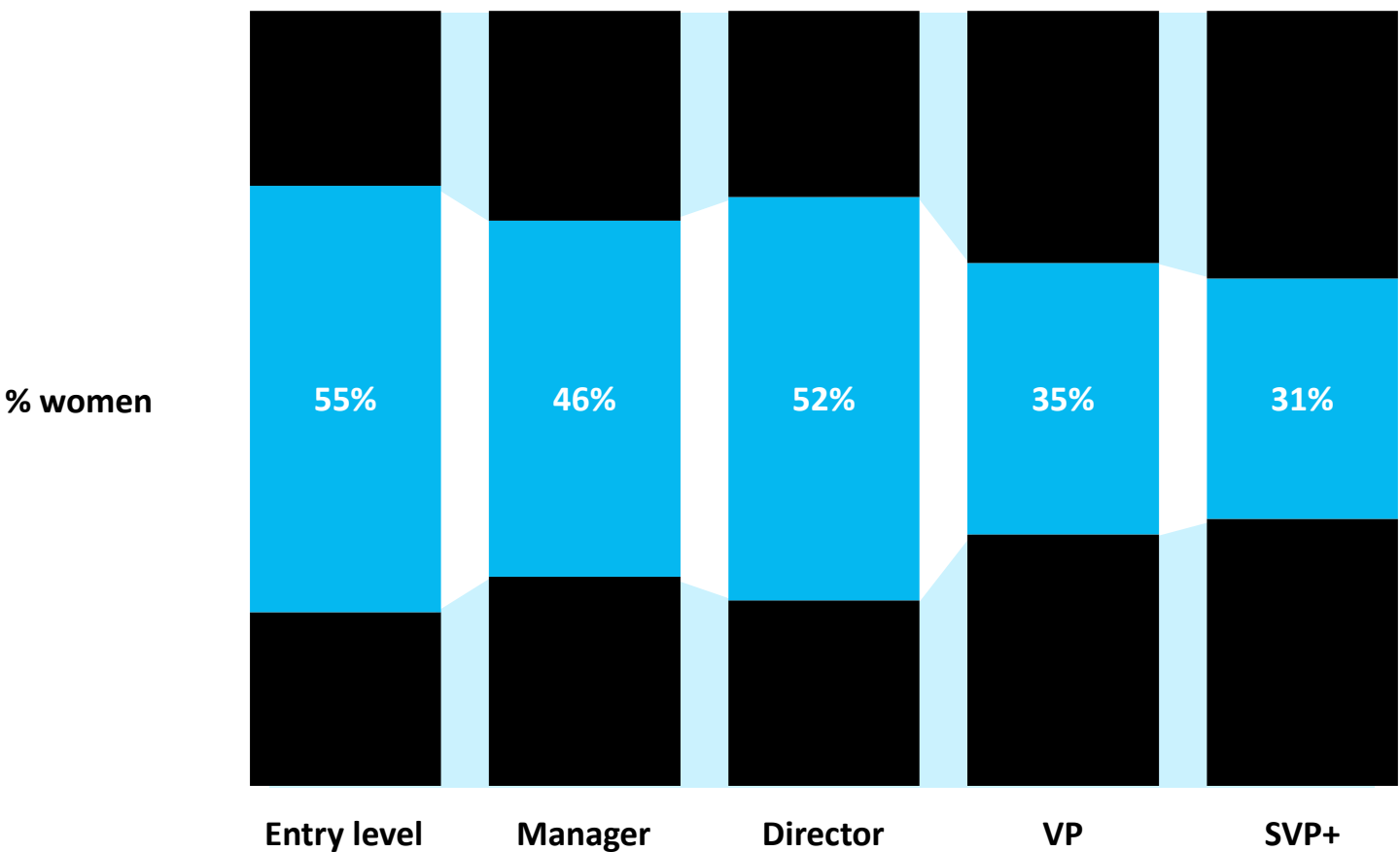


UEG representation of movements, US FTEs

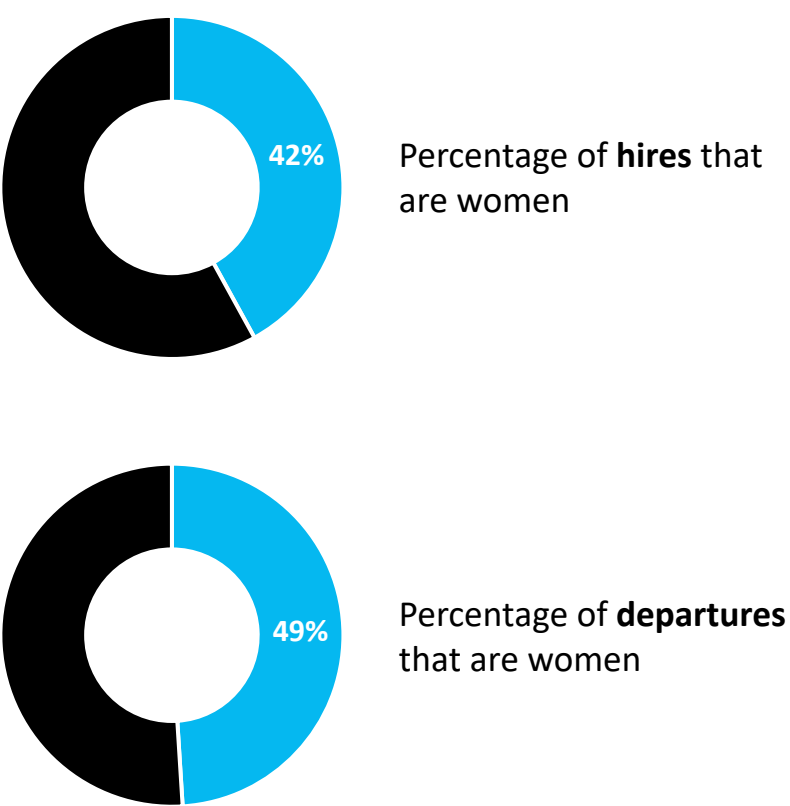


AB Corporate: Women make up 47% of our division workforce

Woman representation by level, FTEs

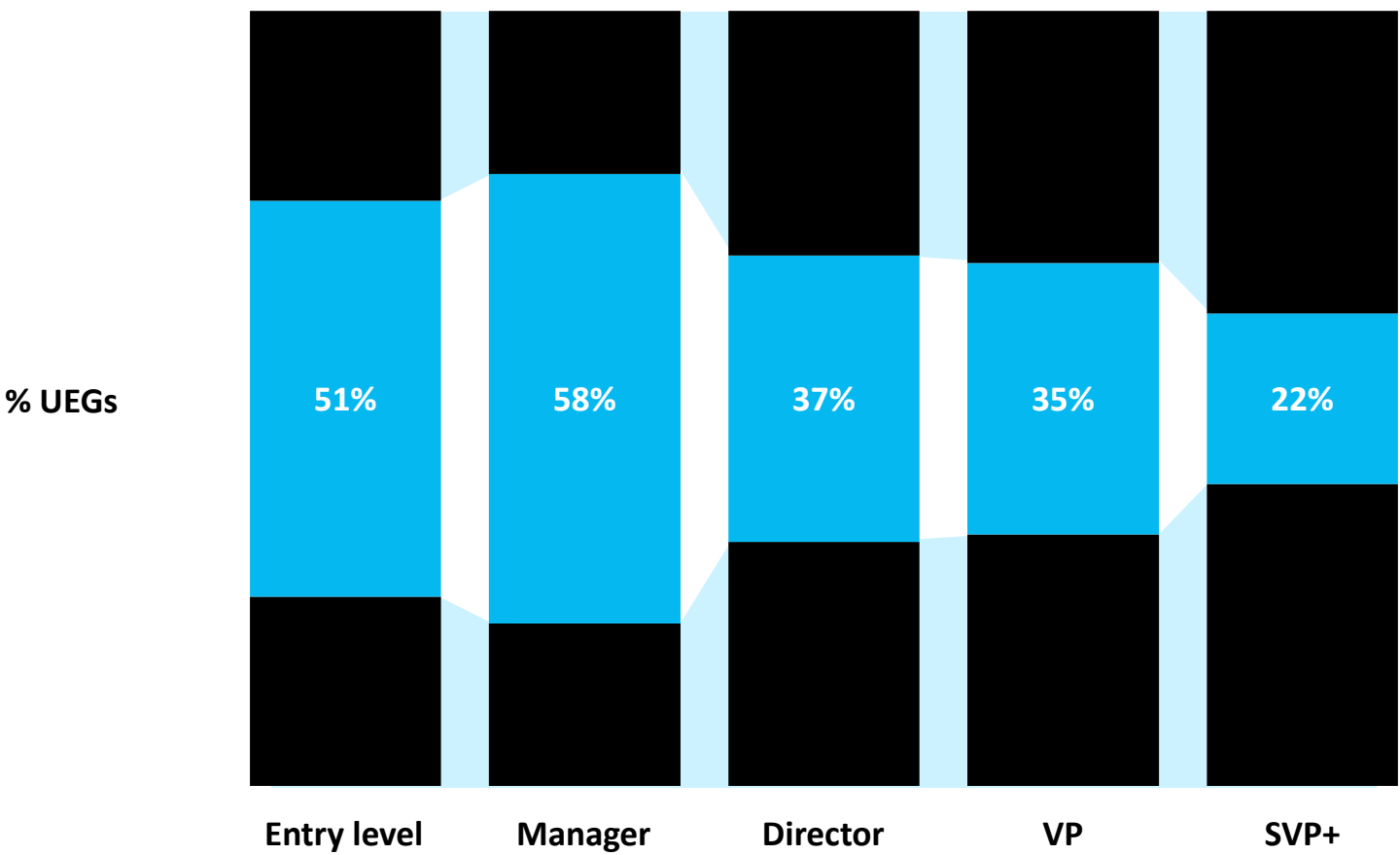


Woman representation of movements, FTEs

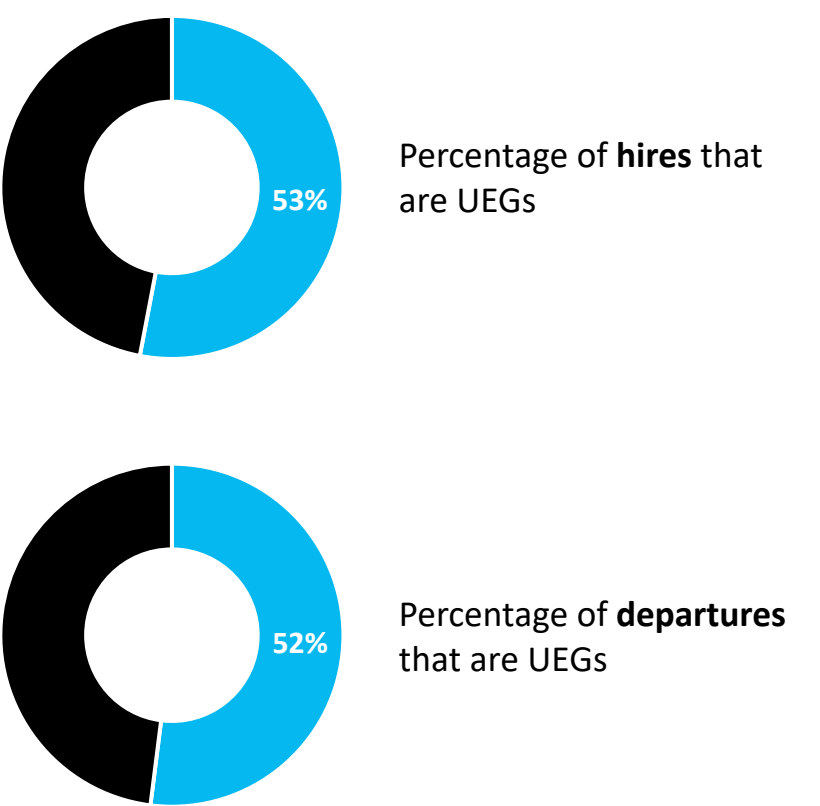


AB Corporate: Underrepresented ethnic groups (UEGs) make up 51% of our division workforce

UEG representation by level, US FTEs

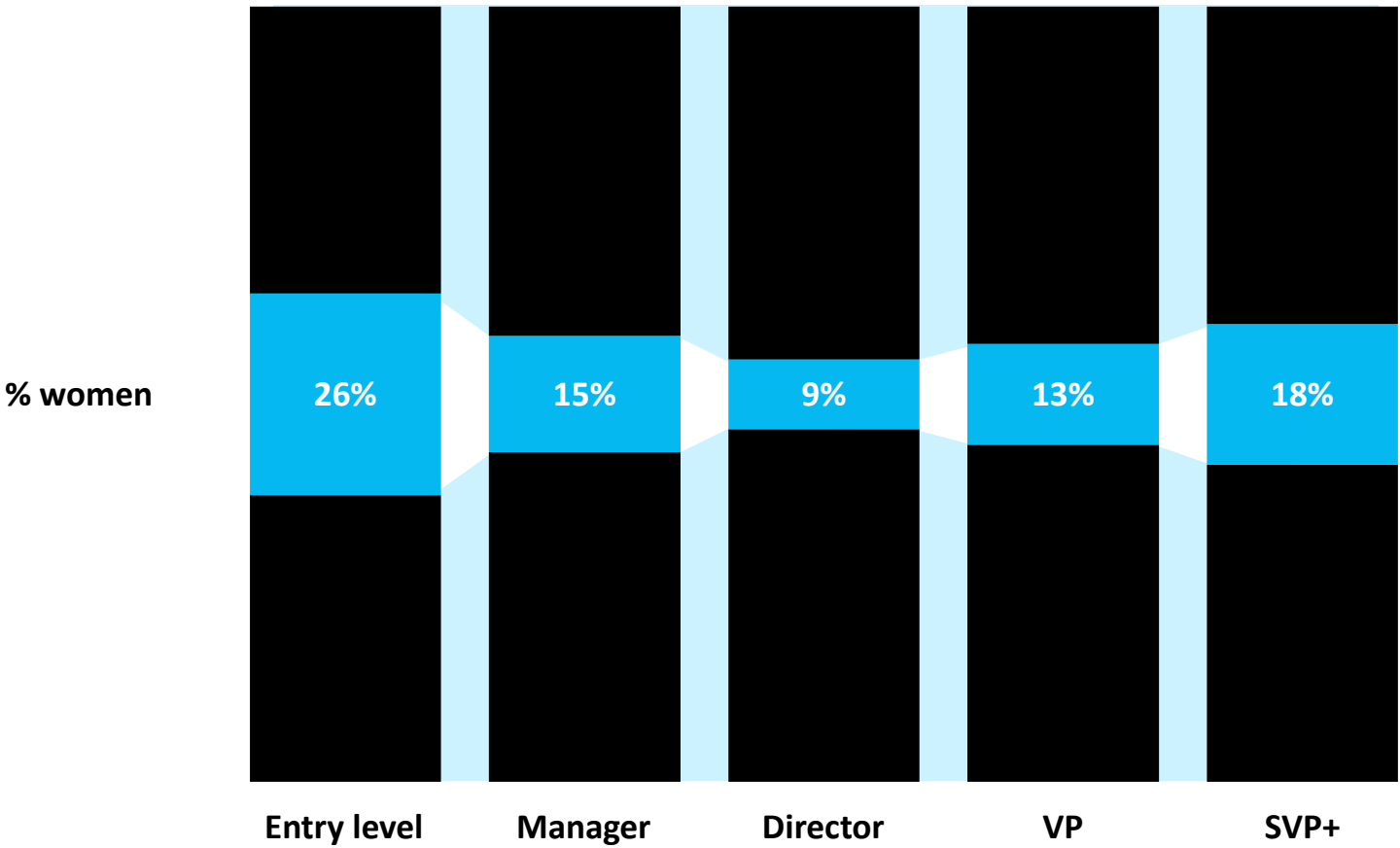


UEG representation of movements, US FTEs

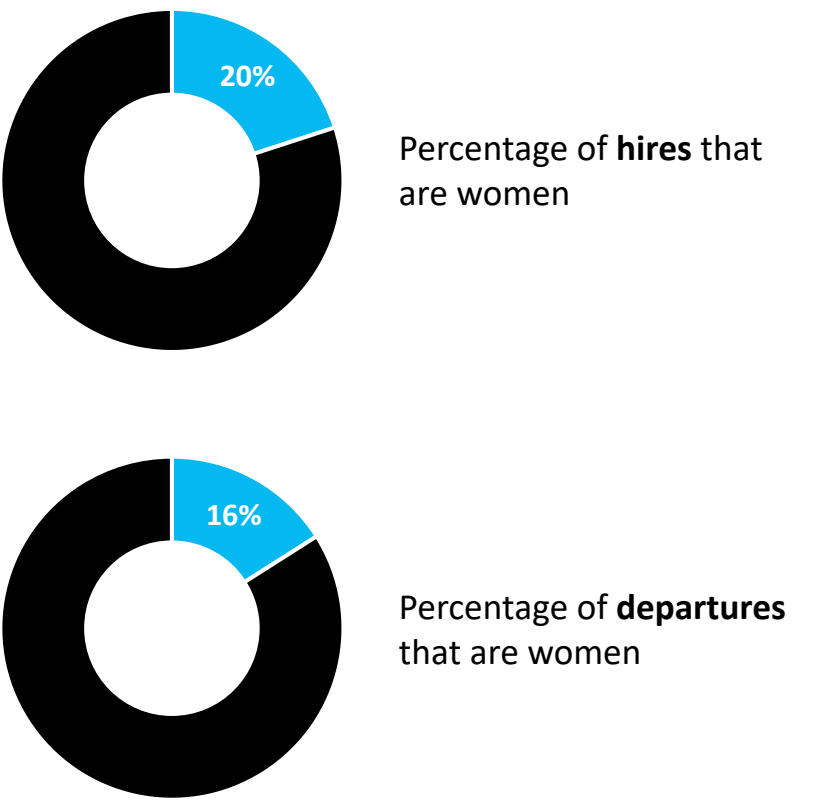


Activision Publishing: Women make up 17% of our division workforce

Woman representation by level, FTEs

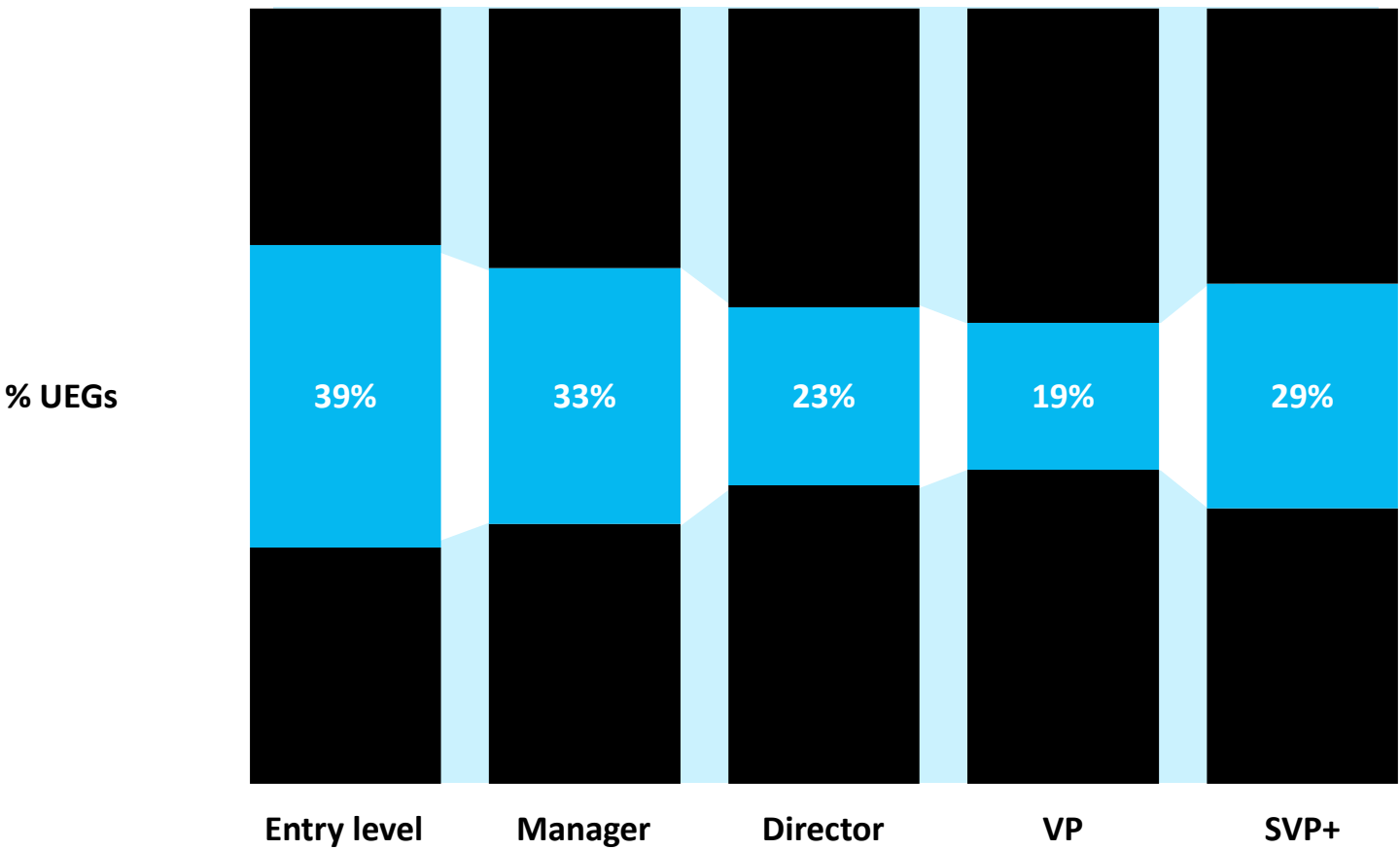


Woman representation of movements, FTEs

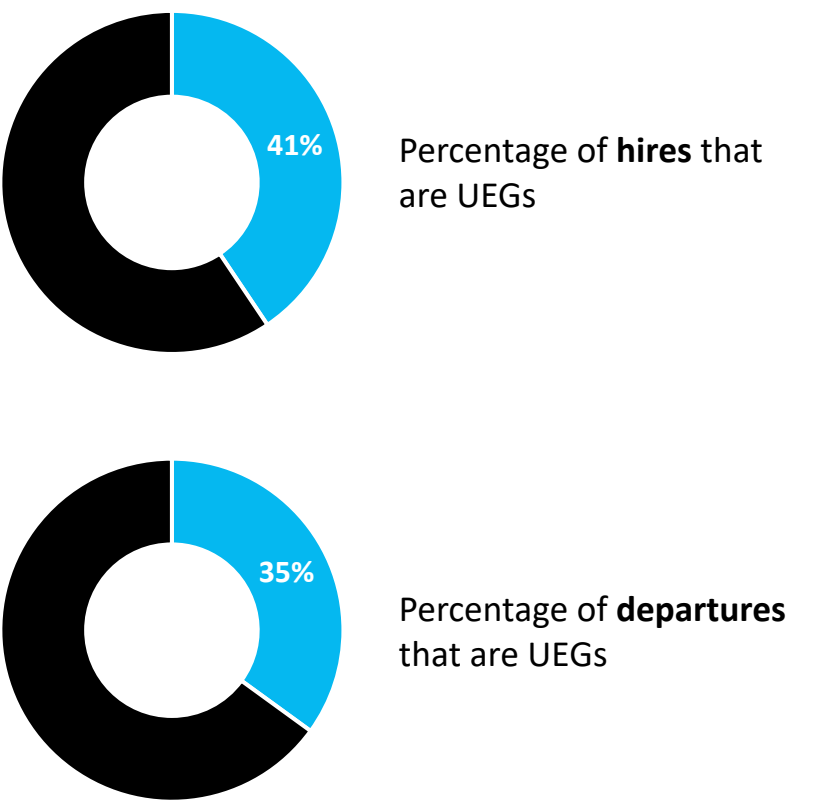


Activision Publishing: Underrepresented ethnic groups (UEGs) make up 33% of our division workforce

UEG representation by level, US FTEs

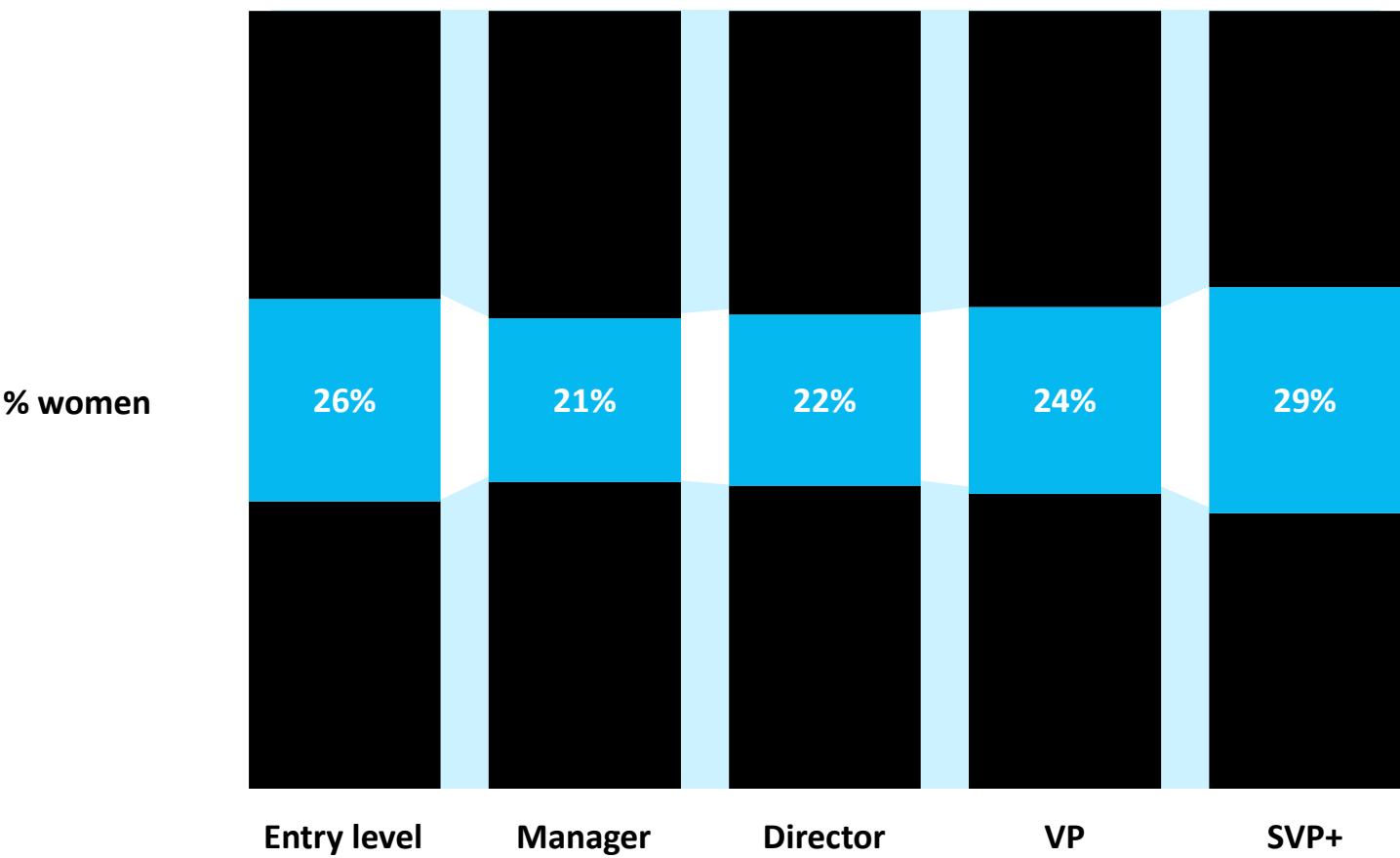


UEG representation of movements, US FTEs

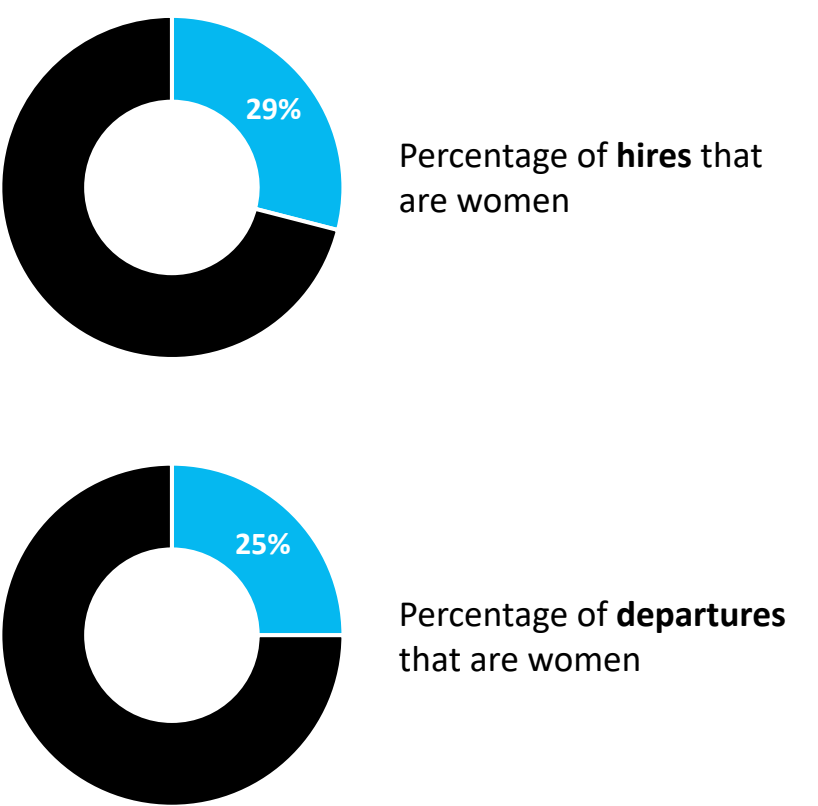


Blizzard: Women make up 22% of our division workforce

Woman representation by level, FTEs

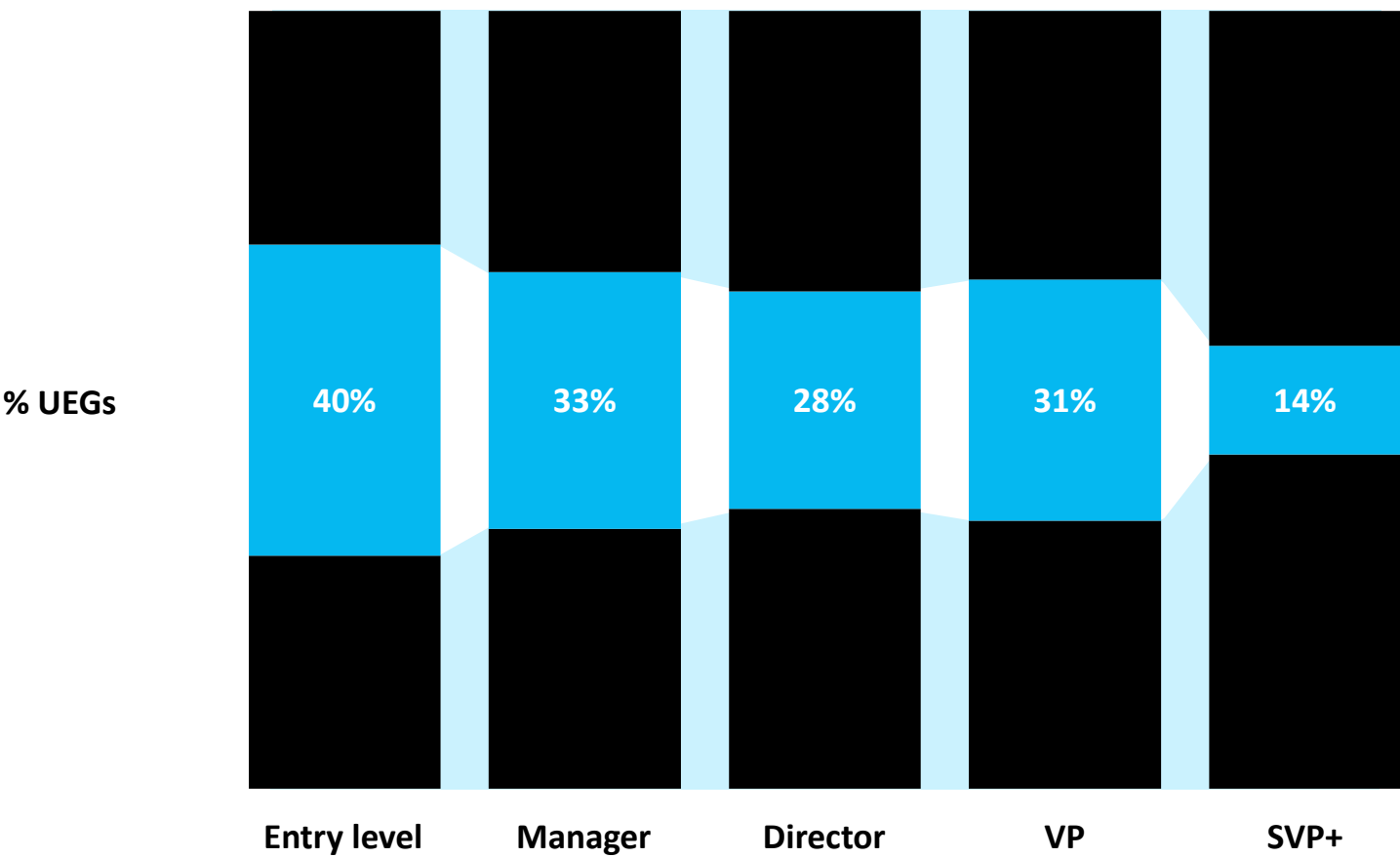


Woman representation of movements, FTEs

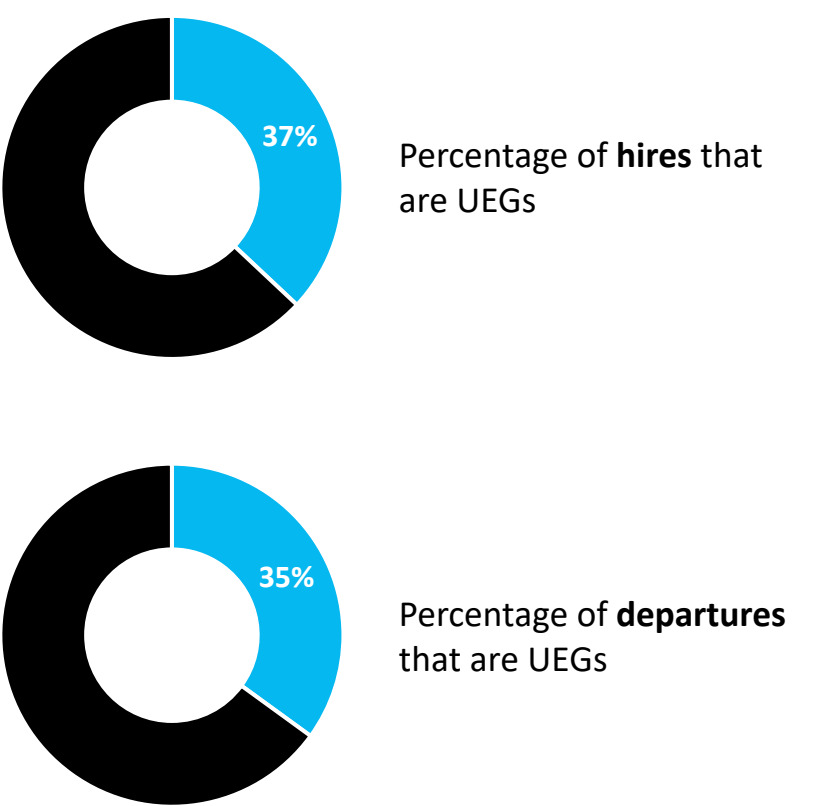


Blizzard: Underrepresented ethnic groups (UEGs) make up 34% of our division workforce

UEG representation by level, US FTEs

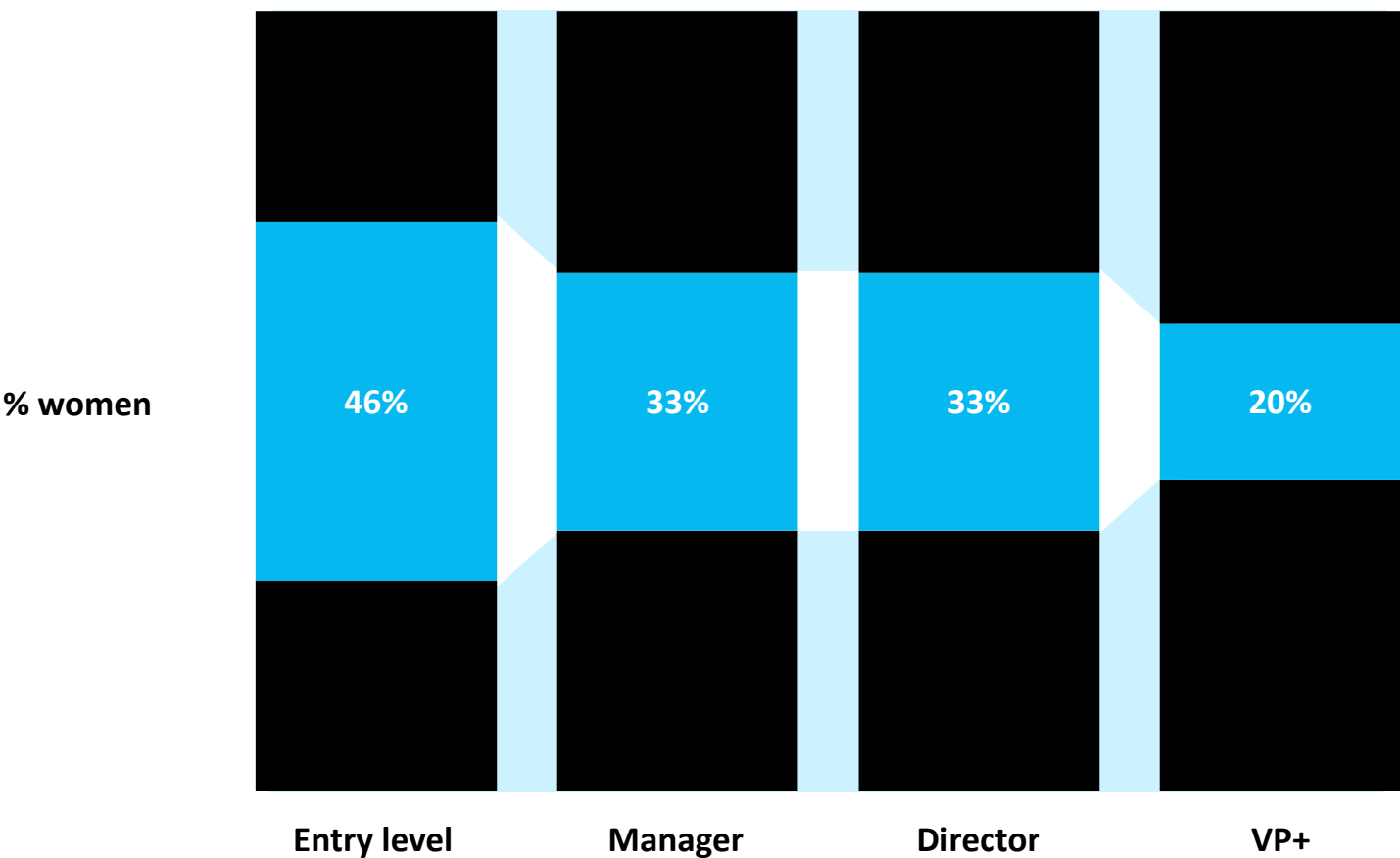


UEG representation of movements, US FTEs

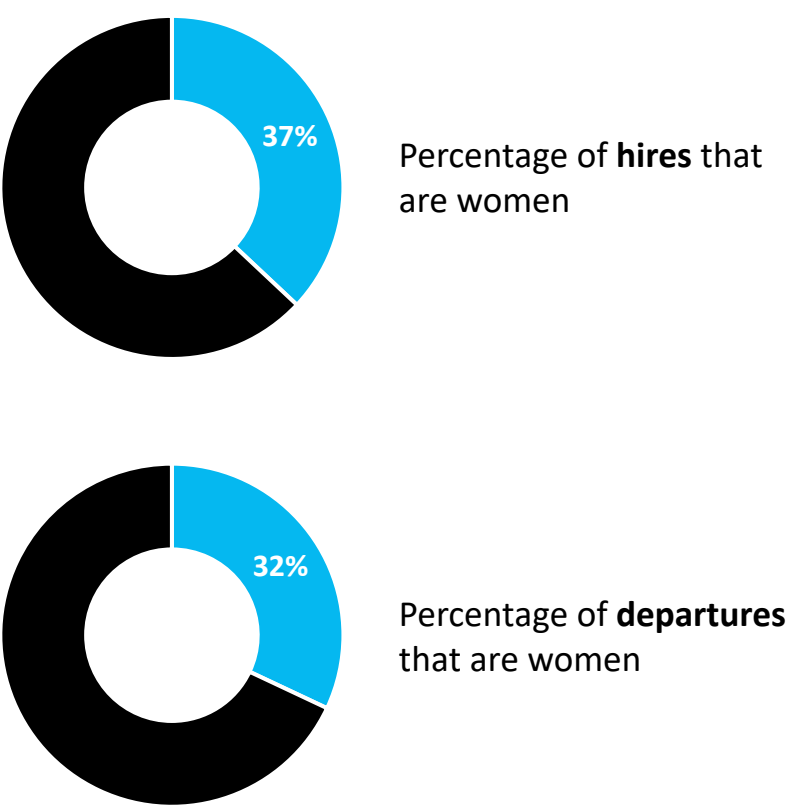


King: Women make up 34% of our division workforce

Woman representation by level, FTEs

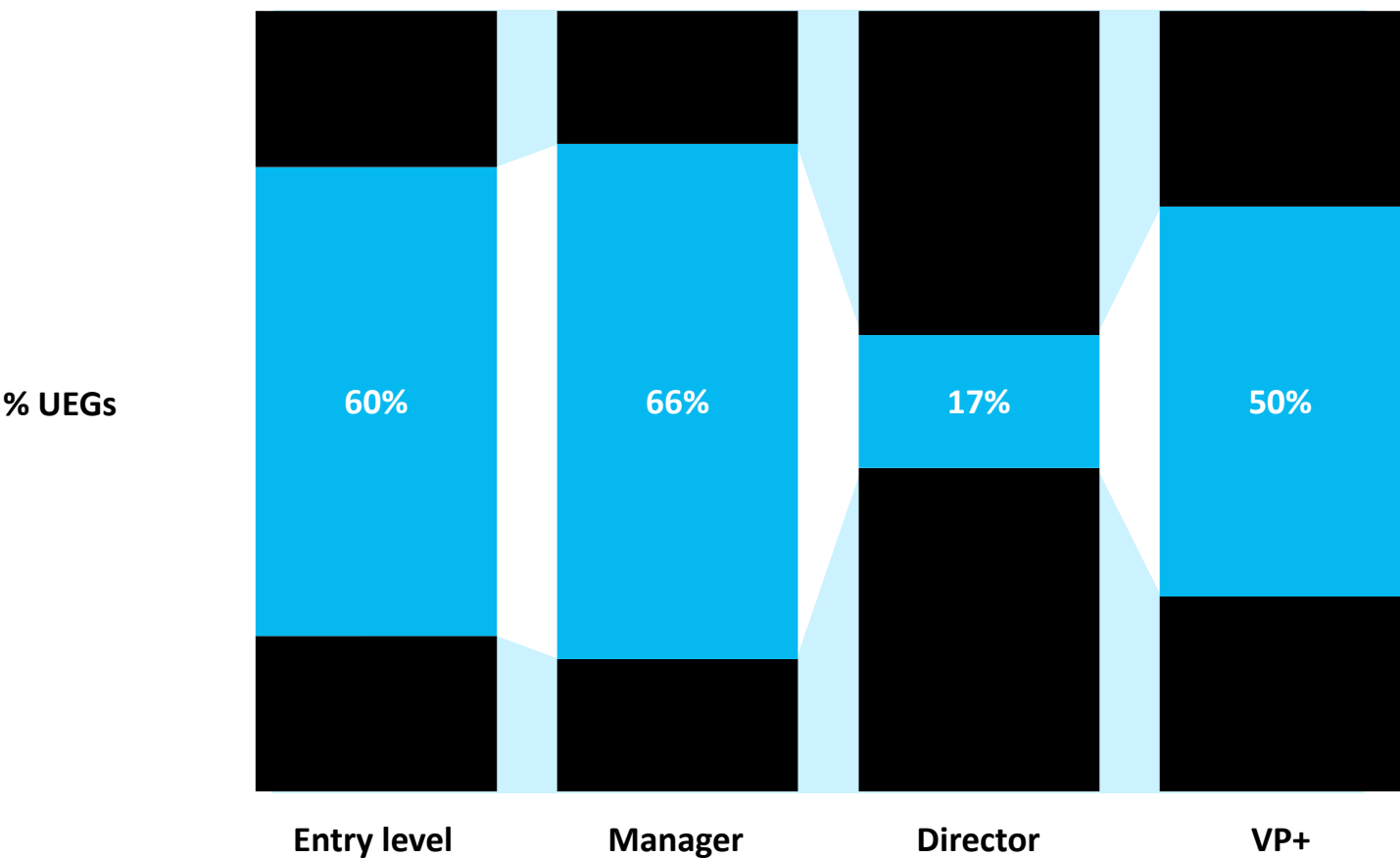


Woman representation of movements, FTEs

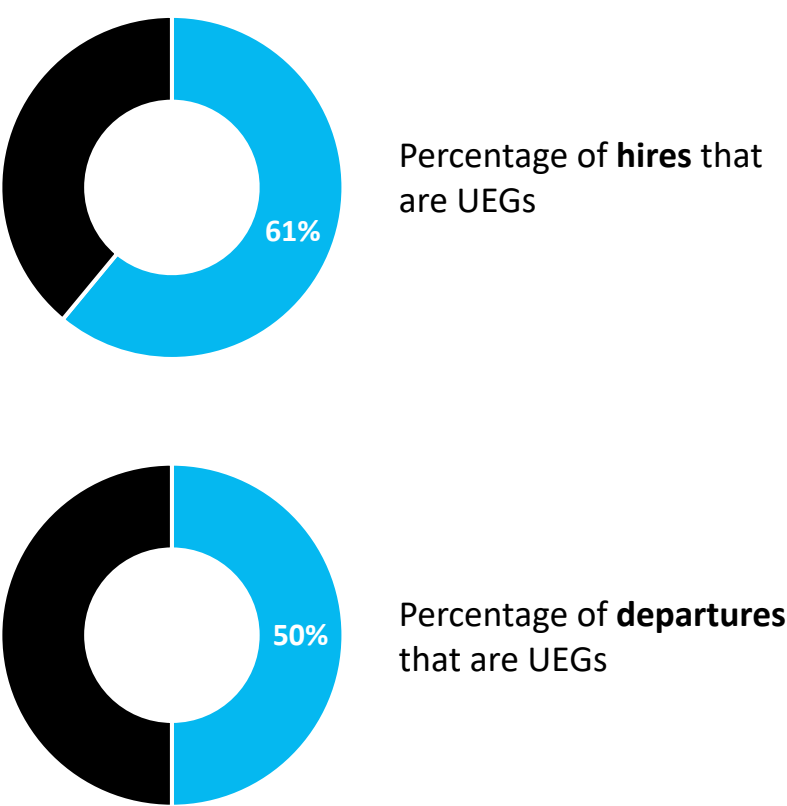


King: Underrepresented ethnic groups (UEGs) make up 60% of our division workforce

UEG representation by level, US FTEs



UEG representation of movements, US FTEs



Commitment from our CEO

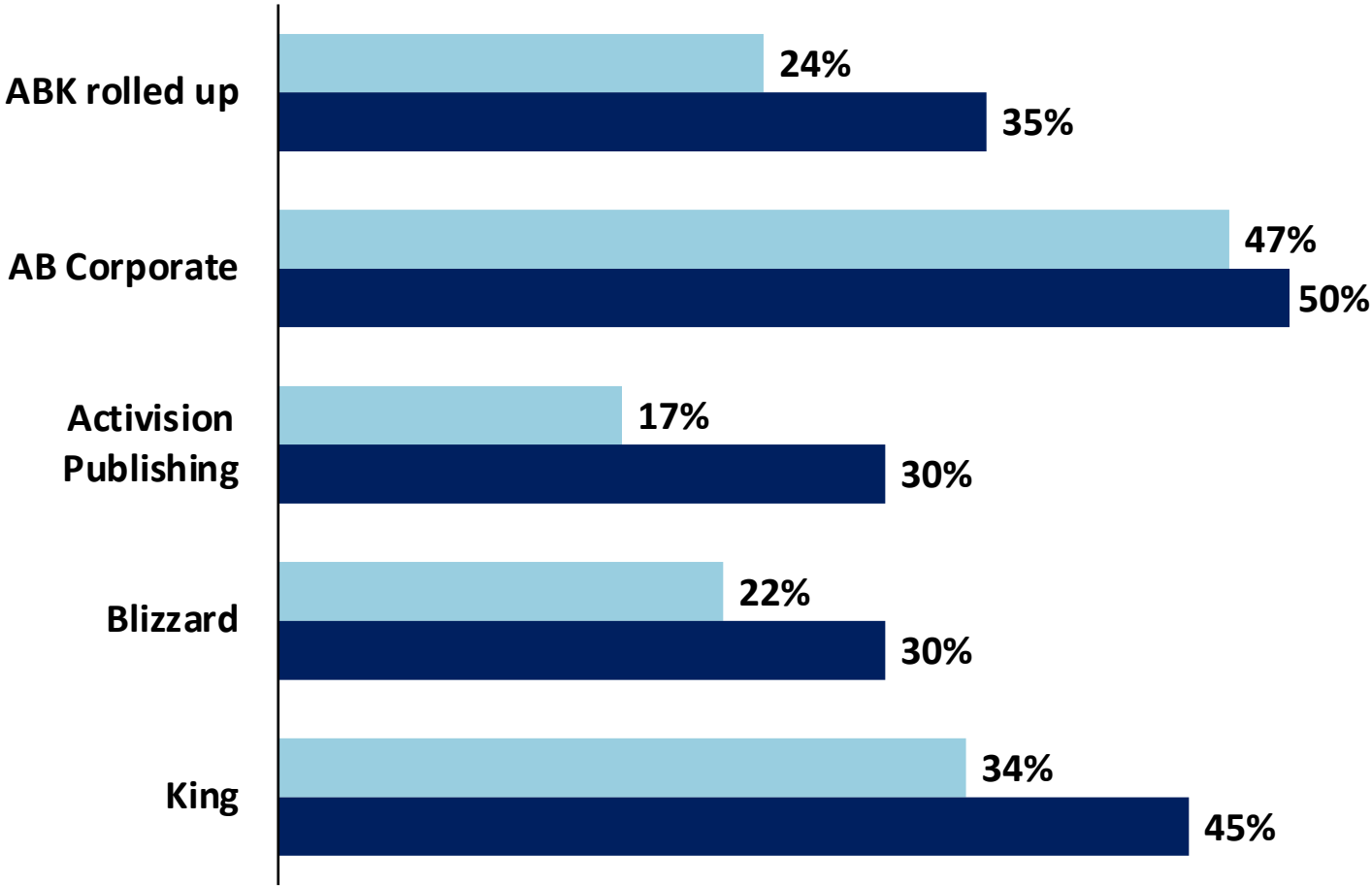
“We will increase the percentage of women and non-binary people in our workforce by 50% and will invest \$250 million to accelerate opportunities for diverse talent. Today, approximately 24% of our global employee population identifies as women or non-binary. Building on the success that King and other business units have achieved, we will seek to increase our percentage of women and non-binary professionals by approximately 50% – to more than one-third across the entire company – within the next five years and hopefully faster. Each franchise team, business unit, and functional area will be expected to have plans to help fulfill this ambition.”

-October 28th, 2021 announcement

Our current goal is to double the number of women in our workplace and achieve over one-third representation by 2025

Woman representation (current and goal)
% FTEs

Current 2021 baseline 2025 goal



Going forward, we will **translate our 2025 goal into an appropriate set of annual objectives** by division

We plan to **share these annual goals publicly** and **tie them to the performance metrics of our leadership** at enterprise and division levels

We will focus in several key areas to meet our diversity aspirations and take a leading position in the gaming industry



Hire or put in place DE&I leaders at the ABK and division levels



Tie yearly diversity goals to respective ABK and division ELT **performance goals**



Invest in learning and development curriculum that fosters a culture of inclusion (e.g., unconscious bias training)



Stand up manager and executive **mentorship and sponsorship programs** aimed at unlocking upward mobility for UEGs and women



Continue evolving our talent and recruiting system (e.g., **ABK Academy** to provide gaming-industry opportunities to women and UEGs)

A few notes about our methodology

All data reflects all non-temporary employees – known internally as “FTEs” – and is as of 11/30/2021. In the case of movement statistics (e.g., hires, departures), the data represents a cumulative, YTD view from 01/01/2021 to 11/30/2021.

Our gender data is global and represents employees’ self selection between fields of “woman,” “man,” “other,” and “prefer not to say.” In calculating gender representation, we consider the percentage of known employees (i.e., those who have not selected “prefer not to say”). Note that at this time we have not included the “other” or non-binary data in our representation calculations but intend to do so in future quarterly updates.

Our ethnicity data is limited to the United States and, like our gender data, represents employees’ self selection. In this case the fields from which employees select include “White,” “two or more races,” “Hispanic or Latino,” “American Indian or Alaskan Native,” “Black or African American,” “Asian,” “Native Hawaiian or Other Pacific Islander,” and “prefer not to say.” Again, in calculating ethnicity representation, we consider the percentage of known employees (i.e., those who have not selected “prefer not to say”). We track and differentiate ethnicity in this report under the nomenclature “Underrepresented Ethnic Groups” or “UEGs,” which represents all non-white, known values.

In the case of departures, we include voluntary attrition only.

In categorizing our levels, for the sake of simplicity, we include SVP, EVP and ABK-wide executive leadership team (e.g. COO, CFO, CPO) roles in the “SVP+” category; in the case of King we included “VP” in this senior-most tier (titled “VP+” for this division). Additionally, we define manager as a manager of people and/or processes and projects.

The ABK summary and operating-division breakouts refer to and include the following respective organization cell(s):

- 1. “ABK” refers to the entire enterprise; including Activision Publishing, Blizzard, King, and Activision Blizzard (as detailed below)
- 2. “Activision Publishing” includes its respective franchise/development talent (e.g. associated with Call of Duty) and the Activision Publishing corporate entity
- 3. “Blizzard” includes its respective franchise/development talent (e.g. associated with World of Warcraft and others) and the Blizzard corporate entity
- 4. “King” includes its respective franchise/development talent (e.g. associated with Candy Crush and others) and the King corporate entity
- 5. “Activision Blizzard” includes the corporate functions that sit at the center of the organization (e.g. central Finance, central HR) and the ABK-wide executive leadership team

Industry-comparison data is based on a straight average of publicly available environmental, social, and governance (ESG) reporting by other large cap, US-based electronic-gaming companies. Previous communications refer to a peer benchmark that looked beyond electronic-gaming organizations and considered the broader technology, media, and telecom landscape. To increase the precision and actionability of our insights – and to ensure we are doing our part to help shape the future of the gaming space – we have narrowed our focus to our direct subsector.

The methodology chosen for this presentation is not intended to have any legal significance and should not be viewed as stating any position on the appropriate legal analysis in any jurisdiction.