

Gender Pay Gap Report – November 2025

Activision Blizzard Entities in Ireland

This report contains the gender pay gap data for the below three companies which are part of the Activision Blizzard group of companies:

1. Blizzard Entertainment Ireland Limited
2. Activision Blizzard Ireland Limited
3. Demonware Limited

The report includes a section for each of these companies to demonstrate the efforts and progress made on achieving a balanced gender representation, as well as the gender pay gap statistics for each.

What is the Gender Pay Gap, and how is it measured?

The Gender Pay Gap refers to the difference between the average earnings of all men across the organisation compared to the average earnings of all women. This is different from equal pay, which focuses on whether men and women are compensated equally for performing the same or similar work.

The Gender Pay Gap is measured in two ways: as a MEAN and a MEDIAN figure.

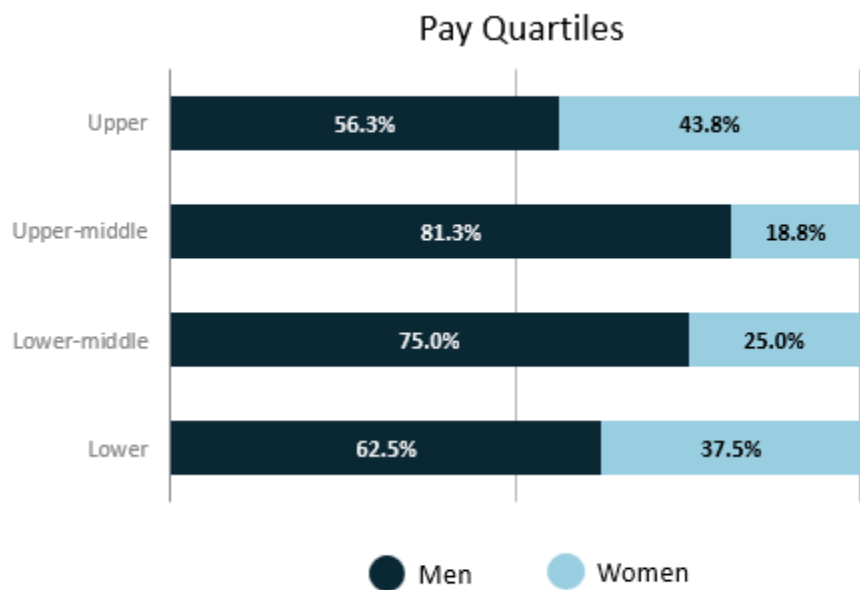
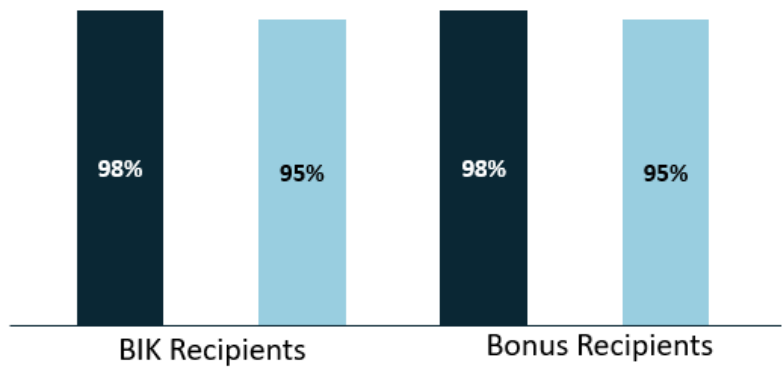
MEAN: The Mean Gender Pay Gap reflects the difference in average hourly pay between men and women.

MEDIAN: The Median Gender Pay Gap reflects the difference in the middle of the distribution as a measure of average hourly pay. In an organisation, half of employees earn more than the median, and half earn less.

The Gender Pay Gap data in this report relates to the period from 1 July 2024 – 30 June 2025.

BLIZZARD ENTERTAINMENT IRELAND LIMITED

		All Staff
Hourly Pay Gap	Mean	-8.32%
	Median	-2.48%
Bonus Gap	Mean	-110.22%
	Median	-2.80%



**Blizzard Entertainment Ireland did not have any part-time or fixed term employees on the 30th June 2025 snapshot date*

Blizzard Entertainment Limited is a small population and the overall split between men and women is 69% men and 31% women. For Blizzard Entertainment Ireland, the gender pay gap statistics skew more favourably towards women than men (this is indicated by the 'negative' gap pay in the tables above). This is because there is a slightly higher representation of women in the most senior roles within the company, in comparison to men, which contributes to the mean hourly pay gap being in favour of women. This is also seen in the mean bonus gap, particularly as more senior positions are more likely to be eligible to participate in additional variable compensation plans such as equity grants, which widens the bonus pay gap. On the other hand, it is positive to see both a small median hourly pay and bonus gap as this indicates a general equitable pay and bonus distribution across genders.

The balance in gender pay statistics at Blizzard Entertainment Ireland Limited can partly be attributed to the company's efforts to promote gender inclusivity and professional development for women. On the ground, Blizzard Cork has engaged employees striving to create communities for women to come together and acknowledge milestones for women throughout the year, such as International Women's Day. The Cork Women's Network is a growing community of 30+ members dedicated to empowering women and allies through connection, learning and support. Their focus is on creating a safe, inclusive space where members can share experiences, build new skills, and foster meaningful professional and personal relationships. The network curates a diverse programme of events, such as: sessions on managing women's health, mental health and burnout with visiting doctors as part of International Women's Month," festive gatherings such as a Christmas wreath-making workshop and afternoon tea at the Montenotte Hotel. They also hold regular Lean In circles to encourage personal development, confidence building, and peer support, and partners with external organisations to raise awareness of STEAM careers for women.

Through these initiatives, which are not exclusive to women, the Cork Women's Network continues to promote community, wellbeing, and professional growth, ensuring every member feels supported, valued, and inspired.



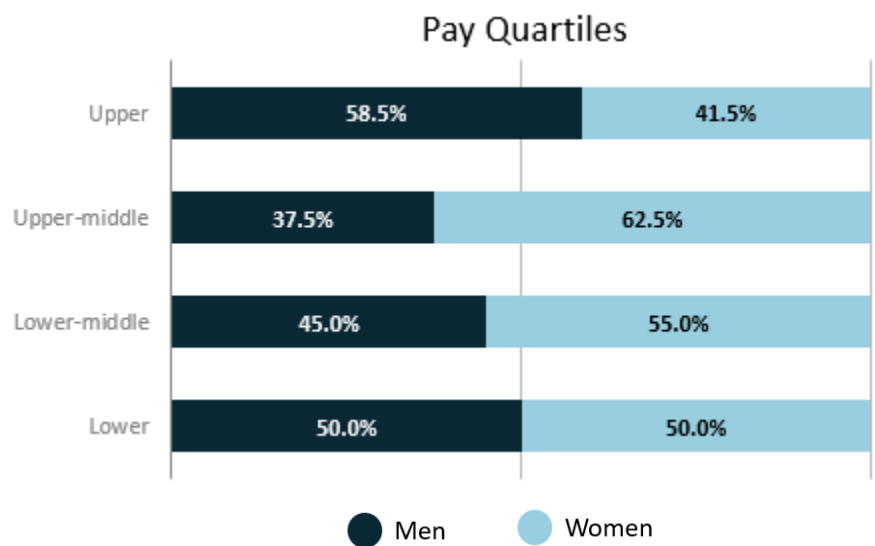
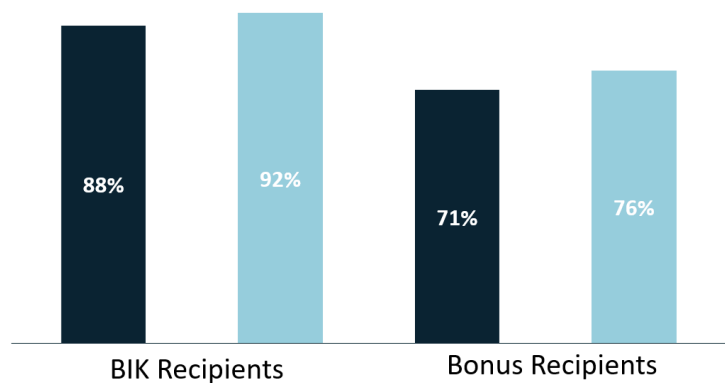
The network also encourages allies to get involved, to build an all inclusive experience for everyone.



ACTIVISION BLIZZARD IRELAND LIMITED

		All Staff	Fixed Term
Hourly Pay Gap	Mean	14.2%	-7.8%
	Median	0.4%	1.8%

		All Staff
Bonus Gap	Mean	59.0%
	Median	3.1%



**Activision Blizzard Ireland Limited did not have any part-time employees on the 30th June 2025 snapshot date*

This year for Activision Blizzard Ireland Limited, the percentage of female and male employees eligible for bonus remained overall balanced. For fixed term and permanent employees, the mean hourly pay gap has reduced by around 7% when compared to 2024's report, which reflects the 11% increase in the representation of women in the upper-middle quartile.

The other big shift in the gender pay gap statistics for Activision Ireland is that the median bonus pay gap has reduced by 40% when compared to the previous report. As highlighted in last year's report, this is due to the impact of one-time compensation events in the prior report. We expect that this 2025 reporting period is reflective of more normal compensation practices going forward.

There is still a gap in the average bonus of men and women due to some of the most senior roles in the upper quartile being held by men and, while we've seen an increase in women in the upper-middle pay quartile, there has also been a 4% increase in representation of men in the upper quartile, which was already had greater representation of men, and which contributes to the average hourly and bonus gap.

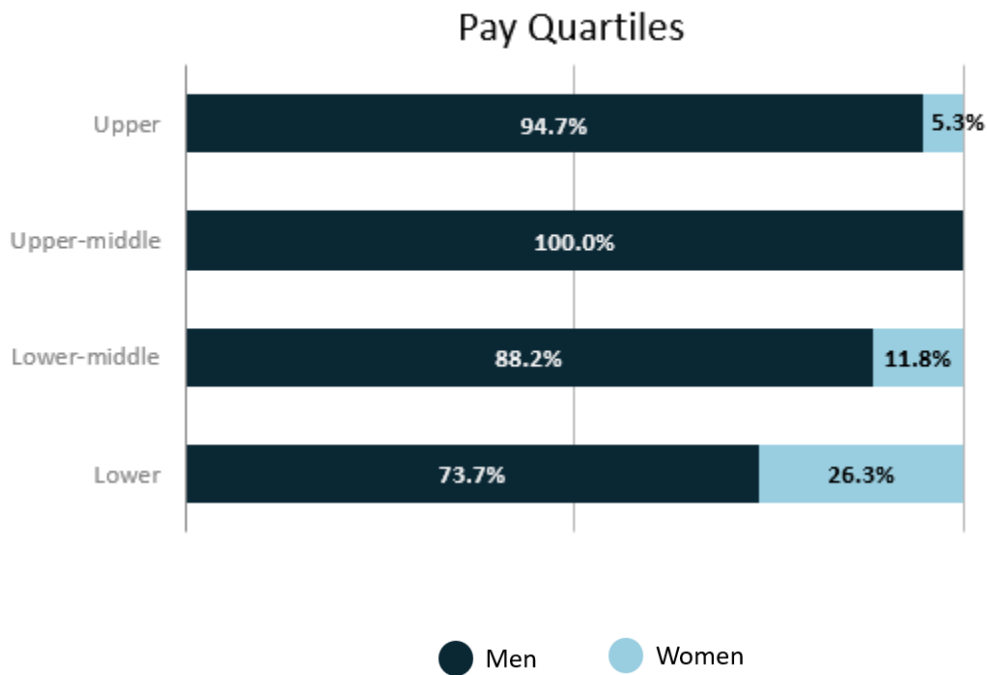
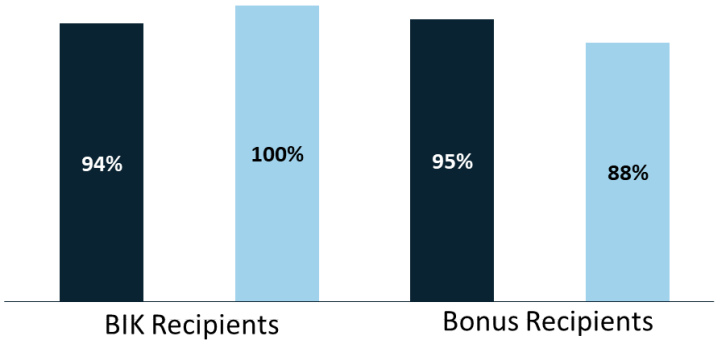
Activision Blizzard Ireland actively looks at leadership and development opportunities for women at all levels and brings together employees to cultivate a space for women across the studio to network, connect, celebrate, and support one another. The network has hosted a variety of engaging activities, from creative workshops like *Winter Wreath Making* and *Terrarium Building*, to meaningful talks such as the *Breast Cancer Awareness Month* session, featuring a talk by a Breast Cancer Ireland representative and a symbolic pink ribbon campaign across the office, and the *Mindful Bites* event, a group discussion exploring the connection between women's wellness and food.

These moments together bring immense joy and reinforce the value of community, representation, and empowerment for women, how these gatherings foster connection, confidence, and a sense of belonging.



DEMONWARE LIMITED

		All Staff
Hourly Pay Gap	Mean	19.1%
	Median	34.0%
Bonus Gap	Mean	23.8%
	Median	50.6%



**Demonware Limited did not have Fixed Term employees on the 30th June 2025 snapshot date and only one part-time employee where a comparison is not possible*

Demonware Limited serves as the online engineering specialist within the wider Activision Publishing organization, delivering critical online services such as identity management, matchmaking, and microtransactions. Representation of women in technical online engineering roles remains low across the industry, and Demonware Ireland reflects this broader trend.

The mean hourly pay gap of 19.1% and mean bonus gap of 23.8% largely stem from a lower proportion of women in senior and highly technical positions in Demonware Ireland. On the other hand, the 34.0% median hourly pay gap and a 50.6% median bonus pay gap are attributed to overall lower representation of women in the workforce in Demonware Ireland. On the snapshot date for this report, the workforce comprised 89% men and 11% women in Demonware Ireland. Demonware as a broader studio operates across four key locations: Ireland, China, Canada, and the United States - with teams spread across all locations. Our largest studio is in Canada, where Demonware has a relatively higher representation of women in managerial roles.

Bonus participation rates and eligibility for benefits in kind are equitable across genders, demonstrating that access to reward programs and opportunities is balanced. The figure showing that less women received a bonus than men is largely due to timing - more women than men joined the company after the cut-off date for eligibility for bonus in Demonware Ireland's bonus scheme in the snapshot period.

At Demonware Ireland, the company is committed to building an inclusive and supportive environment where women can thrive and progress in their careers. Demonware Ireland actively participates in initiatives that strengthen the representation, development, and wellbeing of women, both within our organisation and across the wider technology community.

Already today, Demonware Ireland invests in training, supporting, educating, and empowering our managers to attract and hire diverse talent, while cultivating a safe, welcoming environment where everyone belongs and can thrive.

Demonware Ireland is a proud member of the Women in Tech (WIT) Network, a global and local not-for-profit organisation that provides inspiration, education, mentoring, networking, and practical advice to empower women to build and grow their careers in technology. Through this partnership, Demonware Ireland continues to support women at every stage of their professional journey and encourage more women to pursue their ambitions in STEM.

Demonware Ireland employees are encouraged to take part in the mentoring programmes available through Activision Publishing, such as the XP mentoring programme, which has a special focus on supporting employees who are part of diverse groups (including race, ethnicity, sexual orientation, gender identity or expression, age, disability, etc.).

Demonware Ireland employees also engage in the wider Activision Women's Network, and other events and discussions focused on inclusion and awareness which are run across Demonware globally. These forums create space for dialogue, learning, and collective action on challenges and opportunities for women in our industry. For example, guest speakers are invited to share perspectives on female inclusion, allyship, and breaking down bias during key moments such as International Women's Day. Demonware also recently completed a series on Women's Health, covering topics such as menopause, perimenopause, hormones, fatigue, periods, anxiety, and depression - ensuring that open conversations around women's wellbeing are central to our culture.

Together, these actions form part of Demonware Ireland's long-term strategy to foster equality, improve representation, and build a workplace where women feel seen, supported, and empowered to succeed.