demonware

DEMONWARE (CANADA), INC.

Pay Transparency Report

2026

Reporting period · June 30, 2026

BC PAY TRANSPARENCY

About Demonware

Demonware, Activision's online engineering specialist, builds, runs and hosts the online services and tools behind some of the world's biggest games. Our teams work across identity management, matchmaking, game economies, content and storage, and player statistics. The work we do every day supports nearly half a billion players worldwide.

Our people come from many countries, cultures and professional backgrounds. Those different perspectives help us come up with new ideas, solve hard problems and build better experiences for players. To do our best work, everyone needs to feel valued, respected and included. That's why building an inclusive workplace is central to how we support our people and grow as an organization.

Report scope and purpose

We prepared this report as required by the British Columbia *Pay Transparency Act*. It gives a snapshot of who makes up our workforce and how compensation compares across the organization for the 2026 reporting year.

This report is not a pay equity study. It also doesn't directly measure equal pay for equal work.

It doesn't review individual pay decisions or show whether people doing similar work are paid fairly.

It also doesn't account for every factor that can affect pay, such as role scope, skills and experience, performance, location, tenure or market conditions. The results are combined across the whole organization, so they shouldn't be used to draw conclusions about any one employee's pay.

DEMONWARE (CANADA), INC.	NAICS	EMPLOYEE RANGE	REPORTING PERIOD
369 Terminal Ave, 7th Floor · Vancouver, BC V6A 4C4	513210 · Software Publishers	300–999	6/30/2026

HOW TO INTERPRET THE RESULTS

INTERPRETATION PRINCIPLE

Results reflect overall workforce outcomes rather than individual pay decisions. Pay gaps do not necessarily indicate that employees performing similar work are compensated differently.

MIX

WORKFORCE MIX

Job family, function, discipline and leadership representation can influence aggregate outcomes, reflecting where men and women are concentrated.

LEVEL

CAREER CONTEXT

Career level, tenure and progression affect the required organization-wide measures, so differences can reflect career stage.

BONUS

INCENTIVE DESIGN

Bonus eligibility, program structure, participation and senior variable-pay opportunities matter, and can widen bonus gaps.

Consider pay measures together with representation and pay-quartile data for a fuller picture.

Methodology and metric definitions

REPORTING YEAR 2026

12-MONTH WINDOW

All employees paid in the reporting period

Payroll and compensation data for the 12 months leading to June 30, 2026

HOURLY · BONUS · PARTICIPATION · QUARTILES

AVG MEAN HOURLY

Average hourly pay across gender categories. Excludes bonus and overtime pay.

PAY OUTCOME

MID MEDIAN HOURLY

Midpoint hourly pay. Generally, less affected by unusually high or low earners.

PAY OUTCOME

AVG MEAN BONUS

Average bonus among employees who received a bonus during the reporting period.

PAY OUTCOME

MID MEDIAN BONUS

Midpoint bonus payment among employees who received a bonus during the period.

PAY OUTCOME

% BONUS PARTICIPATION

Percentage within each gender category that received a bonus payment.

PARTICIPATION

Q4 PAY QUARTILES

Employees ranked by hourly pay and divided into four equal groups, lowest to highest.

REPRESENTATION

Executive snapshot

Level-adjusted results lead · men = 100% baseline

LEVEL-ADJUSTED CONTEXT

Within the same organizational level, women's pay is within 1–2% of men's

MEN = 100%

MEAN HOURLY	MEDIAN HOURLY	MEAN BONUS	MEDIAN BONUS
98%	**98%**	**99%**	**98%**
Women as % of men	Women as % of men	Women as % of men	Women as % of men

When adjusted for organizational level, gender differences in compensation are minimal. The broader unadjusted differences are primarily influenced by workforce representation across levels.

UNADJUSTED RESULTS (not adjusted for level · men = 1.00 · mean / median)

Hourly pay Women 0.80 / 0.86 · Unknown 0.95 / 1.02

Bonus pay (recipients) Women 0.57 / 0.71 · Unknown 1.33 / 1.84

Bonus participation Men 94.0% · Women 91.9% · Unknown 100.0%

Women's share by pay quartile Upper 5% · Upper middle 15% · Lower middle 15% · Lower 30%

Hourly excludes bonus and overtime; mean is sensitive to highly paid employees. Bonus results can be swayed by role eligibility, leadership mix, plan structure and a few senior employees. Quartiles total 101% (rounding). Non-binary: no values reported.

Level-adjusted context

Comparison to men = 100%

WOMEN

Mean hourly	98%
Median hourly	98%
Mean bonus	99%
Median bonus	98%

MEN = 100%

PREFER NOT TO SAY / UNKNOWN

Mean hourly	104%
Median hourly	103%
Mean bonus	153%
Median bonus	145%

When compensation is compared within the same organizational level, the gender disparity is minimal. Women's average and median hourly pay are approximately **98%** of men's, while women's average and median bonus pay are approximately **99% and 98%**, respectively.

These results indicate that the broader unadjusted pay differences are primarily influenced by the representation of men and women across different organizational levels, rather than by significant differences in pay outcomes between women and men at comparable levels. Men are used as the 100% reference point.

Non-binary results: *Results for the non-binary category are not included in this report because no employees identified as non-binary during the 2026 reporting period. This does not mean there are no non-binary employees in our organization. It only reflects the information employees chose to provide.*

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End of Report

2026

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