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UK Gender Pay Gap Report
2025

2025 Foreword

Sumo Digital remains firmly committed to reducing the gender pay gap and working towards a fairer workplace so, we were pleased to see our gender pay gap decrease in 2025 - by 5.1% when measured by mean average and by 3.2% when measured by median.

This is a step in the right direction, supported by some of the initiatives we have put in place but we must acknowledge that some of that number can be attributed to the impact of company restructuring during the reporting period, and that more work needs to be done to reduce the gap between the average earnings of men compared to the average earnings of women.

Our analysis, which we refresh at least annually, consistently shows that the gender pay gap is not due to unequal pay for comparable roles, but instead is primarily driven by representation differences at senior levels.

We continue to take steps to address this, including investing in our soon-to-be-launched performance management and talent development tools, and creating new programmes for senior women and other marginalised genders to take the next step towards leadership.

Alongside this our Inclusion and Belonging Working Group continues to support the development of inclusive initiatives across Sumo. The group includes representatives from every Sumo studio to develop initiatives that strengthen inclusion and belonging across the organisation.

The Gender Pay Gap Action Plan and our wider initiatives are designed with transparency and fairness in mind, and we believe will help us establish more equitable progression throughout the company and further reduce the gender pay gap.

We feel positive about the coming year. Both in terms of ensuring Sumo remains committed to gender pay equality, and our ability to make the best quality games with our partners' IP. We'll be focusing on transparency and dedicated action to make sure we meet those goals.

2025 Our Data

The gender pay gap information in this report is for the pay period containing the 'snapshot' date of 5th April 2025, which is the April payroll.

The information used to form the basis of the calculations is the ordinary pay data and bonus payments for the individuals employed on the snapshot date. For bonuses, it includes payments made in the 12 months prior to 5th April 2025.

Both the mean and median pay gaps have decreased. Whilst our Gender Pay Gap Action Plan and the equal opportunity programmes that we have put in place contributed to this decrease, it was also impacted by changes that were made to Sumo's structure in 2024/25.

These structural changes saw a decrease in the proportion of women in the lower three quartiles and an increase in the top quartile which contributed to the reduced pay gaps that we've seen.

In 2025, the number of bonuses awarded across the group were reduced. This smaller sample size means averages are more prone to fluctuation, which resulted in a decrease in both mean and median bonus gaps. While the number of bonuses awarded across the group were reduced, the proportion of women receiving bonuses was exactly the same as the proportion of men receiving bonuses.

Note to our non-binary peers

We recognise and value our non-binary colleagues.

Current gender pay gap reporting requirements are based on a binary classification of gender, meaning non-binary employees are not represented in this report.

We remain committed to fostering an inclusive workplace for colleagues of all gender identities.

What is the gender pay gap and how is it measured?

The gender pay gap refers to the difference between the average earnings of men compared to the average earnings of women across the workforce.

The gender pay gap is different from equal pay, which focuses on whether men and women are compensated equally for performing the same or similar work.

Sumo Group confirm that men and women receive equal pay for the same or similar work.

The gender pay gap is measured in two ways:



A diagram illustrating the concept of a median. It features a horizontal black line with a red dot in the center. Above the line, the word "MEDIAN" is written in black capital letters. To the left of the line is a red circle containing a white minus sign (-), and to the right is a red circle containing a white plus sign (+). Vertical black bars extend from the ends of the line to the minus and plus signs.

Median

The **median** gender pay gap reflects the middle of the distribution as a measure of average pay. In an organisation, half of employees earn more than the median, and half earn less.



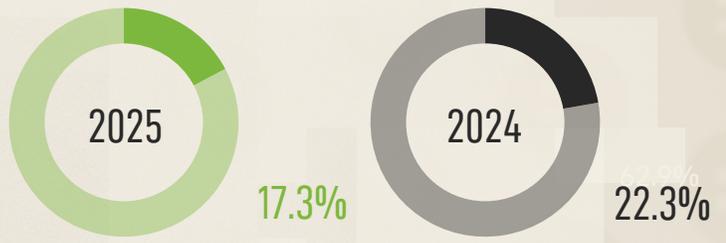
A diagram illustrating the concept of a mean. The word "PAY" is written in large black capital letters at the top, and "PEOPLE" is written in large black capital letters at the bottom. In the center, between the two words, is a red circle containing a white division symbol (÷).

Mean

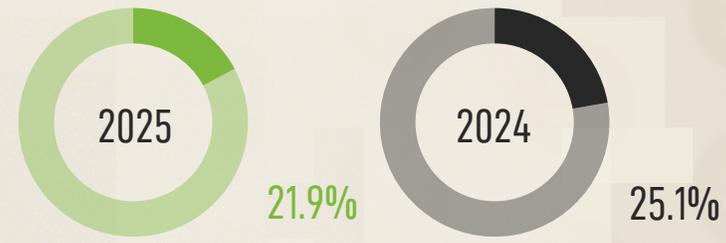
The **mean** gender pay gap is the total pay received divided by the number of people receiving it.

Our Data

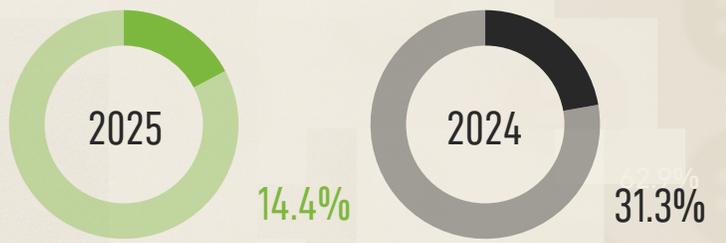
Difference In Mean Pay



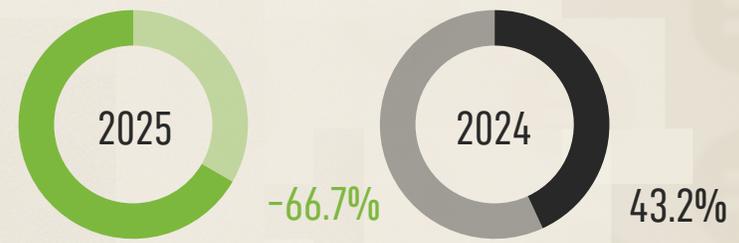
Difference in Median Pay



Difference in Mean Bonus



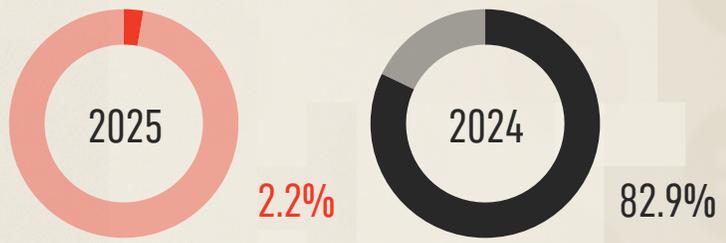
Difference in Median Bonus



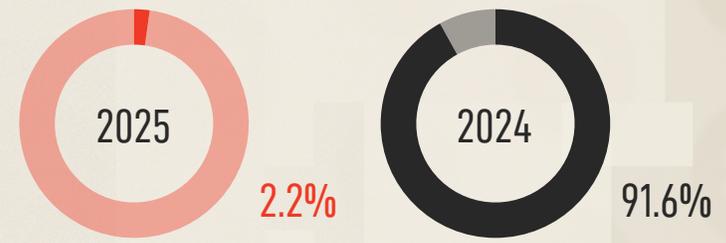
UK Bonus Proportions

While bonuses were reduced for both men and women, the percentage of women receiving a bonus was the same as the percentage of men

Proportion of Women with Bonuses



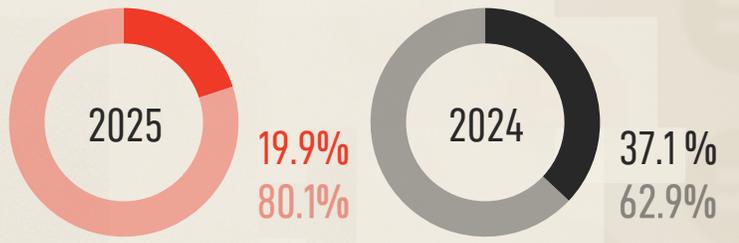
Proportion of Men with Bonuses



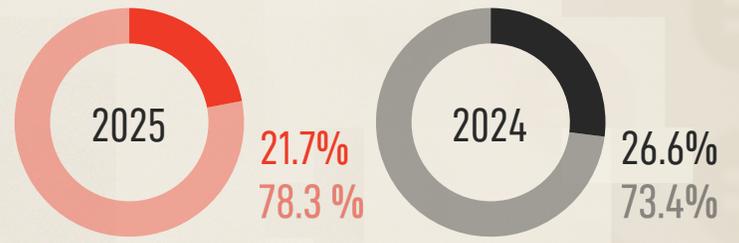
UK Pay Quartiles

●●○ Women ●●○ Men

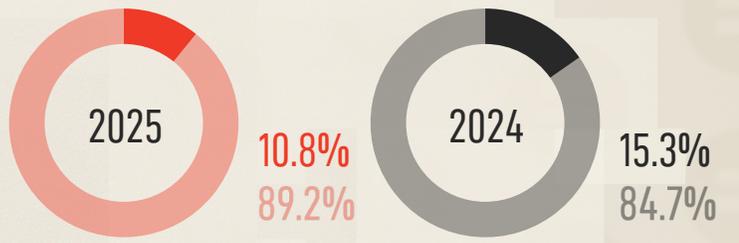
Bottom Quartile



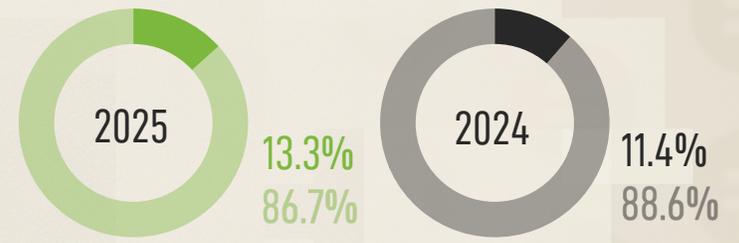
Second Quartile



Third Quartile



Top Quartile



Our Gender Pay Gap Action Plan

Sumo Digital remains firmly committed to reducing the gender pay gap and working towards a fairer workplace and we continue to invest in processes and projects that are aimed at creating equal opportunities.

Many of the initiatives outlined below build on programmes that have been developed over several years to strengthen our talent pipeline, improve career development opportunities and support inclusive leadership practices across the organisation.

Encouragingly, in 2025 we saw a higher proportion of promotions awarded to women, reflecting ongoing efforts to support career progression and development opportunities across the organisation.



Strengthening pay equity monitoring

We continue to conduct an annual pay equity review, analysing:

- average pay by gender
- average pay by job level
- average pay by discipline

This analysis ensures we identify and address any potential pay disparities and maintain fair pay practices across the organisation.

Our analysis consistently shows that the gender pay gap is primarily driven by representation differences at senior levels rather than unequal pay for comparable roles.

Improving career development transparency

In April 2026, we will be launching our new performance management and talent development tools through our HR Information System, Bob.

These tools will support:

- clearer performance goal setting
- improved feedback loops / in the moment feedback
- structured development conversations
- improved talent reviews and succession planning
- greater visibility of promotion and development pathways

Introducing more transparent and structured performance processes helps ensure that career progression opportunities are clearly defined and consistently applied, supporting equitable access to advancement opportunities.

Leadership development initiatives

Improving representation at senior levels requires building a strong leadership pipeline.

Senior to Lead Programme

The Senior to Lead programme, planned to relaunch in Summer 2026, will support employees preparing for Team management roles.

The programme will:

- support development of management capability and strategic influence
- prepare participants for future senior leadership roles

Future Leadership Development Programme

We are also developing a new leadership development programme for senior talent, planned to launch in late 2026 or early 2027.

This programme will support senior employees preparing for Senior leadership roles and strengthen the pipeline of diverse leadership candidates across Sumo.



Leadership development initiatives

MBA Sponsorship

We continue to sponsor MBA programmes for senior leaders, with three women currently undertaking MBA study as part of this initiative.

Developing the future talent pipeline

Our Academy programme plays an important role in developing early-career talent.

We will welcome a new cohort of Academy apprentices in September 2026, continuing our investment in developing the next generation of talent within the organisation.

We also continue to monitor and support the career development of Academy alumni, helping ensure early-career employees receive the support and development opportunities needed to progress in their careers.

Inclusive leadership development

We are increasing leadership and management training focused on inclusion and diversity.

This training supports leaders to:

- build inclusive teams
- recognise and reduce unconscious bias
- make fair and evidence-based decisions about performance and promotion

Developing inclusive leadership capability helps ensure that all employees have equitable access to development and progression opportunities.

Inclusion and Belonging

Our Inclusion and Belonging Working Group continues to support the development of inclusive initiatives across Sumo.

The group includes representatives from every studio and collaborates with our PRISM employee resource group streams to develop initiatives that strengthen inclusion and belonging across the organisation.

This group works proactively with employees and leaders across the business to identify opportunities to improve the employee experience and support an inclusive culture.

Instep, Women in Leadership Programme

In June 2026, we will launch a pilot Women in Leadership programme (Women in Management Level 3 & Leadership Level 5 Apprenticeship | Instep UK), designed to support the progression of women into senior leadership roles.

The programme will focus on:

- leadership capability development
- strategic influence and decision-making
- building networks and visibility across the organisation
- supporting career progression into senior roles

This initiative aims to strengthen the pipeline of women progressing into leadership positions across the organisation.

Supporting Employees Returning from Maternity Leave

We are launching a project to review how we support employees returning to work following maternity leave, in partnership with two of our PRISM Employee Resource Groups – Ember (Families, Parents and Carers) and Ultraviolet (Women and Marginalised Genders).

= Ember
Families, Parents and Carers

= Ultraviolet
Women and Marginalised Genders

This project will review current processes, gather employee feedback and identify opportunities to strengthen support for returning parents.

The project will be designed and piloted in August 2026.

Women's Health Support

We continue to review policies and support related to women's health and wellbeing in the workplace.

In Spring 2026 we will release updated versions of our:

- Menopause Support Policy
- Period Policy

These policies aim to ensure employees have access to appropriate support and flexibility during different stages of their working lives, helping create an environment where people feel able to continue developing their careers.