

Computer Games Employer Panel

Creative Skillset

March 2014



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Employer Panel Results: Computer Games

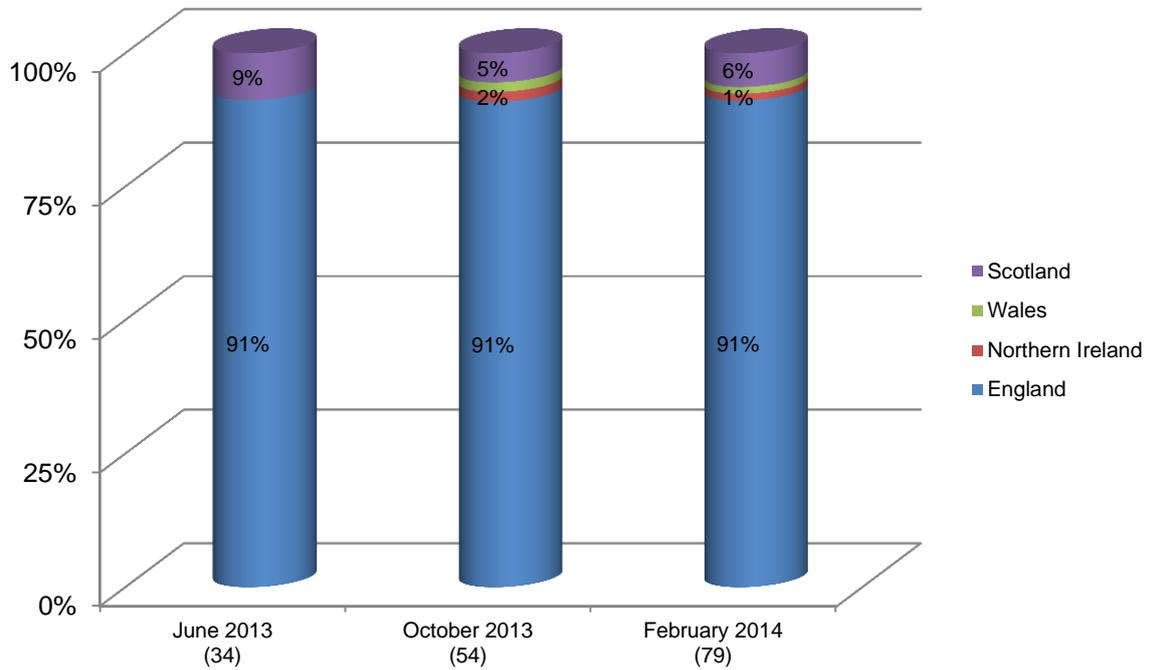
1. Executive Summary

Creative Skillset invited members of the Computer Games Employer panel to participate in a series of surveys on issues affecting the games industry including skills needs, training needs, investment opportunities and diversity. Surveys took place in June 2013, October 2013 and February 2014.

- 50% of companies reported that they had vacancies that were proving hard to fill. Amongst the most commonly cited vacancies were coders, senior programmers, online support and online programmers, and artists including animators, cinematic and technical.
- 41% of companies indicated that within their current workforce they had skill gaps related to discoverability & monetisation, 41% reported skills gaps in brand and marketing, whilst 31% reported gaps in production/project management.
- 57% of respondents indicated that their company would potentially be interested in strategic partnerships with other businesses, e.g. sharing training schemes/resources.
- 28% of companies indicated that they have taken on an apprentice(s) whilst a further 62% would consider doing so in the future. 9% stated that they would never take on an apprentice mainly because companies were too small or had a preference for recruiting fully trained/qualified recruits.
- Companies were largely unfamiliar with the Creative Skillset services: Trainee Finder, Challenge Fund and Commissioned Training. The most commonly known of these three was Trainee Finder with 12% of companies already signed up to the database, and a further 9% planning to sign up in the future.
- 62% of companies indicated that they do currently have a Diversity/Equality/Inclusion/Equal Opportunities Policy compared with 25% that do not. 12% of respondents were unsure.
- The majority of companies indicated that they do not monitor the levels of employment within their workforce of Lesbian, Gay, Bisexual & Transgender (LGBT), Disabled or Black, Asian & Minority Ethnic (BAME) individuals. A larger percentage of companies undertake monitoring of women, with 23% stating that they monitor this completely and 15% undertaking partial monitoring.

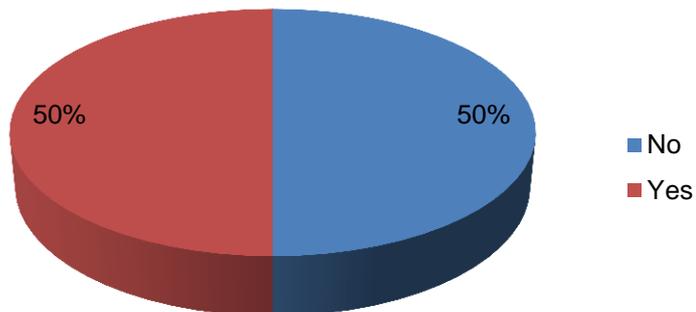
2. Panel Responses by Nation

Figure 1: Number of Panel Respondents by Nation



3. Skills

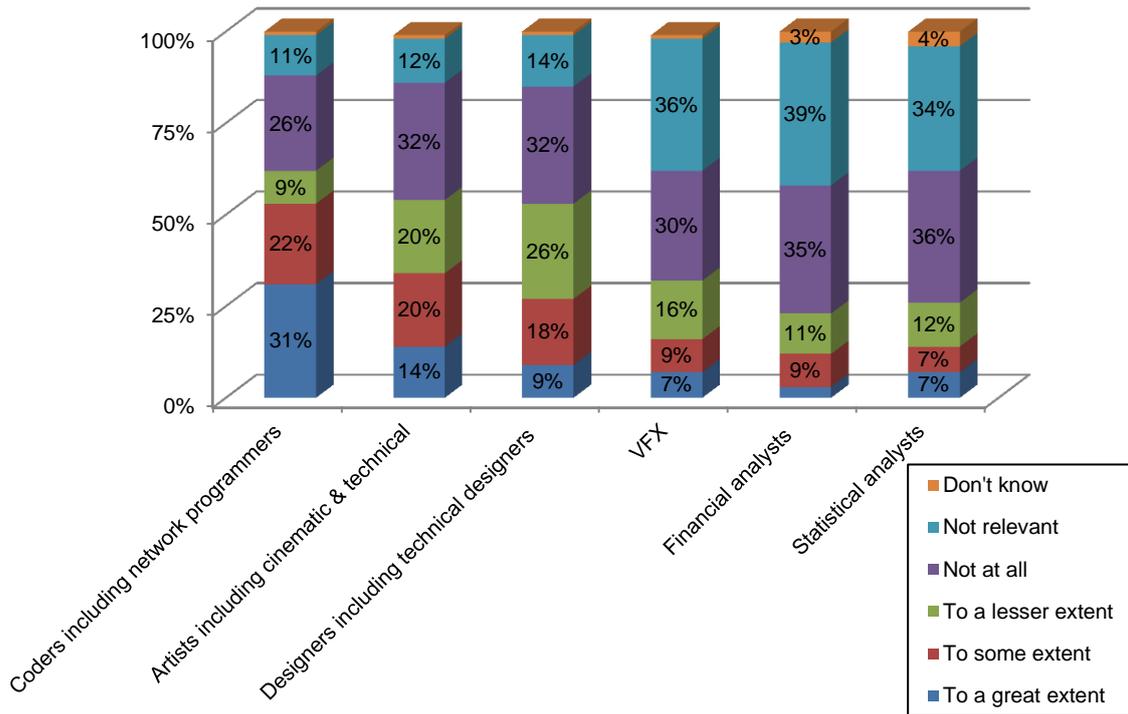
3a. Does your company/production currently have any vacancies that are proving hard to fill?



Panel: June 2013 Responses: 34

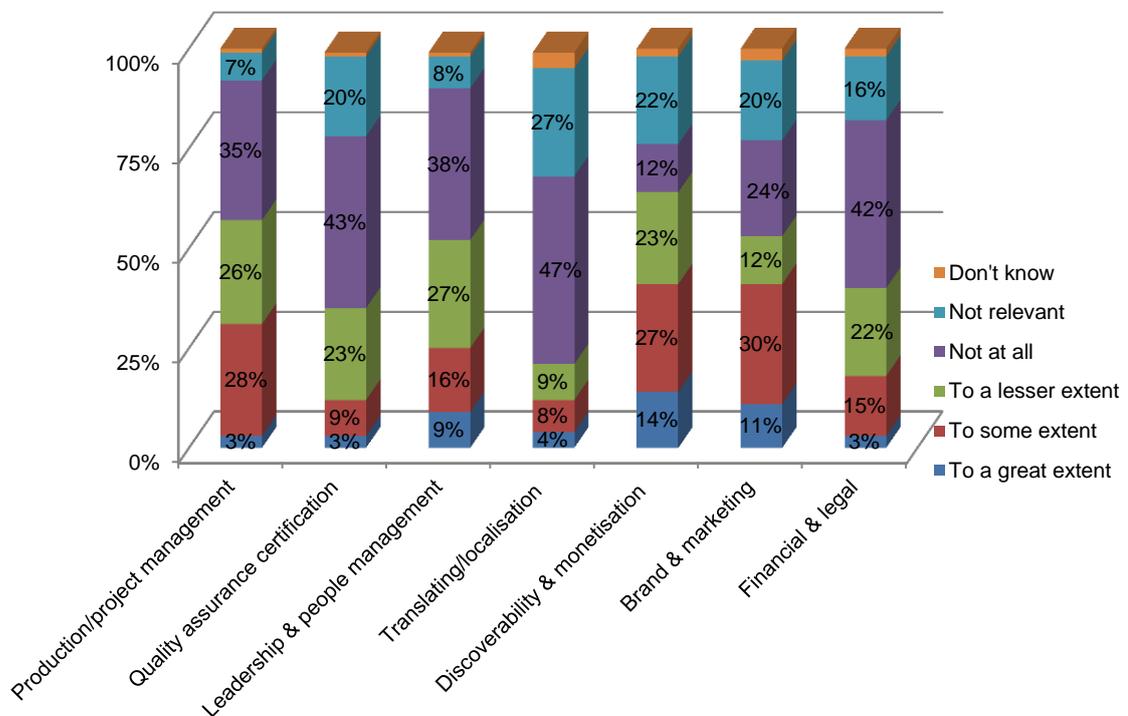
For a list of specific occupations that are proving hard to fill see [Appendix A.](#)

3b. To what extent does your company have vacancies that are proving hard to fill in the following areas?



Panel: February 2014 Responses: 74

3c. To what extent is your company experiencing the following skills gaps within your current workforce?



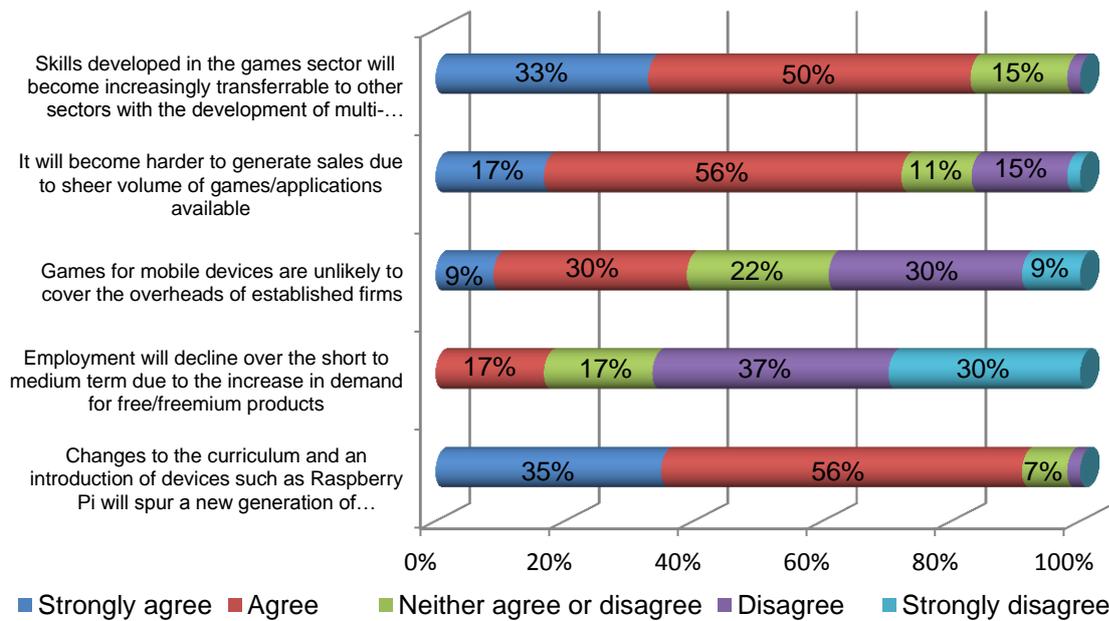
Panel: February 2014 Responses: 74

For a full list of skills gaps identified by respondents see [Appendix A](#).

3d. Where has your company tried to or plan to recruit financial and/or statistical analysts from?

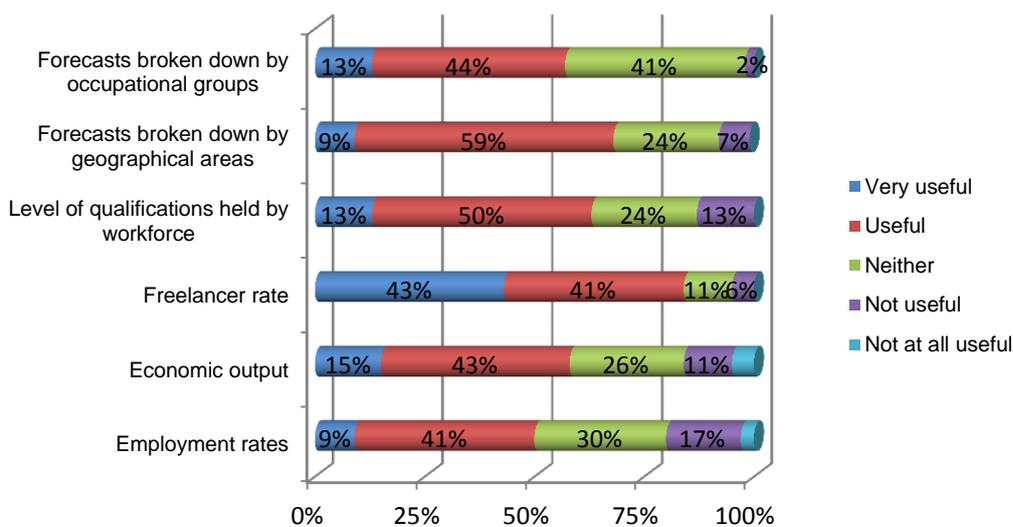
Agencies, advertising and universities were amongst those answers given by respondents. For a full list of responses see [Appendix A](#).

3e. The statements below have all been cited as potential impacts on the games industry over the next ten years. Please indicate the extent to which you agree with each statement.



Panel: October 2013 Responses: 54

3f. Creative Skillset is currently developing an interactive future forecasting tool. Which of the following forecast indicators would be most useful to your company?



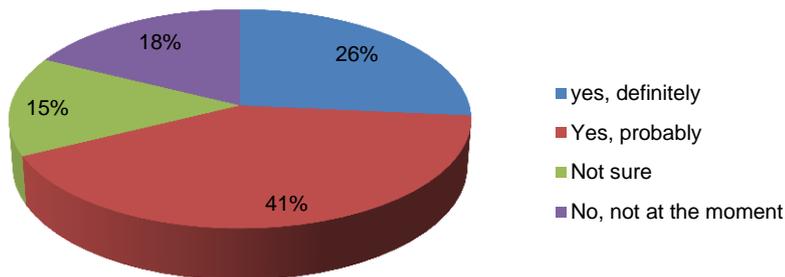
Panel: October 2013 Responses: 54

3g. What skills issues have been created through the release of new generation consoles e.g. PS4, Xboxone? (October 2013)

Skills issues identified by respondents included a lack of experienced technical programmers, a shortage of skilled artists and the need to train and retrain staff in new technology. For full results see [Appendix A](#).

4. Training

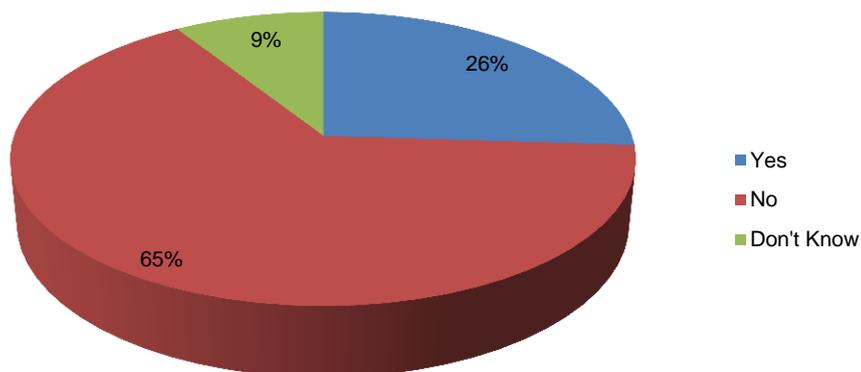
4a. Would your company be interested in taking on part-funded graduate / postgraduate level trainees (up to 70% part-funding)?



Panel: June 2013 Responses: 34

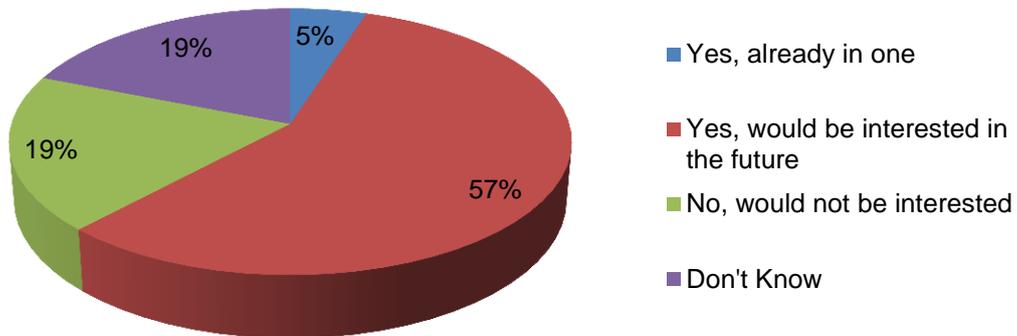
Of those respondents who indicated that they would be interested in taking on trainees, 65% stated that they would consider taking on 2-5 trainees, 30% would take on 1 trainee whilst 4% would consider taking on 10+ trainees. 35% of respondents would consider taking trainees on for 4-6 months, 30% would consider employing them for 6-12 months, 22% for 2-3 months and 13% for 12+ months.

4b. Does your company have a plan that specifies the level and type of training that the company will invest in over the coming year?



Panel: February 2014 Responses: 79

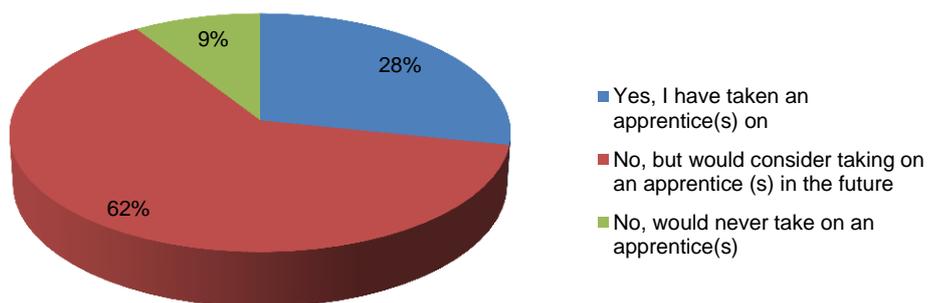
4c. Would your company be potentially interested in strategic training partnerships with other businesses i.e. sharing training schemes/resources with other companies in your industry?



Panel: February 2014 Responses: 79

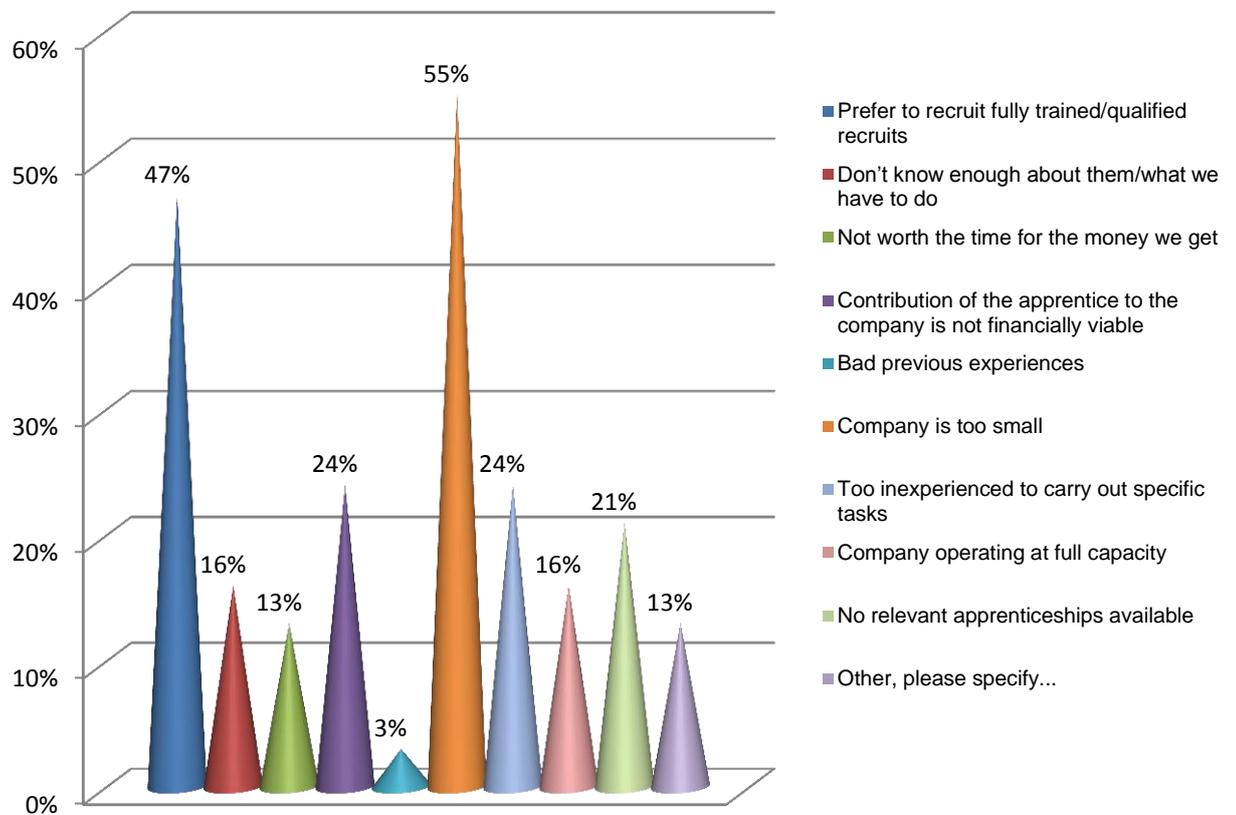
5. Apprenticeships

5a. Have you taken on, or would you consider taking on, apprentices in your company?



Panel: October 2013 Responses: 53

5b. If no, what are the main reasons your company has not taken on apprentices?



Panel: October 2013 Responses: 38

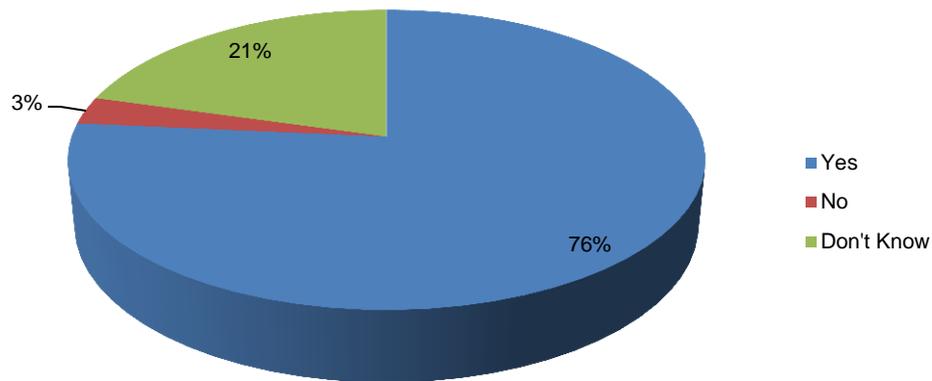
For a list of other reasons cited by respondents see [Appendix A](#).

Work-based Degree Programmes

To address employers' concerns that graduates often lack the appropriate experience and skills for the workplace, Creative Skillset is bringing together employers and universities to develop new higher level apprenticeship programmes with embedded honours degrees, aimed at highly motivated individuals.

Companies would recruit higher level apprentices on two year contracts on the apprentice minimum wage, and would help to determine the skills and knowledge that they need to develop, which would be delivered in short blocks by partner universities. We anticipate that this combination of work experience and university learning would result in highly skilled, employable graduates.

5c. In principle, do you support the idea of the new work-based higher level apprenticeships?



Panel: June 2013 Responses: 34

44% of respondents felt that these new programmes and their associated graduates with more industry relevant skills would probably have a potentially positive impact on the productivity of their company. 18% of respondents were certain that they would, whilst 12% did not think that they would at the moment. 26% were not sure.

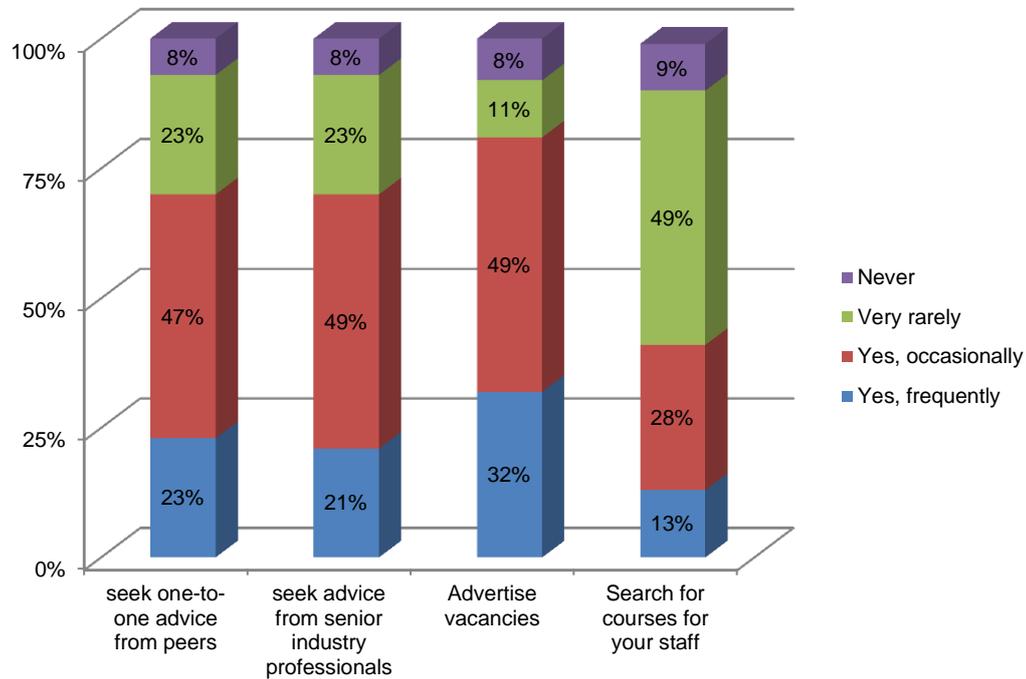
Assuming they could choose the applicant, 35% of respondents stated that their company would probably be prepared to recruit a higher level of apprentice as part of their team for two years. 12% would definitely be prepared to do so, whilst 24% would not at the moment. 29% were not sure.

63% stated that their company would probably be willing to pay this apprentice the minimum wage (currently £2.68 in year one and £5.03 for year two). 31% stated that they would definitely be willing to pay, whilst 6% were not sure.

For additional comments on the new work-based degree programmes see [Appendix A](#).

6. Networking

6a. If you had access to an online community platform for the Creative Industries, would you be likely to:



Panel: October 2013 Responses: 53

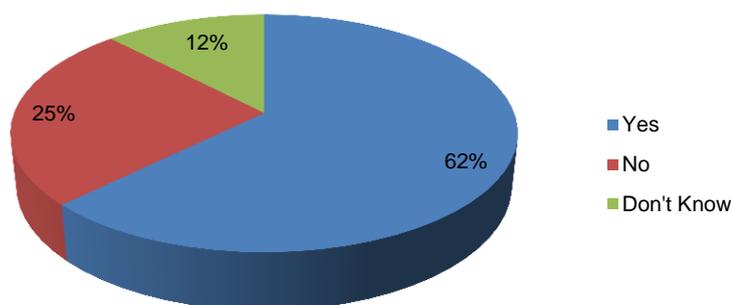
For a full list of other uses identified by respondents see [Appendix A](#).

6b. If you had access to an online community platform, what is the one question you would ask feel members?

Respondents stated a variety of questions ranging from enquiries about hiring and sourcing staff to finding funding opportunities. For a full list of responses see [Appendix A](#).

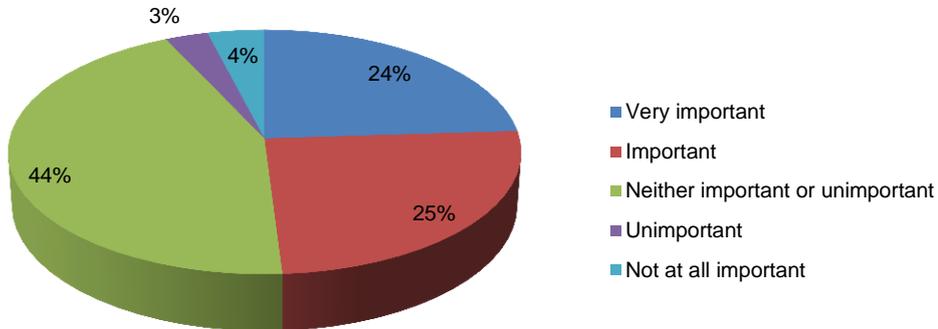
7. Diversity

7a. Does your company currently have a Diversity/Equality/Inclusion/Equal Opportunities Policy?



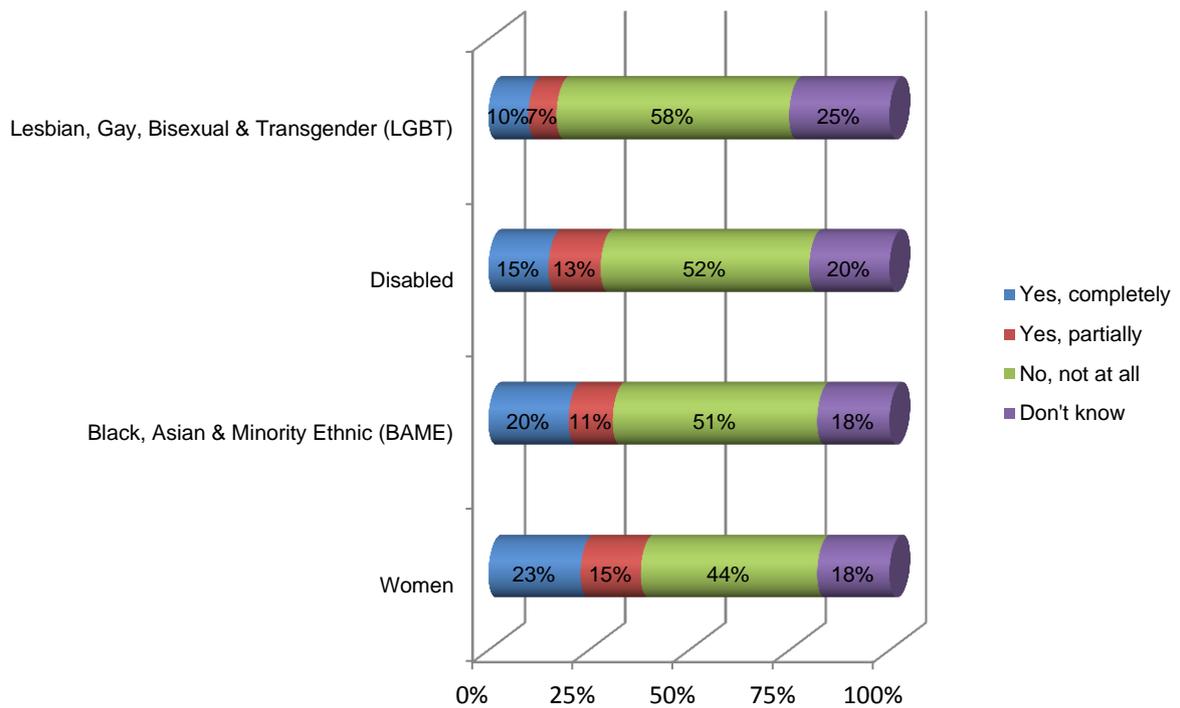
Panel: February 2014 Responses: 72

7b. How important is having a diverse workforce (that reflects population) to your company?



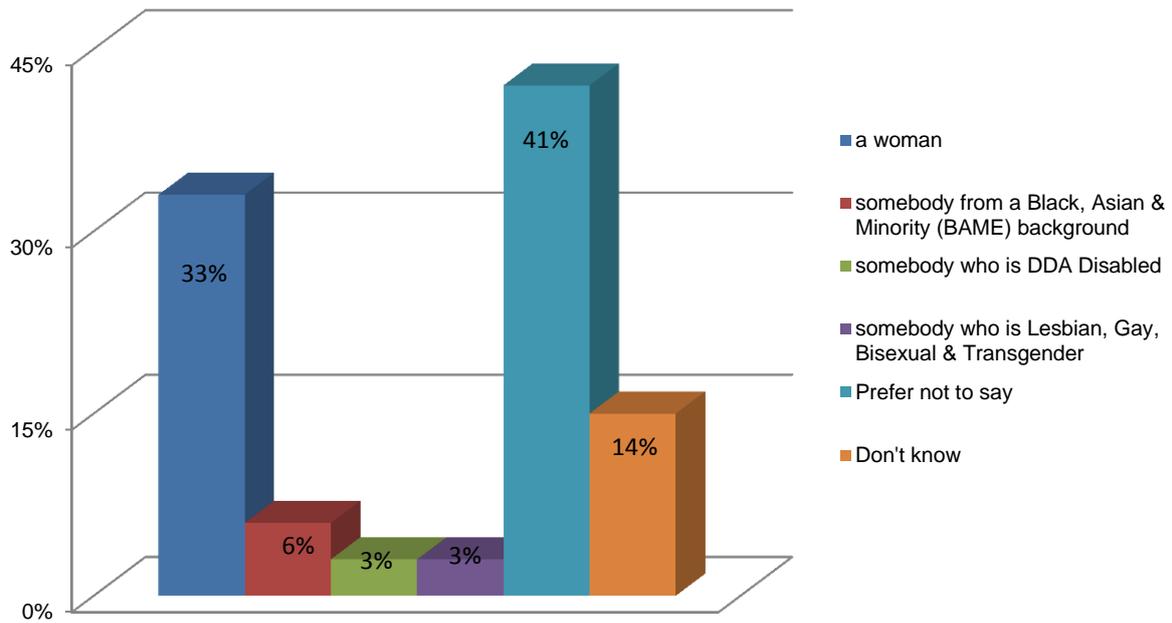
Panel: February 2014 Responses: 71

7c. Does your company monitor the levels of employment within your workforce of the following groups?



Panel: February 2014 Responses: 71

7d. Is the CEO or equivalent position within your company filled by:

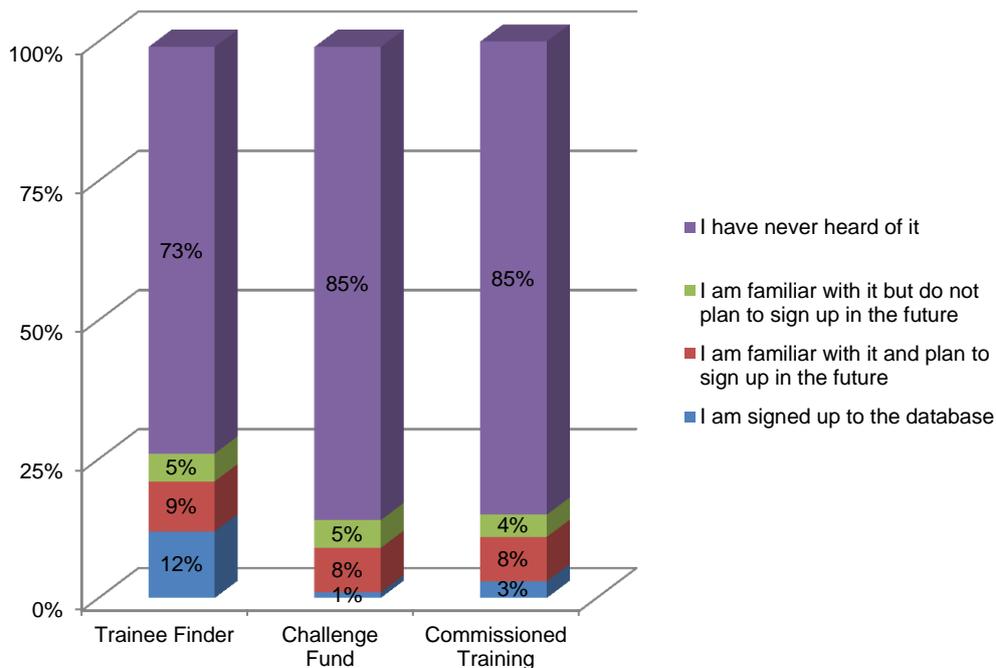


Panel: February 2014 Responses: 33

When asked if their company would find more information or support with diversity, equality or inclusion useful, 71% answered no, 18% stated yes and 11% did not know.

8. Creative Skillset Services

8a. Which of the following Creative Skillset services are you familiar with?

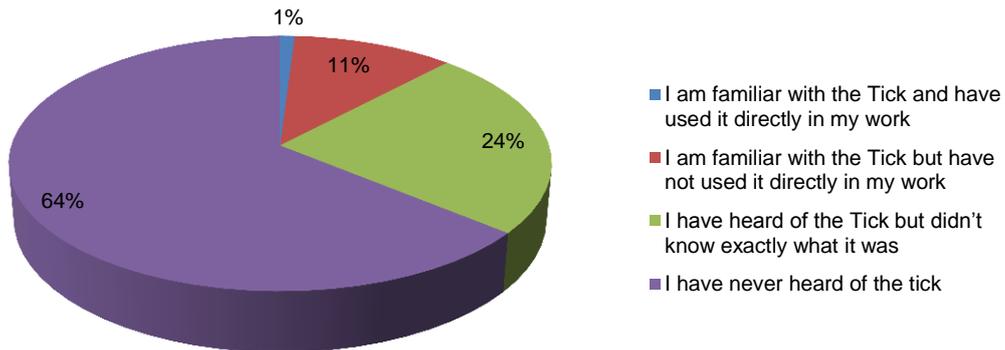


Panel: February 2014 Responses 74

8b. Why do you not plan to sign up to Trainee Finder/Challenge Fund/Commissioned Training?

Respondents cited the fact that they were not currently looking to hire as the reason for not planning to sign up to Trainee finder. Issues around funding were cited as a reason for not signing up to the challenge fund, whilst a lack of clarity over the process was given as a reason for not signing up to Commissioned Training. For full results see [Appendix A](#).

8c. How familiar are you with the Creative Skillset Tick?



Panel: February 2014 Response: 74

Appendix A: Open ended responses to the Employer Panel Survey

3a. Does your company/production currently have any vacancies that are proving hard to fill?

Build Programmer
Environment Artist
Senior Programming
Art Director
UX Design
Online programmers
Product manager / Game analyst
Server Engineer
Network Programmer
Cloud admin/engineer
Programmer
Animation
Artists
Experience Games Programmer
Gameplay Programmer
UI Artists
UX designers
Game designer with Touch platform, Social and Freemium experience
Senior Roles
Online Services/Programming
Server people
Writers
Senior Programmers
Animator
Technical Artists
Producer with Touch platform,
Designers
Character Artist
Online Programmers
R&D programmer
Engine Programmers

3c. OTHER: To what extent is your company experiencing the following skills gaps within your current workforce?

“To be honest, our problem is finance - if we had investment, we could employ a larger team.”

“Programmers and Unity people.”

“Performance Marketing.”

“Game designers with skills in modern delivery platforms, digital culture and monetization models are hard to find.”

“Programming and Art.”

“Programming, animation.”

“Proper business analysis & programmers, particularly low level/GUI ones.”

3d. Where has your company tried to or plan to recruit financial and/or statistical analysts from?

“Agencies, Advertising.”

“Generally the analysts we're looking at come from outside of the industry. We're also working with some universities and their graduates.”

“Agencies, adverts in various magazines, universities, our own website.”

“Direct, Agency, Escape the City, Graduates with in house training.”

“Answering as a recruitment agency - we try EVERYTHING! ads, networking, social media, Linked In (direct headhunting).”

“Financial, Insurance.”

“Generic recruitment channels.”

“Many job boards, many games websites, direct from social media. Lots of applicants, lots of people who can do the maths, very few who can analyse.”

3g. What skills issues have been created through the release of new generation consoles e.g. PS4, Xboxone? (October 2013 Panel)

“Shortage of skilled artists & programmers.”

“Skill convergence on single consoles - bringing together experiences from input methods, mobile, online and previous console versions.”

“The requirement for more experienced people has increased. However small companies shall thrive due to technologies like Unity catering for "NextGen" hardware now.”

“We do not work in consoles, but the new consoles have invalidated some people's specific skills from working on the older consoles since the new consoles have a new architecture.”

“None I can think of. In fact, with Unity development a possibility of all of them, the challenges of multiplatform development are fewer.”

“The need for skilled coders, technical artists etc. Esp. in Unity.”

“Hard to say yet - I think the ""AAA brigade"" have a different set of problems from the rest of the industry because they feel they need to chase photorealism; this puts a big burden of investment on their art teams, tools, and pipeline.”

“I think the tech side of the industry is going to have a lot of catching up to do WRT the massively parallel architectures, a lot of current programming practice is fundamentally incompatible with efficient use of multi-core systems & compute units.”

“Speaking from a modelling standpoint, whilst students are taught work flows like high to low poly modelling they are not taught other essential skills that are needed. Simple things like cleaning up models and naming them so they're ready to go into the game engine. They also need to be taught how to get the assets into the engine with collisions, materials etc. set-up.”

With the high end nature of these new machines it will be imperative to have a knowledge of LODs too.”

“Lack of skilled workforce - mainly programmers, and specifically the online variety.”

“New generation of programmers have no experience of console development only of mobile platforms.”

“Low level programmers.”

“3d artists.”

“The same issues as the previous release, namely low level understanding of architecture which impacts a wide range of skills needed to develop titles for this generation.”

“The wide range of accessibility of tools such as Unity has had a bigger impact, where developers are used to high level tools, higher level languages (i.e. C# and Javascript) and are not encountering the low level problems prevalent in console development (memory management, data access, stability, scale etc).”

“This is not currently applicable to us, but I would have thought that second screen device experience and digital gaming models would be a key factor.”

“Unfamiliarity with the hardware. Demand for better graphics.”

“Understanding of how all different types of media (particularly social) can and do interact.”

“Depending on how the indie programs turns out, the divide between established studios (with access to development kits) and smaller indie studios might become bigger, where the larger studios will be able to train and retain the most skilled employees. On the other hand the hardware have moved closer to PC and should mean that a lot of existing PC developers feel right at home and should be able to port their titles easily if allowed.”

“It is already an issue that programmers are not being taught the correct skills, or taught them properly, largely as courses are always out of date. A new generation of consoles just propounds this problem.”

“I don't think the release of next gen has caused an issue, I think the issue of lack of skilled coders coming through our school system has been around for a long time. The large majority of people we find suitable for our jobs are not British and have generally done their training abroad and come to Uni in the UK to master their skills.”

“Little big change actually on the technical side (still C++), highlights the scarcity of great graphics/low level programmers and the need for all our artists to increase their skills.”

“Experienced technical programmers are in short supply and/or settled with families elsewhere and graduates tend to not have the low level knowledge due to middleware hiding a lot of technical tasks under it.”

“Not specifically caused by this generation but quality of work is always an issue. Many candidates are below par.”

“The next-gen consoles are of more standard construction than previous consoles from the manufacturers, and, the toolsets for each are much better quality than at this point in the previous iteration's life. There will always be demand for skills in these areas when new

hardware arrives but this time around other skillsets can be transferred to this generation easier.”

“Some skills, such as network programmers, are increasingly in short supply. The production values required of new games make artwork creation a real challenge without big teams and big budgets.”

“Lack of highly technical programmers/engineers. This isn't just PS4/XBone related, more a general trend.”

“The rise of freemium will hurt a lot of development teams, as the cost of development and player expectations will continue to rise over the coming months/years.”

“From a company perspective, the console market place will soon be as crowded as the various app stores and because digital content has no shelf life, eventually it will become hard for even the most ambitious console games to stand out without huge marketing budgets.”

“Free titles and subscription models such as 'PlayStation Plus' will soon prevent players from purchasing all but the most top tier games which means developers who wish to stay in business will require in depth knowledge of monetization techniques and a deep understanding of how freemium works. This means design skills are now more important than ever and those design skills need to be more business orientated.”

“Once the market place becomes cluttered, game journalists struggle to cover content and where as the announcement of a new console game used to garner a lot of attention that will soon become common place. When content is free, readers have no need for reviews because they can try titles themselves. All of this means that companies now need to be more creative in the marketing department and again, marketing really needs to be a big part of a game designers thought process.”

“From a technical stand point, things like Cloud Computing are about to become mainstream but it's too early to say what the impact of that could be.”

“There will be a shortage of skills in the short term until programmers learn how to programme in that particular platform. A good programmer already working in games will be able to learn the skills fairly quickly. Graduates and anyone new to the industry will struggle unless they have an excellent maths brain with great coding skills.”

“Huge learning step in advanced techniques necessary for certain areas in next gen development. Means time and cost expenses.”

“No change over previous shortfall, it's hard to find people who can code in a traditional way for existing platforms, far too many people are learning Unity and game tools and middleware and not enough hard-core C/C++/C# but this is no different to previous years.”

“Understanding indie game development and deployment.”

“The lack of mid-level programmers on the market who are competent enough to work with senior programmers with next gen consoles. There appears to be a disparity between the two.”

“Need to train or retrain staff in new technology, need to adapt current proprietary tech to meet next-gen standards, need to learn new TRCs.”

“None. We are an Xbox One developer and our staff have transferred up to the new platform well.”

5b. If no, what are the main reasons your company has not taken on apprentices?

“We take on work experience people which gives us the flexibility to keep them longer if we like them, but with no commitment. ie, flexibility and no admin.”

“No budget, but we do take on placement students.”

“Have 'employed' inexperienced team members outside of formal apprenticeship schemes.”

“Feel it's much more sensible to invest into practical & practice based HE qualifications & get to cherry pick best graduates.”

“Tending to take interns from university courses.”

5c. Additional comments you have on the new work-based degree programmes

“My company is not currently looking for any additional staff. I do however support any policy which aims to get graduates real-world experience.”

“I think the part funded trainee proposal is a reasonable idea, but the apprenticeships thing is a terrible idea - at least in the short term. The part funded trainee scheme should significantly de-risk the hiring of graduates, but factors of the associated 'hidden' costs - mentoring time from senior staff, low productivity, long integration time into processes and working practice etc. still exist and they're the biggies. I think the apprenticeship degree thing is a terrible idea. Taking on A level students and training them on the job is worst case from a using time of senior staff point of view, and without even the limited self determined independent learning experience of a degree these kids are going to take up a lot more time and money, and take way longer to integrate into workplace practices etc. because they'll be even younger and less life experienced than a regular graduate. I honestly think the best bet is to instead to increase industry involvement in HE and to subsidise industry relevant HE courses. Some sort of funded scholarship system with government and industry support where involved devs get first pick of the crop for recruitment would benefit everyone. More stuff like BCU's Gamer Camp - which is basically just like a compressed 1 year trainee program in a simulated studio provides way more cost-benefit effective solution to industry than the initiatives presented in this survey. “

“I would say that we in particular are currently struggling more with the size of the talent pool at an experienced or senior level and at a cutting edge standard in specialist fields rather than looking to employ graduate or entry-level positions. In our particular circumstance, devoting time and resource to help train new apprentices would be difficult as it would not address our skills shortages and would cause space issues. The long term benefit to the industry I'm sure will be positive.”

“As it's such a specialist skill our interest would definitely depend on the quality of the applicants. But in principle we wouldn't be averse to it.”

“A year out to actually work is essential, as long as the graduate stays to complete the course afterwards and we don't lose what could have been great Grads lured by money, who might regret that later.”

“Two years feels like a big commitment from an employer perspective, and it can be difficult to juggle that amount of time around the development cycle of a game(s). A shorter-term contract (1 year or less) would help reduce that as a concern.”

“Measures would need to be put in place on the off chance the candidate was not up to the task or did not gel with the company.”

“Selection of candidates is key. Great A-Level grades are key. We'd prefer traditional subjects. We don't like game design degrees. The reason why we're finding it hard to recruit programmers is because we are looking for the best of the best. We can make no exception for candidates using this entry point.”

6a. If you had access to an online community platform for the Creative Industries, would you be likely to:

“Use it to get professional feedback on alpha and beta builds in a structured, closed environment before releasing builds to the consumer.”

“Seek partnerships.”

“Improve links with course tutors, increase involvement with games related courses.”

“Arrange groups (or even set up a site) for cross-promotional purposes, where there is similar type of titles being produced.”

“The Scottish Games Network is an online community for the games industry. All of the above happens on a regular basis. We also, plug our products on rare occasions and ask for feedback on certain decisions. It has been incredibly helpful. “

“Talk about different revenue models and how they have performed.”

“Act as an advisor to education on requirements for the games industry...I would see myself as a provider of advice and information more than a user of it.”

6b. If you had access to an online community platform, what is the one question you would ask fellow members?

“Which positions do you regret hiring/not hiring when your studio was smaller?”

“Why is there such a lack of British talent coming into the industry. ie, most decent CVs now come from Europe”

“The pros and cons of working with freelancers.”

“Unknown at this time, but is likely to be looking for staff.”

“Do you think my skills and experience can help your project reach success, and if so, how?”

“Advice on finding market visibility, esp. on mobile. Advice on finding freelance opportunities and contracts.”

“There are already a number of such things, not sure it has a niche?”

“How do we collectively overcome the games discovery challenge?”

“It would be completely situational based.”

“How is the best way to finance your company?”

“I do have access to an online community and often ask questions to fellow members.”

“Where do you source staff from most effectively?”

“If anyone is willing to share their mobile/digital experiences when they have achieved monetization success.”

“I would ask about funding options, general business advice, etc”

“What and how they analyse data metrics.”

“Probably mainly technical advice and information on what titles people are working on.”

“HR issues.”

“I'm not sure I would use such a system. I still find face to face networking the most efficient form of communication and subsequent info sharing.”

“What are the most effective techniques, processes and tools in your pipeline.”

"I was once approached by an out of work sound engineer who was desperate to get their foot in the door. We have no position available for a sound engineer and no plans to change that but I hate the idea of turning away someone that just wants an opportunity. My problem was, we had no budget for such a position but after explaining that to the guy, he begged to come work for free just to get the experience. I did not want to exploit the guy and at the same time I remembered being in his position a few years back and how I would have jumped at the chance to work for free if it meant I could build up my CV rather than being forced to take a job outside of the industry I am qualified in. I was struggling with the decision and also didn't know where I stood legally so I asked the online community I'm part of for thoughts on how best to proceed. They helped in a big way."

“How to encourage pride in the UK industry - networking/social engagement.”

“What skills are you struggling to find?”

“Freelancer referrals.”

“What feature were you most proud of in your last game?”

“How do we keep pace with spiralling costs as the marketplace gets harder to sell into and revenues drop? - this relates to staffing to a degree, ie we have to pay so much in staff costs to make a game it's a huge risk...really for all our years making games the staff costs have been the biggest expense.”

“Who is going to which games conference?”

“How we could work together to properly benchmark salaries and reward schemes.”

“What's the percentage of new staff that come from either previous companies or straight from education?”

8b. Why do you not plan to sign up to Trainee Finder/Challenge Fund/Commissioned Training?

Trainee Finder

"No Plans to hire."

"Not looking to hire."

"Trainee Finder is great but you should work more closely with us to find the raw material!"

"Not needing more employees currently."

Challenge Fund

"IIRC it's 50% funded student place? Just not worth the hassle, cheaper to hire 1 person we know is good."

"Doesn't fit within other funding we use."

"I think Challenge fund is the Internship scheme (?). If it is this is a great idea but has major flaws - happy to help get this right - and again we can help promote and reach the raw material that's needed to make the scheme really effective."

Commissioned Training

"Not sure what this is."

"Busy - it sounds complex."

Appendix B: Any additional comments relating to the issues raised in this questionnaire or skills in the Creative Industries more generally.

October 2013

"Students need to leave as specialists, not generalists. Courses need to cater for this, so they have employable skills."

"I am working as a one-man independent studio. There's increasingly many independent entrepreneurs in this industry, and I think that's worth considering when thinking about employment in the video games sector. Specifically, many developers in education could be well-placed to start their own businesses, and could possibly benefit from business skills mentoring."

"I feel apprenticeships (16+) are an utter and mad waste of time. The proportion of applicants who would be able enough to contribute usefully enough to the output of a company to offset the effective business costs of mentoring and managing must be tiny. Later starting apprenticeships might be viable, but this would be predicated on USEFUL education up to that point."

"I've been involved as a STEM ambassador with secondary schools teaching GCSE computer science and it is a joke. The curricula involve only a small proportion of their time on practical programming - even the assessed coursework is primarily about the process

rather than practical output, the examiners don't even run the software they students create!!! The rest of it seems to be taken up with bucket-loads of pointless facts that can be easily tested in an exam - and equally easily googled in real life which is why few professionals even know this stuff off the top of their heads.. This needs to change and soon - computing qualifications need to be primarily practical, after all you wouldn't judge the aptitude of a chemist by whether he had memorised the periodic table, or a dancer by whether they knew the names of all of the different steps in swan lake."

"The industry is going through a bit of a change at the moment with the advent of the new consoles and many new platforms for games/media. This change is affecting a lot of small to medium business companies, we have just had to lay off an employee that we had for 5 years. The games industry is not in a great place at the moment, for small to medium companies."

"Obviously funding is a big issue for smaller companies and while there exists quite a few opportunities to apply for in the UK, it does seem like many of these are failing to understand how people and young companies work today. For example, there is often a big emphasis on ""job creation"" which only counts full-time 12+ months contracts as proper jobs (thinking about Creative England in particular but also others including EU-based funds). The companies that need funding the most will not be operating like this, but instead use freelancers and even work together with other studios organically on specific titles. Any body looking to help small to medium sized companies get funded will have to realise this and be a bit more fluid in how companies and job creation is assessed (for example, three freelancers contracted to work on a 4 month games development project should count as one full-time employee)."

"My main concern is that the necessary coding skills are not taught in school or ICT lessons. We find it tough to fill jobs with relevant skilled people."

"Re the online system, I need more info to make an informed choice, at present I'm not entirely sure what its value is or how it could help employers but would be happy to hear more."

"If you are interested in getting feedback about the pros and cons of an online community for the creative industry, I would strongly recommend consulting Brian Baglow of the Scottish Games Network. He's been running a community with over a thousand members for quite some time now and will be able to offer advice and knowledge way beyond what I can."

"We feel that Universities and colleges should stop pushing "specialised" courses which are not of a high enough standard to equip candidates with the skills they need to secure employment in the games industry. Students who are interested in joining the games industry as a programmer will have more luck getting a placement if they got a good degree in either maths or physics."

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"As stated, we are really limited by a lack of investment! So our team (mostly female) cannot grow and we cannot take on more ambitious projects. If we could, we would employ many more people diversely."

“There is a big need to tie up investing funds with improving diversity. This is not included as an option in the types of training that companies may seek. You need to move on from asking questions about this as if it were a separate subject and treat this as integral to the success of a business, just as much as branding and marketing and other business subjects.”

“TBH WRT diversity, what matters to society is that people are judged for their skills and experience and how they interact with other humans during the interview.”

“We do have a 0 tolerance policy on discrimination and would hope that a person's outward appearance, physical ability, gender, or sexuality wouldn't enter into it.”

“Anyone applying for any job we advertise will be considered purely on the terms stated above - though we would like to have a diverse workplace, we wouldn't employ someone from a specific demographic group purely for the purposes of ensuring diversity.”

“We don't specifically seek to employ from a specific group of people, we employ the best people for the job, irrespective of background of diversity group.”

“Our company is only small (7 people) so a lot of the equality issues are not particularly important/prevalent at the moment. If we were to become bigger I'm sure this is something we may take into consideration further. However, from a personal viewpoint I don't believe these things should be monitored and people should be based on their skills & ability to do the job, not on whether they tick the 'right' equality box; it is positive discrimination which is still discrimination regardless.”

“Previous question about CEO doesn't have what I expect the default is of a white male! Generally we have a very open approach to these things, but I believe that is down the attitude of the making the board aware of the issues. I would be happy to work with guidelines but not have such policies imposed on the company.”

“We employ individuals based on their appropriate skills. That said our team of 30 with diverse, with 9 women including the COO, artists, scripters, community mgt, and production mgt., In addition we have 2 individuals from an ethnic minority group.”

“We are very, very active in the area of Graduate recruitment and have several initiatives that could help Creative Skillset achieve it's aims. Please speak to me if you have any interest in how we could work together. On a related issue - It does seem from the outside that Creative Skillset, TIGA, UKIE, Creative England and other local funding bodies are all targeted with the same/similar aims - but there's little co-operation? I have no idea if the politics can be overcome. But, if it could I think with some joined up thinking and funding and resources the results could be improved dramatically. Regarding CS - The funding needs to be targeted at the right schemes and into the right activities. The activities/schemes also need to be well thought out. To do this, the opinions of people at the coal face should be sought. I'm afraid not all the MD's and senior management of development studios/publishers are at the coal face. Worse still I read the nonsense being spouted in trade press by "internal recruiters" at games studios dismissing UK graduates. These opinions are unhelpful and they have no visibility on what's going on in UK Academia and have no idea of the potential that's out there - if we just reach out and help them in!. The CS Internship scheme is an example of a good idea that could be executed better. However, its

a great initiative! and if it can be tweaked is exactly the sort of thing the industry needs!
Happy to help any time.... “

“Right skillsets, availability, realistic expectation of wages.”

“We are a small company. We'd employ anyone who could best do an advertised job regardless of race, creed, etc. As a small company though, we are hardly going to achieve many points for equality and diversity. In past companies that we have run, we have employed disabled and transgender folk.”

“Not 100% sure how to respond on the diversity stuff. We hire the best person for the job, regardless of the factors mentioned. Not sure if that counts as a diversity policy.”

“We hire on a skills basis on the strength of staff applying. In the games industry there is an extremely high male bias that's very difficult for employers to get around.”

“Not too sure where the diversity questions were about? We're always going to hire on merit, we're not interested in a candidate's race, gender or sexual orientation.”

“Not sure the relevance of the sex / disability etc questions. We simply hire the best possible person for the job. Everything else is irrelevant. Surely the computer games industry suffers less than most for this? We hire some serious geeks and nerds that would not get a job in any other industry. In fact, we struggle to understand how they survive any form of human interaction like shopping or a bus journey. But they are awesome at their job and make great games. You think we'd not hire someone because they are black or female. This is a hilarious concept to me.”

“The reason we don't need help with, or actively monitor, our equal opportunities policy is because we are an equal opportunities organisation and always have been. We hire people based on their skills, not the colour of their skin, ethnic background, gender, or sexuality. That means we have a cross section of people in the studio organically. BAME is also a terrible and (to me) offensive term to use. I am a CEO - white, born Jewish, atheist, first generation English with 2 African parents. I am English and multiple minorities, yet wouldn't qualify in most peoples interpretations of BAME.”