

# At Kindred, our success stems directly from our highly talented diverse team



As a data driven company, we welcome the opportunity to publish our gender pay gap information. We're proud of our talented women and men, whose expertise and leadership drive our success and make Kindred a great place to work. Our own pay gap compares well to our industry, but we know that we need to do more to attract and develop women. We are taking direct action in this area, and you can read more below.



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Gavin Hayward,  
Chief HR Officer

## What is the Gender pay gap?

The gender pay gap is the difference between the average hourly earnings of men and women. In the UK, about 9,000 companies and public bodies will report the difference in both **mean** and **median** hourly earning and bonus payments. The figure is expressed as a proportion of men's earnings. It is very important not to confuse this with equal pay. We are confident that men and women are paid equally for similar roles at Kindred.

The **mean** gender pay gap is the difference in the average hourly pay for women compared to men, within Kindred.

The **median** gender pay gap represents the middle point of a population. If we separately lined up all the women and all the men, the median pay gap is the difference between the hourly pay rate for the middle women compared to that of the middle man.

According to the Office of National Statistics, in 2016 the UK average median gender pay gap was **18.4%**.

\* data correct as of April 2017

## Why do we have a gender pay gap?

Our headline figures compare favourably to the UK national average of 18.4%. We are confident that men and women at Kindred are paid equally for doing equivalent jobs across the Group. Local variance in pay should also be considered here. The main reason for our Group-wide pay gap is gender imbalance, particularly at senior levels of Kindred. Currently, we have a gender split of 68% males and 32% females across the Group. When we focus in on managers, the imbalance is further weighted towards men, with 74% male and 26% female.

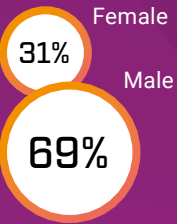
### Gender split (all employees)



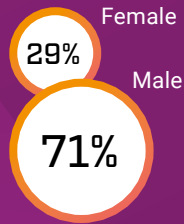
## Pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.

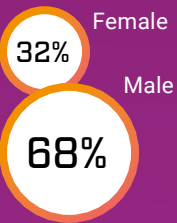
### Top quartile



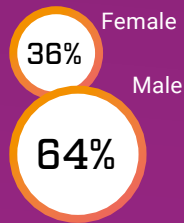
### Upper Middle quartile



### Lower Middle quartile



### Lower quartile



## Gender balance

### All employees

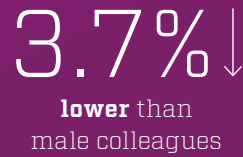


### Manager

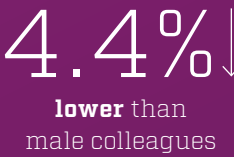


## Gender pay gap

Female median hourly pay at Kindred:



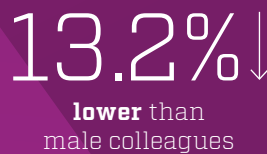
Female mean hourly pay at Kindred:



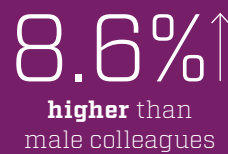
## Gender bonus pay gap

Many employees are eligible to receive a bonus, either through participation in a quarterly or annual bonus plan.

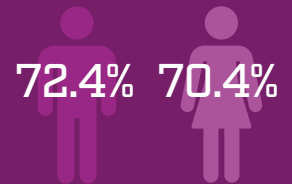
Female median bonus pay:



Female mean bonus pay:



Who received bonus pay:



## What are we doing to address the gender pay gap?

Whilst our gender pay gap is favourable compared to the UK average and many of our competitors and other Tech companies, We want to make sure that our gender pay gap at Kindred is reduced. There are several initiatives underway to help us achieve this:

### All-in Diversity Project

Kindred Group will become a founding member of the All-In Diversity project. This is an industry-driven initiative to benchmark diversity, equality and inclusion for the global betting and gaming sector. The annual 'All-index' will provide us with recommendations in various areas such as internal policies, recruitment practices, unconscious bias and employment legislation.

### Pro-actively recruiting more women into the gambling industry

We will do more to pro-actively attract women into our sector. We will continue to invest in events like Women in Tech, as well as seek out more opportunities to present Kindred Group to a more diverse audience. Our Diversity score in our annual Great Place to Work Survey is consistently high. We believe diversity and inclusion are core to our culture, and that we can offer everyone an excellent career regardless of gender.

### Flexible Working

We acknowledge and understand that flexible working conditions are crucial for employees to achieve a healthy and practical work/life balance. We will continue to review our policies and processes to ensure they facilitate, and are not a barrier, to careers at Kindred.

### Developing our female leaders

Our talent development strategy recognises the importance of diversity. We are implementing a new continuous performance management cycle which aims to reduce unconscious bias and enable high performance across Kindred, regardless of gender.