

# Gender Pay Gap Report 2020

Throughout the year Kindred has invested significant time in creating a wider pool of accomplished female talent at leadership and senior management level and we now expect this pool to fill future senior positions. Read more in our Sustainability Report.

## 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 earnings 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.

## 2020 Analysis

Our gender pay gap for 2020 was

**7.3%** ↓  
down from 15.9% in 2019.

During the year, we launched our Kindred Alchemy Leadership programme and achieved the application targets we set out for the year. Our female applicants performed very well through the selection process and we now have a High Potential leadership talent pool of 56 per cent female at senior leadership level. This talent pool will continue to be developed through 2021 and the selection process we created will be implemented in our other programmes to ensure a better gender split at other levels. As part of our long-term ambition to achieve a 50:50 gender split at senior leadership, we will work to increase gender balance of senior leadership to 30:70 during 2021.

## Gender balance

All employees



Manager



## Gender pay gap

Female median hourly pay at Kindred:

**7.3%** ↓

**lower** than male colleagues  
down from 15.8% in 2019

Female mean hourly pay at Kindred:

**7.7%** ↓

**lower** than male colleagues  
down from 11% in 2019

## 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:

**1.3%** ↓

**lower** than male colleagues  
down from 16.5% in 2019

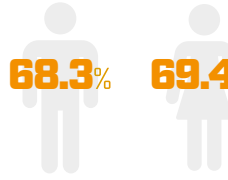
Female mean bonus pay:

**15.1%** ↑

**lower** than male colleagues  
up from 13.1% in 2019

Who received bonus pay:

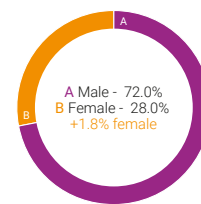
**68.3%** **69.4%**



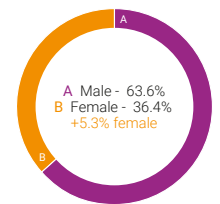
## Pay quartiles

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.

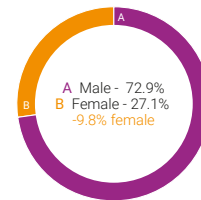
Top quartile



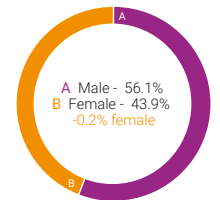
Upper middle quartile



Lower middle quartile



Lower quartile



## Declaration

We confirm that the information and data reported are accurate and in line with UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Gavin Hayward**  
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