

Gender Pay Gap Report

We are committed to building equity within Kindred. Throughout the year Kindred has invested significant time and resource in creating a wider pool of female talent at leadership and senior management level.

We have also invested in industry-leading pay gap analytics software [Gapsquare] which will allow us to report on the pay gap every quarter and make real time changes towards closing the pay gap. Read more in our Annual and Sustainability Report.

Last year, we implemented software to give us better insight into the contributing factors to our pay gap. We uploaded the April 2022 UK pay data to generate the UK figures.

Our 'adjusted pay gap' which is the gender pay gap after taking into account factors such as job level and tenure, is under 2%. In terms of an hourly rate, this is the equivalent of £0.57. This is positive but we fully accept there is much more work to do.

One of the biggest contributors continues to be not having enough women in the most senior roles (or upper pay quartile) which contributes 20.15% to our overall mean pay gap of 12.52% (median gap is 7.02%). This lack of female representation at the most senior levels is further reflected in our mean bonus pay gap which is 35.34% (median bonus pay gap is 20.99%).

We are working towards a 50:50 gender split amongst our senior leaders at Kindred Group by 2025. The gender split at senior management globally has increased to 22:78 (19:81 in 2021) and we anticipate further improvements reflected in future reporting.

We continue to invest in extensive research to better understand our position with regards to gender parity and consider turnover rates at this level, external availability of female talent in the market and the gender ratio of internal successors.

Internally, we have seen great success with our high potential leadership development programmes, Alchemy and FuEL, with female talent identified as future leaders up

to 29% from 15% (2020). In 2022 our Future Senior Leader cohort for Alchemy consisted of 60:40 male to female ratios. Our Future Emerging Leaders programme also saw an increase in female talent up to 56:44 male to female split from 70:30 (2021). We have designed and delivered workshops to tackle unconscious bias in the organisation when identifying potential talent. The workshops have focused on embedding inclusive leadership principles and exploring the extent of any unconscious bias at management level.

Over the past year, in collaboration with our leadership teams, we have built a new Senior Leader hiring process which has created a more fair and unbiased selection process through the use of objective assessment tools and diverse interview panels. Our Senior Leaders and Exec's have also set personal DE&I commitments and we are looking at innovative ways to create more diverse talent pools. It is known that there is a female talent shortage within the tech and gaming industry. The McKinsey (Women in tech: The best bet to solve Europe's talent shortage, 2022) report showed that "women occupy only 22 percent of all tech roles across European companies". We have invested heavily into attracting diverse talent, especially more female talent, via our Accelerate Programme (our Tech Graduate programme). As of March 2023, 26% of all tech roles in Kindred are filled by females. This is an increase of 2% from the previous 12 months so hopefully we can continue this positive trend.

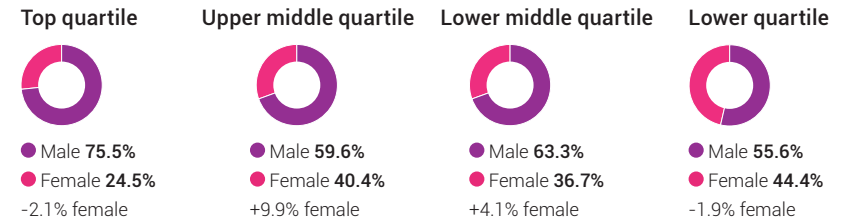
We have also focused on building parity in our parental leave policies and also in implementing a principles-based hybrid working policy. Both of which, we believe contribute towards building more parity in the household and creating more career options for women.

Having introduced pay gap reporting software last year. We have started to do gender pay gap reporting globally. This is now enabling us to take positive action such as, better informed annual salary process and manager training, where it's needed, in real time.

In 2022, we launched Self ID in the UK, a diversity data gathering and monitoring initiative, which will allow us to benchmark our DEI data against other organisations. This voluntary process will help us develop practices and policies to enhance the employee experience and attract more diverse talent. While we are making efforts to attract more diverse talent and develop our existing talent, it is also important for us to measure and build inclusion across Kindred as this will ensure that our efforts are sustainable.

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.



GENDER BALANCE

All employees



GENDER PAY GAP

Female median hourly pay at Kindred:

7.02%↓
lower than male colleagues
down from 10.96% in 2021

Female mean hourly pay at Kindred:

12.52%↑
lower than male colleagues
up from 9.8% in 2021

GENDER BONUS PAY GAP

Many employees are eligible to receive a bonus through an annual bonus plan.

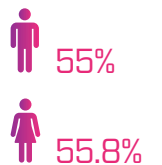
Female median bonus pay gap:

20.99%↑
lower than male colleagues
up from 2.24% in 2021

Female mean bonus pay gap:

35.34%↑
lower than male colleagues
up from 18.47% in 2021

Who received bonus pay:



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.

Rachel Randle-Williams
Chief HR Officer, Kindred Group