

# 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.

Read more in our Annual and Sustainability Report [here](#).

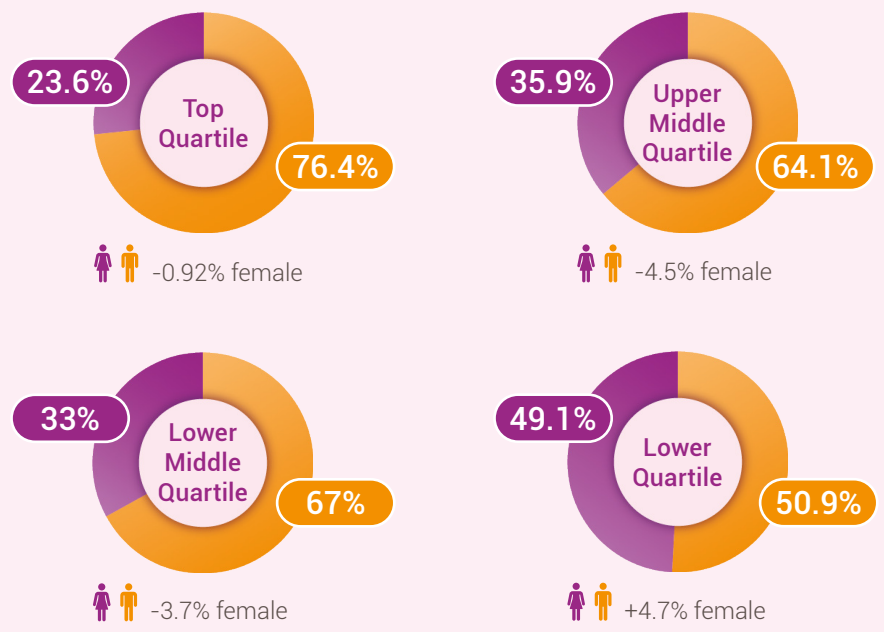
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Our 'adjusted pay gap', which is the gender pay gap after taking into account factors such as job level and tenure, remains under 2% at 1.62%. In terms of an hourly rate, this is the equivalent of £0.56. This is a positive change from 2022, but as always there is much more work to do.

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 changed to 24:76 (22:78 in 2022) and we anticipate further progress to be reflected in future reporting.

While the number of women in the most senior roles (or upper pay quartile) continues to be a challenge, contributing 16.86% to our overall mean pay gap of 10.33% (median is 10.45%), this is a positive shift from 2022 when the upper pay quartile contributed 20.15% to our pay gap. This is further reflected in our mean bonus pay gap which fell to 16.91% from 18.43% in 2022.

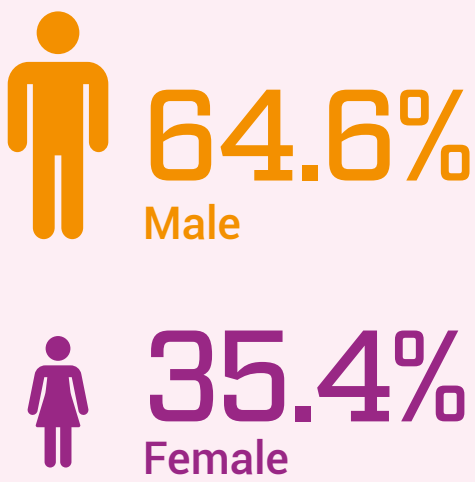
## PAY QUARTILES



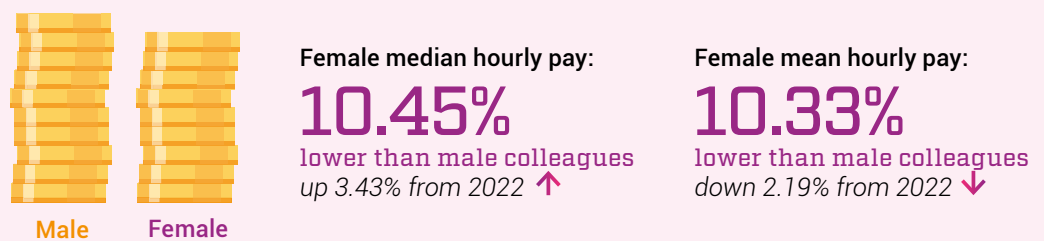
Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.

## GENDER BALANCE

All employees



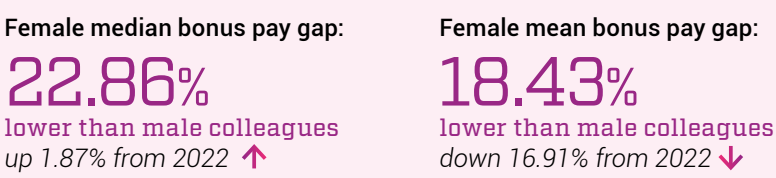
## GENDER PAY GAP



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. We measure ourselves against peers in our industry via the All-In Diversity Index, in which we came second in 2021-2022 and joint third in 2022-2023.

## GENDER BONUS PAY GAP

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



### Who received bonus pay:



Internally, we continued to see success with our high potential leadership development programmes, Alchemy and FuEL, with female talent identified as future leaders up to 29% from 15% (2020). Our 2022-2023 Future Senior Leader cohort for Alchemy consisted of 60:40 male to female ratios. The 2022-2023 Future Emerging Leaders programme also saw an increase in female talent up to 56:44 male to female split from 70:30 (2021). 80% of our managers have participated in at least one workshop to tackle unconscious bias, focused on exploring the extent of any bias at management level and embedding inclusive leadership behaviours.

To progress towards our target 50:50 gender split amongst our senior leaders at Kindred Group by 2025, we have embedded a Senior Leader hiring process which has a more fair and unbiased selection process through the use of objective assessment tools and diverse interview panels, and we now aim for a 50:50 gender shortlist for all open roles in our top four management tiers.

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 tech

talent, especially more female talent, via our Accelerate Technology Graduate Programme, achieving a 50:50 gender split in our 2023 intake. As of September 2023, 27% of all tech roles in Kindred are filled by females. This is an increase of 1% from the previous 6 months and we aim to make further progress by April 2024.

We are committed to fostering parity in our parental leave policies and promoting equity through our principles-based hybrid working policy. We believe these initiatives contribute to greater balance within households and expand career opportunities for women at Kindred.

We report on key diversity, inclusion and pay gap metrics globally per Function to our Executive Team on a quarterly basis, to keep the topic top of mind and enable action planning. This enables us to take positive action such as, better informed performance calibration, annual salary process and manager training, where it's needed, in real time.

In 2023, we started to include specific diversity, equity and inclusion questions in our employee engagement survey to identify additional focus areas for improvement within Kindred, and thereby attract and retain even more diverse talent in our company over time.

## 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