

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

As a truly global company, Kindred is committed to creating a diverse workforce comprised of people from a wide array of backgrounds, cultures and viewpoints. Equal opportunities and pay lie at the heart of the employee journey, including recruitment, training and benefits regardless of gender, disability, race, nationality, religion, sexual orientation or age.



We will implement measures to support female employees at Kindred to develop and work towards attaining leadership roles, and by 2023, we want our gender split to be 50/50 across our senior management

Gavin Hayward,  
Chief HR Officer

**Our strong belief is that a diverse workforce enhances the quality of decision-making and performance by covering different experiences and viewpoints. Over the years, diversity within Kindred has improved in several aspects. For example, we represent an increasingly diverse range of nationalities, and we have achieved an improved gender distribution across our Board of Directors. While diversity lies much deeper than just gender balance, this is where our priority lies over the coming years. We will implement measures to support female employees at Kindred to develop and work towards attaining leadership roles, and by 2023, we want our gender split to be 50/50 across our senior management.**

### 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.

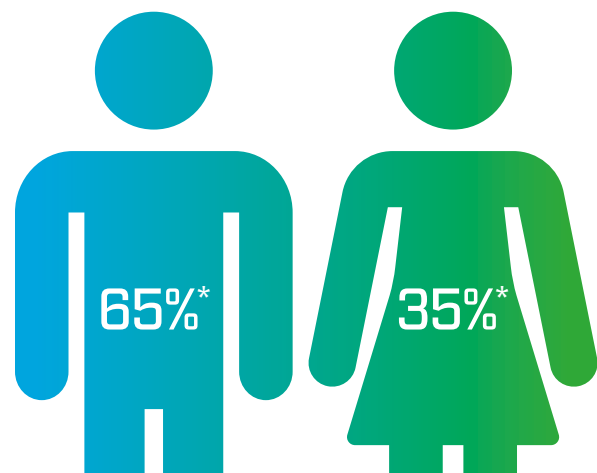
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within Kindred.

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.

According to the Office For National Statistics, in 2017 the UK average median gender pay gap was 18.4%.

Left: Gender split  
(all employees)

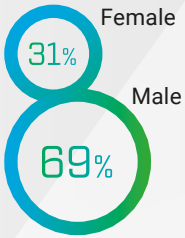
\* data correct as of April 2018



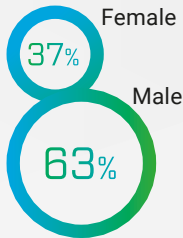
## Pay quartiles

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.

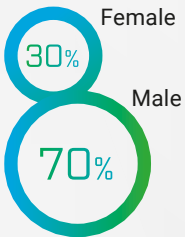
### Top quartile



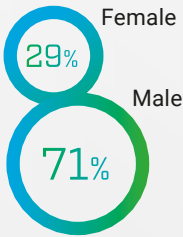
### Upper middle quartile



### Lower middle quartile



### Lower quartile



## Gender balance

### All employees

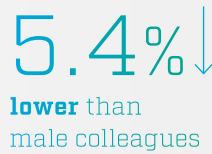


### Manager

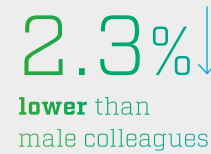


## Gender pay gap

### Female median hourly pay at Kindred:



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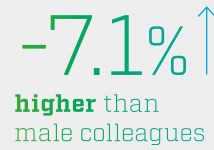
## Gender bonus pay gap

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

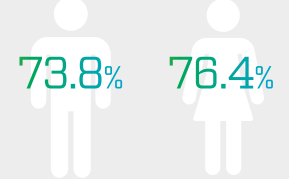
### Female median bonus pay:



### Female mean bonus pay:



### Who received bonus pay:



## Analysis of our 2018 gender pay gap

Kindred is committed to closing our gender pay gap through long-term initiatives that will have a lasting impact. Our median gender pay gap for 2018 is **5.4%**, up from 3.7%. This figure still compares favourably when compared to the national average of 18.4% and we are confident that long-term initiatives will ensure that this gap will close in future years. Our median bonus gap has reduced by **13.2%** to **-5.4%**. Our overall gender gap remained at 65% male 35% female, and we continue to pro-actively attract women into our industry.

## How are we closing the gender pay gap?

Our overall gender pay gap remains favourable when compared to our wider industry and the national average. We know that our own employees want to see the gap reduced further, so there are multiple initiatives underway that will help us close our gender pay gap.

### Enhanced parental leave

During 2018, Kindred UK rolled out significant improvements to our parental leave benefits. The aim of these improvements is to offer our parents a market leading parental leave package that enables new parents greater flexibility when choosing when to return to work.

### Women in Tech

Kindred has continued to directly attract applications from female tech candidates through sponsorship and presence at Women in Tech conferences in Stockholm and London. We firmly believe that Kindred can offer female tech candidates an extremely fulfilling and equal career, with great opportunities for development.