

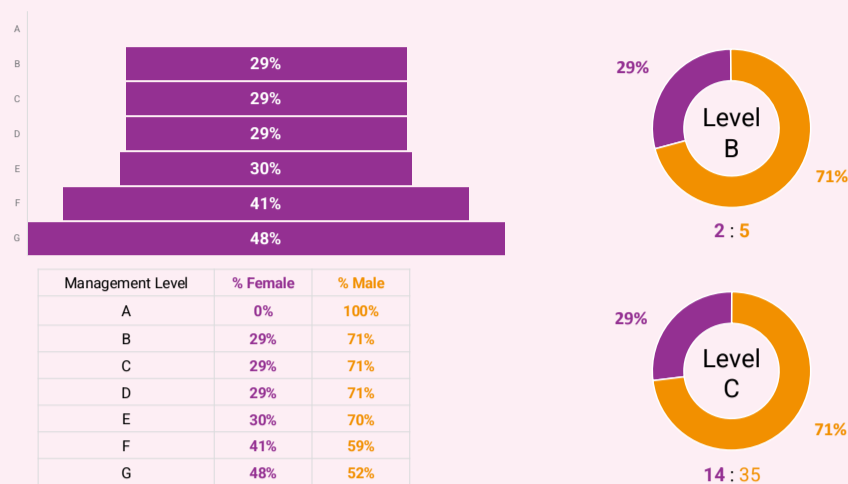
# Gender Pay Gap Report

We continue to be committed to building equity within Kindred. We have sustained effort, time and resources to creating a wider pool of female talent at all levels in the 12 months the data covers, despite significant organisation changes at play. Read more in our Annual and Sustainability Report [here](#).

We continue our work towards a 50:50 gender split amongst our senior leaders at Kindred Group by 2025. The gender split at senior management globally has improved to 29:71 (24:76 in 2023).

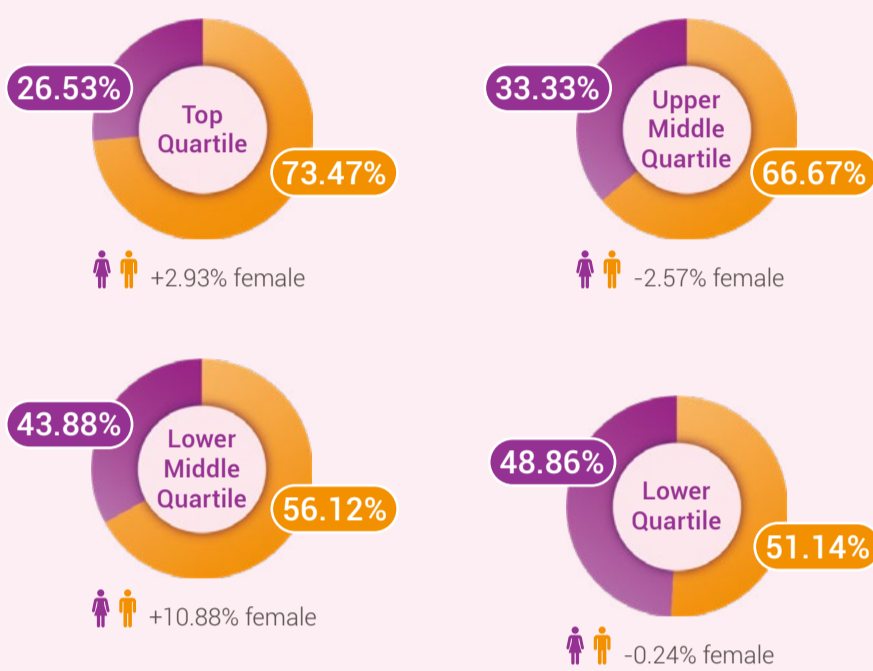
Some legal restrictions related to restructures have hampered faster progress in this area and while we anticipate continued improvement in future reporting, we acknowledge we have a way to go to meet our target.

## KINDRED GENDER SPLIT BY MANAGEMENT LEVEL



One of the key successes is the improvement in the upper quartile pay gaps. The mean Gender Pay Gap (GPG) in this quartile improved from -5.58% in 2023 to -4.94% in 2024, while the median GPG decreased from -0.43% to -1.94%. These changes suggest better pay equity at higher levels of the organisation. We have also seen a positive increase in female headcount in the top quartile, making up a total of 3.85% gap from 2023 to 2024 (from -0.92% gap in 2023 to 2.93% in 2024). Additionally, the lower middle quartile showed significant progress, with the mean GPG improving from 0.56% to -1.42% and the median GPG from 2.42% to -3.02%. The female headcount has seen a shift from the lower quartiles to the lower middle quartile, as female headcount has gone up in lower middle quartile by 10.88%, and lower quartile is down by 0.24%. We also see a similar trend in hourly pay in the lower middle quartile with both female mean & median hourly pay gap further reducing by 1.98% and 5.44%, respectively. Our focus over the past year has been on developing female talent within the organisation which has led to an increase in the number of women in the lower and lower middle quartiles. However, with the internal promotions from the lower to the lower middle quartile, we have observed a decrease in the number of women joining at the lower quartile. As a result, we have identified the need to focus on attracting more women to the lower quartile to build our internal female succession options in the long term.

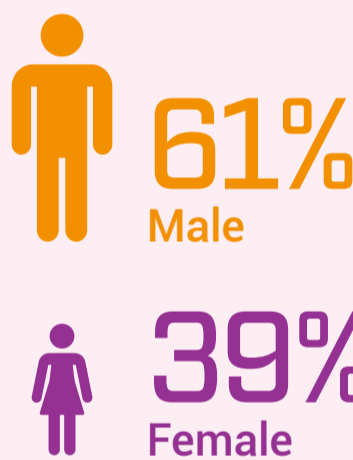
## PAY QUANTILES



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



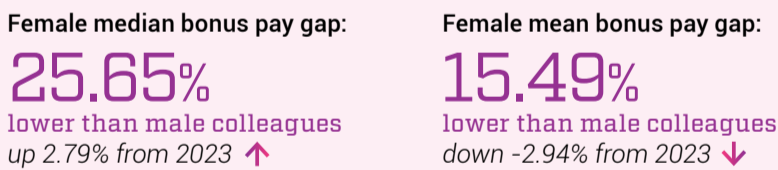
## GENDER PAY GAP



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 Index](#) which we have entered again and believe we will hold a strong position in.

## GENDER BONUS PAY GAP

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



Who received bonus pay:



In addition to regular reporting on key diversity, inclusion and pay gap metrics to the Executive team to ensure accountability and continuous improvement, several internal initiatives have contributed to our overall improvement in gender pay gap in the past 12 months.

In the last year we focused on higher volumes of internal hiring which has resulted in internal movement of females from the lower quartile to the lower middle quartile, which in turn has positively impacted the pay gap.

We continued to implement our Senior Leader recruitment process, which drives us towards 50/50 gender split shortlists for these roles, and the use of potential-for-role assessments, which help us remove bias and increase the number of successful female candidates.

These have contributed to an overall increase in female headcount in 2024. This increase is particularly notable in the upper quartile, where it has contributed to a reduction in the mean bonus pay gap.

This year we embedded our Inclusive Leadership training into our always-available Kindred Manager DNA training to ensure all managers have the opportunity to learn how to foster an environment of inclusion and equity.

Our WomenKind network has ramped up its activity globally and, in the UK, where it has focused internally on building stronger networks and allyship for females, helping females to build confidence in the workplace and identify and take advantage of career opportunities.

Externally the network has built a partnership with Google and several UK based female employees are participating in the Google Power mentorship programme as a result.

From the beginning of 2024, we extended bonus plans to all employees. Our bonus payment calculation leverages personal performance ratings, so we also introduced facilitated calibration of performance ratings to ensure greater fairness and consistency across gender and other areas in the assessment of performance. We anticipate both should positively impact future reporting on our bonus pay gap.

During 2024, we also improved our parental leave policies which we believe will play a role in continued support of gender equity. Every quarter we are monitoring the diversity, equity, and inclusion questions we introduced to our employee engagement survey in 2023 to identify additional focus areas for improvement within Kindred, and thereby attract and retain even more diverse talent in our company over time.

These efforts highlight Kindred's commitment to fostering a diverse and inclusive workplace, which is essential for achieving long-term gender pay equity.

## 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