

A photograph of two women laughing together. The woman on the left is younger, with dark hair pulled back, wearing a dark blue polka-dot dress and holding a yellow coffee cup. The woman on the right is older, with short grey hair, wearing a yellow jacket. They are in an indoor setting with warm lighting.

KINDRED (LONDON) LIMITED 2025 UK GENDER PAY GAP REPORT

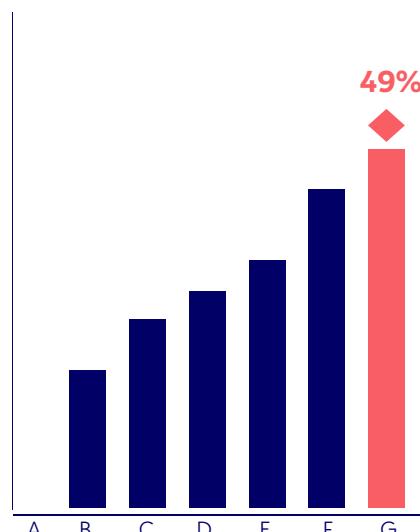
FDJ UNITED 



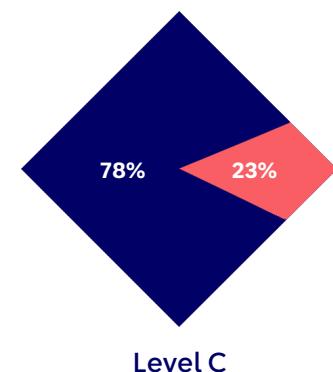
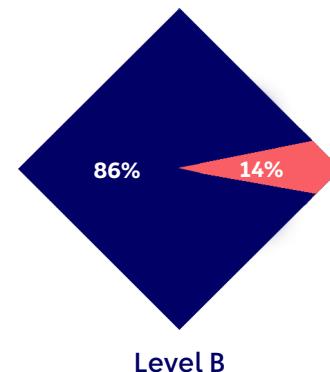
This report shows data prepared to meet our legal reporting requirements under the UK Equality Act 2010 (Gender Pay Gap Information Regulations 2017). It is based on employee data from April 2025 for our UK business, **Kindred (London) Limited**.

Please note that **Kindred (London) Limited** was acquired by La Française des Jeux in late 2024 and is now part of the FDJ UNITED group.

GENDER SPLIT BY MANAGEMENT LEVEL



Management Level	% Female	% Male
A	0%	100%
B	14%	86%
C	23%	78%
D	28%	72%
E	30%	70%
F	41%	59%
G	49%	51%



Quartile Progress

The mean Gender Pay Gap (GPG) in the upper quartile widened from **-4.49%** to **+2.28%**, while the median GPG moved from **-1.94%** to **-0.49%**. We have also seen that male representation rose by **+1.53%**.

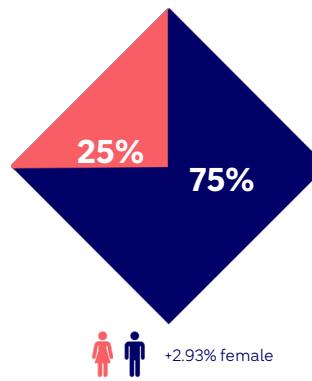
These changes suggest better pay equity at higher levels of the organisation. In the upper middle quartile female representation increased by **+6.89%**, and the mean gap changed from **-1.91%** to **-0.25%**.

Additionally, the lower middle quartile showed significant progress, with the mean GPG improving from **-1.42%** to **-0.78%** and the median GPG from **-3.02%** to **-1.88%**.

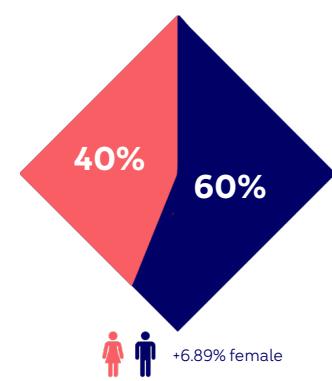
The female headcount has seen a shift from the lower quartiles to the lower middle quartile, as female headcount has gone up in the lower middle quartile by **+10.88%**, and the lower quartile is up by **+6.07%**.

Pay Quartiles

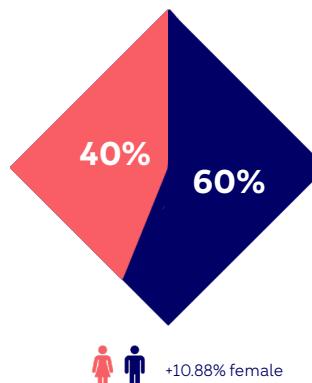
Upper Quartile



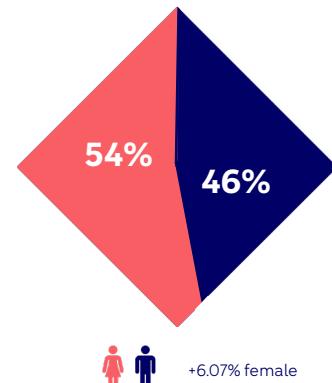
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



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



- ◆ Female headcount increased from 37.5% (2024) to 39.5% (2025).
- ◆ Mean gender pay gap increased by +2.43%.
- ◆ Median gender pay gap remained stable, increasing slightly by +0.15%.

Gender Pay Gap

Female median hourly pay:

11.09%

Lower than male colleagues

Female mean hourly pay:

13.53%

Lower than male colleagues



1. Leadership & Succession

- ◆ Maintain a 50/50 gender split in succession plans for critical roles.
- ◆ Accelerate high-potential females into FDJ UNITED's Group Leaders Team for targeted development.

2. Fairness in Talent & Rewards

- ◆ Conduct regular equity checks across performance reviews, talent identification, and bonus allocation.

3. Networks & Mentorship

- ◆ Expand the WomenKind Network:
 - ◆ Continue participation in the Google Power programme.
 - ◆ Strengthen internal mentorship pairings.
 - ◆ Collaborate with FDJ UNITED's DEI Team and women's network.

4. Inclusive Culture

- ◆ Embed inclusive Leadership training into all manager development programs.
- ◆ Continue to improve the flexibility and inclusivity of our parental leave policy, encouraging uptake across all genders.

Gender Bonus Pay Gap



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

Female median bonus pay gap: Female mean bonus pay gap:

15.64%

Lower than male colleagues

5.71%

Lower than male colleagues

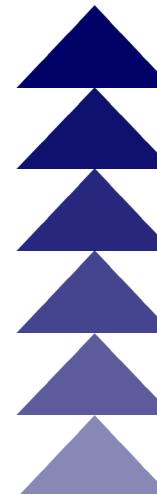


Mean bonus pay gap improved significantly from 15.49% to 5.71%

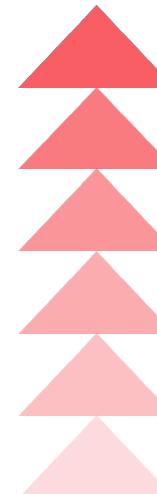


Median bonus pay gap improved significantly from 25.65% to 15.64%

Who receives bonus pay:



93%



91%

We're proud of the progress made, especially in middle and lower quartiles, and remain focused on closing the gap at senior levels.

Thank you for your continued support in building a more inclusive company.

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

Heather Nicholson

HR Director, Kindred (London) Limited

Kindred (London) Limited