



New All Employee Share Plan  
for 2021

# Key Objectives – New Plan



- ✓ Continue to provide opportunities for employees to share in the success of the Company and link to the overall business strategy ('K2' currently)
- ✓ Enhance Kindred's reward package so that it remains market-leading and competitive
- ✓ Increase employee engagement around shares and their relative value as part of the total reward package (including introduction of new tech solutions such as SSO/ mobile app)
- ✓ Drive a sense of business ownership and responsibility amongst employees (particularly important at a time when we are introducing policies which give more flexibility and autonomy to decide how, when and where to work)
- ✓ Help generate increased awareness in employees of the share price and the company's financial performance (and that may lead to more Kindred shares being purchased privately by employees)
- ✓ Act as a retention tool for employees

# New Plan Design



- ❑ The scheme would run for 24 months and there would be allocations each year
- ❑ The intention is to make allocations for the next three years in line with our new K2 strategy
- ❑ All permanent employees would be included in the scheme with exception of Executive Management
- ❑ The performance condition for the scheme would be Group EBITDA
- ❑ The performance period for each scheme would span two financial years e.g. 2021's scheme would span FY 2021 and FY 2022
- ❑ The vesting for each scheme would be in the March following the 2nd financial year e.g. 2021's scheme would vest in March 2023
- ❑ The performance condition must be met (at least 80% vs target) and employees need to be employed and not under notice of termination as of the vesting date in order to be eligible to receive an award.
- ❑ Full allocations would be made every March but also partial awards for those joining 1st April – 30th September

# New Plan Design



The below diagram illustrates how the plan would work from 2021 through to 2025. Please note this only covers AESP allocations 2021-23 - any AESP for a future period beyond 2024 would be agreed at a later stage.

