

# Gender Pay Gap Report 2019

Kindred is committed to building a diverse workforce of people from a wide range of backgrounds, cultures and experiences. We promote equal opportunities across the employee life-cycle, regardless of gender, ability, race, nationality, religion, sexual orientation or age.

## 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 2019 the UK average median gender pay gap was 17.3%.

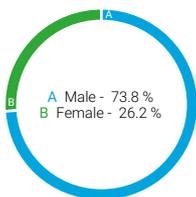
## Analysis of our 2019 gender pay gap

Our median pay gap for 2019 is 15.8% up from 5.4% in 2018. Our ambition to achieve gender parity at senior leadership levels by 2023 has had an adverse impact on our gender pay gap in the short to medium term. We are growing our female talent pipeline at junior and middle management layers so that we can develop and promote women into senior leadership positions. This year, we have also focused our efforts on creating a robust set of metrics across the employee journey to be able to identify areas where we need to make improvements. We are continuously monitoring our gender pay gap throughout the year, and have seen some positive movements in the last 12 months since the data for this report was extracted. We know that this will be a longer journey as we continue to focus on our gender balance.

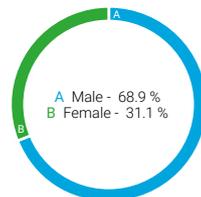
## Pay quartiles

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.

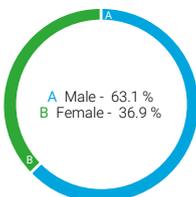
### Top quartile



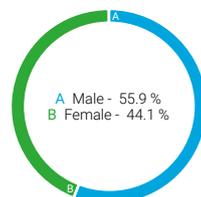
### Upper middle quartile



### Lower middle quartile



### Lower quartile



## Gender balance

### All employees



### Manager



## Gender pay gap

### Female median hourly pay at Kindred:



### Female mean hourly pay at Kindred:



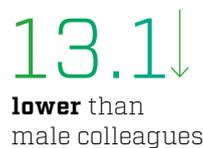
## Gender bonus pay gap

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:

