



Gender Pay Gap Report 2019

Julie McIntosh
Director of People & Culture
4th April 2019



We are Kura

We're a market leading provider of outsourced contact centre services and software solutions for a number of the world's most successful brands. We've been in business for over 20 years providing people and technology solutions that enable our clients to provide great service and grow their customer base.

At Kura, we're in business because we want to help people to develop and grow with us to reach their full potential. There are a variety of ways we do this which starts from the day you become a member of the team.



We're building a culture that shifts the mind-set from focusing on "things and stuff" to "people and behaviour".

We call this process "Crossing the Bridge". Our vision is, to one day, be recognised as "Unrivalled in Developing People".

On the journey to realising our Vision we are building a unique culture. A culture based on values that create the safe environment needed to learn and grow.

Our Values

- **Curiosity:** Kura people ask questions.
- **Vulnerability:** Kura people bring their true self to work.
- **Learning:** Kura people understand all feedback is good.
- **Courage:** Kura people call it out in the moment.
- **Accountability:** Kura people know it's always always down to me.

Gender Pay Gap Reporting

As part of the Equality Act 2010 the government introduced the requirement for companies with 250 or more employees to provide and publish annual gender pay gap reporting. The purpose of this reporting is to assess levels of equality for males and females in the workplace.

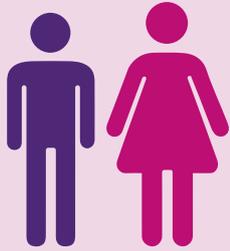
This data is reported on the snapshot date which is **5th April 2018**.

Trading companies

Kura (CS) Ltd. has three legal entities that are in legal scope to report; Response (BRR) Ltd, Kura Financial Services Ltd and 2 Touch Bpo Services Ltd).

Difference in hourly rate

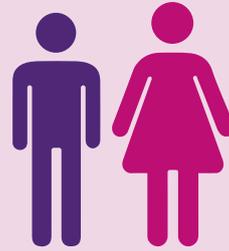
Response (BRR) Ltd



Mean pay gap

-1.2%

Indicating female employees earn marginally more than male employees when the mean rate of pay is applied.

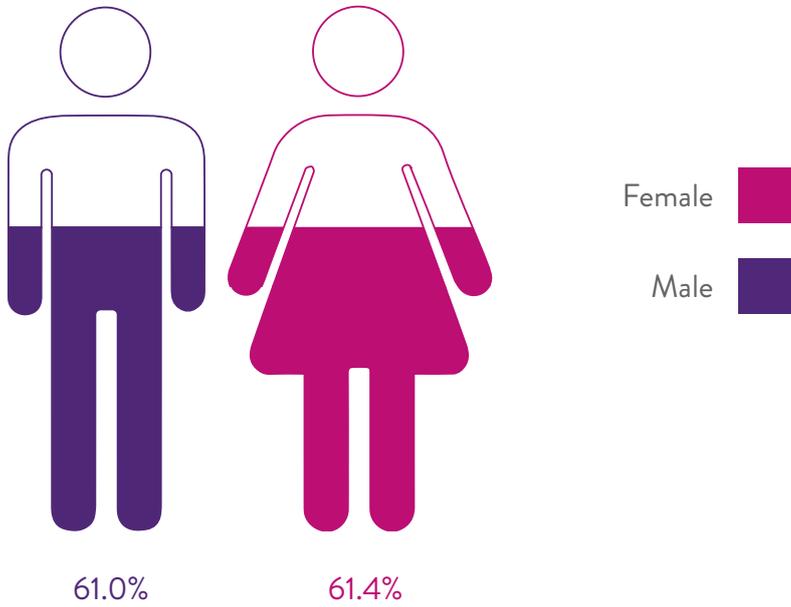


Median pay gap

2.2%

Indicating that female employees are paid lower than male employees when the median rate of pay is applied.

Proportion of employees receiving a bonus



Response (BRR) Ltd



Mean bonus gender gap

-0.2%

Indicating female employees earn more bonus than male employees when the mean earnings are applied.



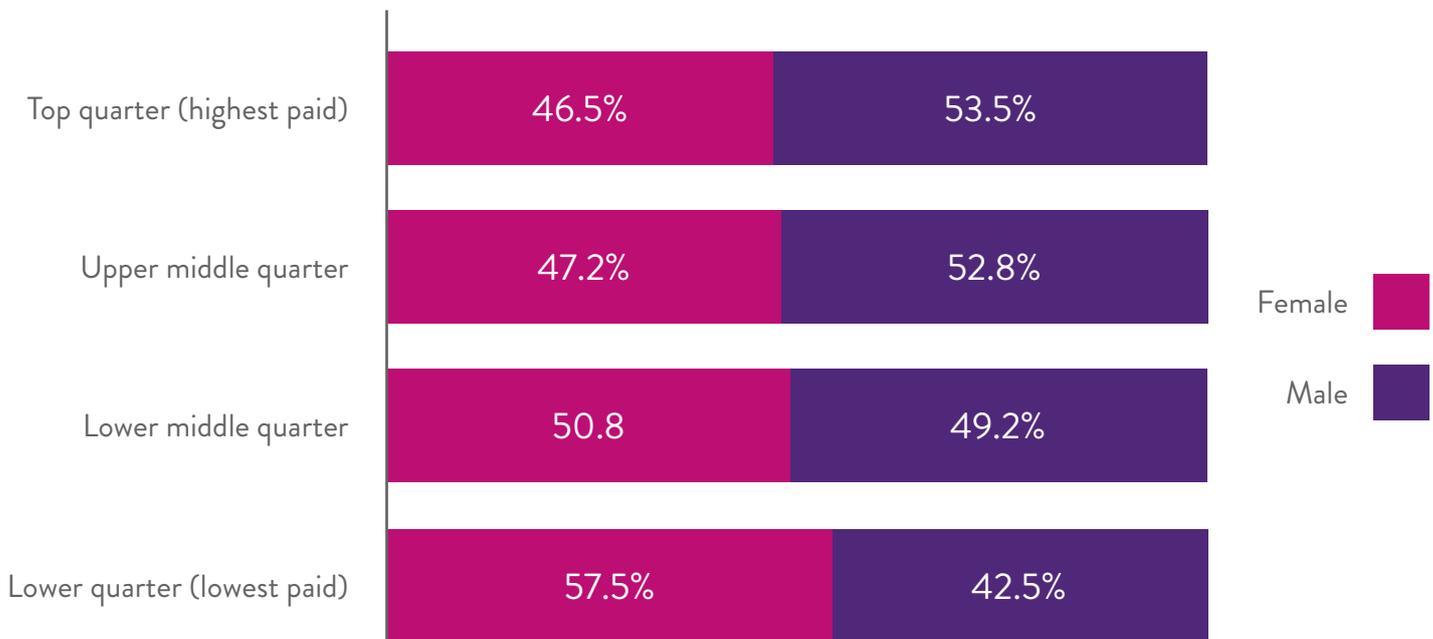
Median bonus gender gap

0.0%

Indicating both male employees and female employees are paid equally where median earnings are applied.

Proportion of men and women in each pay quartile

Women occupy 46.5% of the highest paid jobs and 57.5% of the lowest paid jobs.



Gender Pay Gap by Legal Entity

	Mean Hourly	Median Hourly	Mean Bonus	Median Bonus	Proportion of employees receiving bonus (M/F%)	Proportion of employees in Lower Quartile (M/F%)	Proportion of employees in Lower Middle Quartile (M/F%)	Proportion of employees in Upper Middle Quartile (M/F%)	Proportion of employees in Upper Quartile (M/F%)
2Touch Bpo Services Ltd	6.80%	0.00%	3.40%	12.40%	28.0% / 30.1%	35.9% / 64.1%	44.3% / 55.7%	45.6% / 54.4%	50.6% / 49.4%
Kura Financial Services Limited	9.60%	-1.30%	12.60%	-9.50%	89.5% / 95.2%	50.0% / 50.0%	33.3% / 66.7%	33.3% / 66.7%	25.0% / 75.0%

Summary

We are pleased that this demonstrates our commitment to gender equality and the diversity of our workforce. We are confident our robust pay structure ensures equality and consistency across both male and female colleagues.

Our findings indicate that we have a higher proportion of males in management positions, with more males achieving performance bonus than females, however females achieving bonus earn more in comparison to males.

We value our amazing people and the part they play in Kura's success. We continue to be committed to the equal treatment of males and females in the workplace, and will consistently review our pay banding, recruitment and selection policy, and rigorous performance and salary review process to ensure these are non-discriminatory.

Declaration

I confirm our data has been calculated according to the Gender Pay Gap Regulations 2018.

Julie McIntosh

Director of People & Culture