



GENDER PAY GAP REPORT 2022



**JULIE MCINTOSH
CHIEF CULTURE OFFICER
5 APRIL 2022**

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 seek feedback.

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 2022.

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 4.3%

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

Median pay gap 1.0%

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



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PROPORTION OF EMPLOYEES RECEIVING A BONUS

Male – 49%

Female – 51%

Mean bonus gender gap

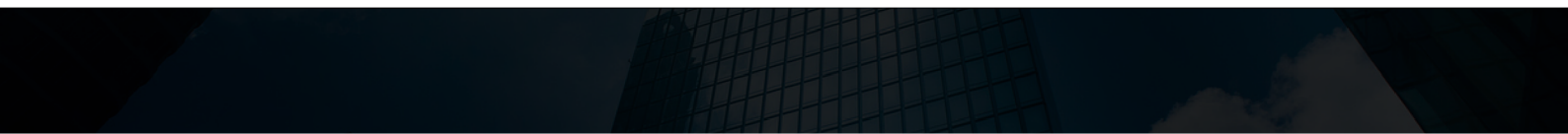
13.10%

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

Median bonus gender gap

23.20%

Indicating female employees earn less bonus than male employees when median earnings are applied.



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PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

Women occupy 45.2% of the highest paid jobs and 54.6 of the lowest paid jobs.

Upper quarter (highest paid)

45.2%of the top quarter are women

54.8%of the top quarter are men

Upper middle quarter

45.4%of the upper middle quarter are women

54.6%of the upper middle quarter are men

Lower middle quarter

53.8%of the lower middle quarter are women

46.2%of the lower middle quarter are men

Lower quarter (lowest paid)

54.6%of the lower quarter are women

45.4%of the lower quarter are men

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	3.9 %	0.8 %	12.8 %	- 130.4 %	48/ 52 %	43.3/5 6.7 %	32.7/6 7.3 %	42.3/5 7.7 %	44.2/5 5.8 %
Kura Financial Services Limited	- 6.1 %	- 0.3 %	- 75.8 %	- 276.10 %	45/ 55 %	53.1/4 6.9 %	48.4/5 1.6 %	40.6/5 9.4 %	45.2/5 4.8 %

The top of the page features a dark, moody background image of a person in a suit, possibly a woman, looking upwards. The Kura logo is prominently displayed in the top right corner. The word 'SUMMARY' is centered in a large, white, sans-serif font.

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 a slightly higher proportion of males achieving performance bonus, however females only earning slightly less in hourly pay gap.

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
Chief Culture Officer