GENDER PAY GAP REPORTING

Kimal is committed to ensuring employees receive equal pay for equal work and to providing a workplace where everyone can thrive regardless of gender. Gender Pay Gap reporting provides an opportunity to understand the composition of our workforce and identify actions that support equality of opportunity across the organisation. Our results for 2026 show a positive reduction in the mean gender pay gap and continued strong female representation across senior leadership, specialist and commercial roles.

SNAPSHOT DATE 5 APRIL 2026

Women's hourly Salary		Women's bonus pay is		Who received bonus pay	
4.12% Lower (mean)	7.23% Lower (median)	34.96% Lower (mean)	0% Lower (median)	13.44% Of men	14.29% Of women

PAY QUARTILES

How many men and women are in each quarter of the employer's payroll.

Lower		Lower Middle		Upper Middle		Upper	
Men	34%	Men	31%	Men	63%	Men	47%
Women	66%	Women	69%	Women	37%	Women	53%

UNDERSTANDING OUR REDULTS

The mean gender pay gap reduced from 5.81% in 2025 to 4.12% in 2026, representing a positive year-on-year improvement.

Our gender pay gap is influenced primarily by the distribution of employees across different job families rather than differences in pay rates for comparable work. Production roles operate within structured pay frameworks and many employees within these populations are paid identical hourly rates. As a result, relatively small changes in workforce composition can have an impact on quartile distribution and median pay gap calculations.

Female representation within the upper pay quartile remains strong at 53%, demonstrating continued representation of women in senior leadership, specialist and commercial positions across the organisation.

The mean bonus pay gap reduced slightly compared with the previous reporting period. Bonus outcomes are influenced by the value and distribution of qualifying bonus payments across the organisation. As a relatively small proportion of employees receive bonus payments each year, annual bonus pay gap figures can vary depending on the mix of qualifying payments made during the reporting period.

The proportion of employees receiving bonus payments increased for both men and women during the reporting period, reflecting broader participation across a wider range of roles and functions within the organisation.

OUR EQUALITY ACTION PLAN

Fair Pay and Reward

- Continue to maintain structured pay frameworks and annual pay review processes.
- Continue external salary benchmarking to support consistency and fairness.
- Maintain our commitment to paying the Real Living Wage across eligible roles.

Career Development and Progression

- Continue to support employees through internal and external training and development opportunities.
- Provide development opportunities that help employees build their skills, knowledge and career aspirations.
- Continue to advertise vacancies internally wherever possible to support career progression.
- Identify opportunities to develop future talent and build capability across the organisation.

Inclusive Recruitment

- Continue broad recruitment outreach through initiatives including Disability Confident and the Armed Forces Covenant.
- Continue to operate our Rehabilitation of Offenders Policy, ensuring applicants are not asked to disclose unspent convictions until a conditional offer has been made unless disclosure is required earlier for safeguarding or regulatory reasons.
- Introduce guaranteed interviews for candidates from defined disadvantaged groups who meet the minimum criteria for the role.
- Continue to review recruitment processes to support fairness, accessibility and equality of opportunity.
- Strengthen engagement with schools, colleges and local communities to help attract a diverse future workforce.

Inclusion, Wellbeing and Belonging

- Continue to embed our values of #ThinkInPiNK: Integrity, Positivity, Inclusion, and Kindness, throughout the employee experience.
- Continue our Equality, Diversity and Inclusion initiatives to foster a workplace where everyone feels valued and respected.
- Continue delivering wellbeing initiatives and support for employees.
- Continue supporting colleagues experiencing menopause through workplace support, wellbeing resources and manager awareness.
- Promote awareness events and opportunities that encourage understanding, inclusion and belonging across the organisation.
- Continue our commitment as a Worcestershire Inclusive Employer and promote inclusive employment practices across the organisation.

Measuring Progress

- Gender Pay Gap reporting outcomes
- Gender representation across pay quartiles
- Recruitment and promotion data
- Participation in development opportunities
- Workforce demographic trends
- Employee engagement and wellbeing measures