

CREATING YOUR TEAM CHARTER IN CONFLUENCE

Document Name	Creating your Team Charter in Confluence
Target Audience	All Kindred employees
Document Owner	Kathrin Wieske
Last updated	May 2022
Review Cycle	12 months
Version	1.0

OVERVIEW

This guide explains how you can create and edit your team charter in the Kindred Team Charters space in Confluence.

GUIDE

Log in to Confluence using okta and either search for "Kindred Team Charters" or use this link:

<https://confluence.kindredgroup.com/display/KTC>

We have created empty team charter templates for all managers down to management level E , i.e. the Exec's directs and their directs. If you belong to that population, you only need to find your team charter and edit it. If you are not part of that population, you will need to create a new confluence page from a template for your team.

Finding and editing your team charter page

In the Kindred Team Charters space, use the navigation panel on the left hand side to find your team by drilling into your function.

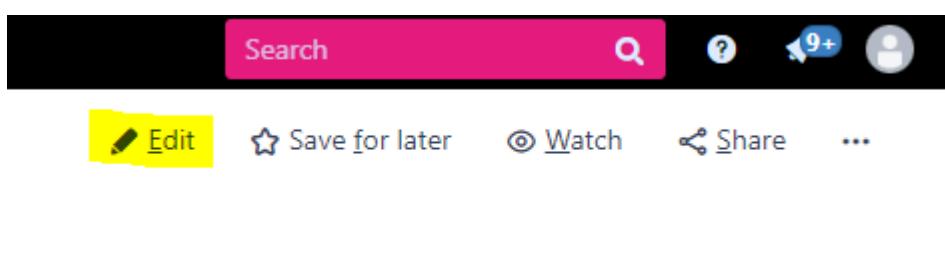


Kindred Team Charters ★

PAGE TREE

- Executive Management - Henrik Tjärnström
- Commercial Region 1 - AJ Snijders
- Commercial Region 2 - Nils Andén
- Finance Management - Johan Wilsby
- GMS Management - Elen Barber
- **Human Resources - Gavin Hayward**
 - Corporate Real Estate & Facilities Management
 - Group Communications - Alexander Westrell
 - **HR Operations - Liam Reese**
 - HR Operations Tier 0 - Kathrin Wieske
 - **HR Operations Tier 1 - Anna Scicluna**
 - HR Systems - Aditi Sharma

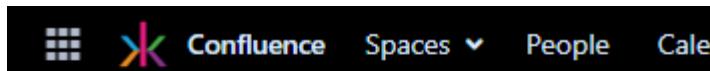
When you have found your team, click to open the page. In order to populate your team charter, click the Edit button in the top right corner.



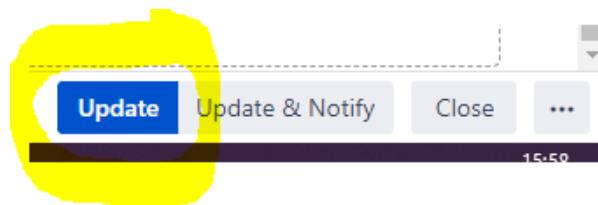
The screenshot shows a web interface for editing a team charter. At the top, there's a black header bar with a pink search bar containing the word 'Search'. To the right of the search bar are icons for help, notifications (9+), and user profile. Below the header, there's a toolbar with several buttons: 'Edit' (highlighted in yellow), 'Save for later', 'Watch', 'Share', and a 'More' button. The main content area is currently empty, showing a light gray background.

The page will now open in edit mode and you can add text just like in Word or similar applications.

If you need to add additional rows to any of the tables you can do that by first clicking into the table row under which you want to add more rows. And then you click the add row below symbol to add additional rows.



Once you have completed your team charter, click on Update in the bottom right corner to save your changes.



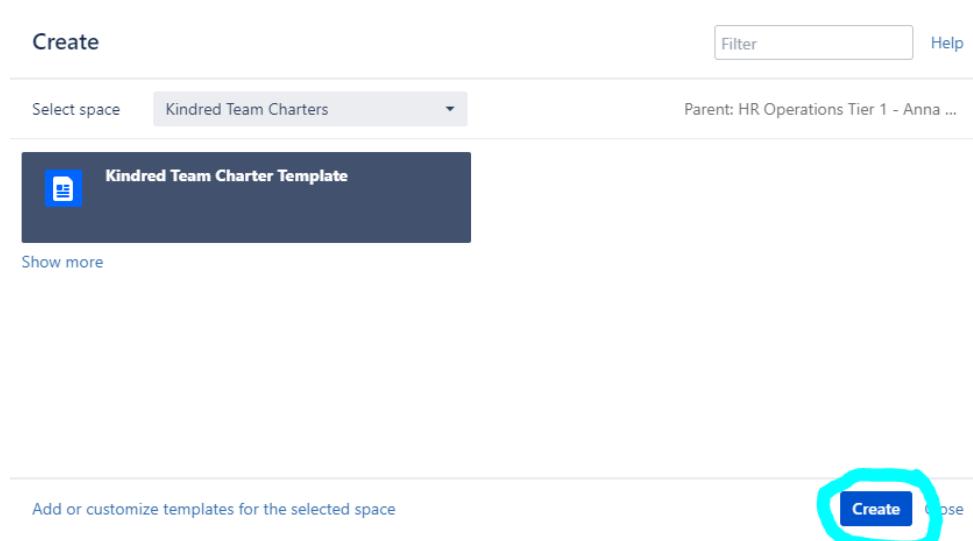
Creating a new team charter page

If no team charter template has been created for you, you will need to create a new confluence page from a template. Firstly, locate your manager's team charter template and open that page. This is important as the new page will be created under the page you are viewing.

Then click on the three red dots next to the Create button.



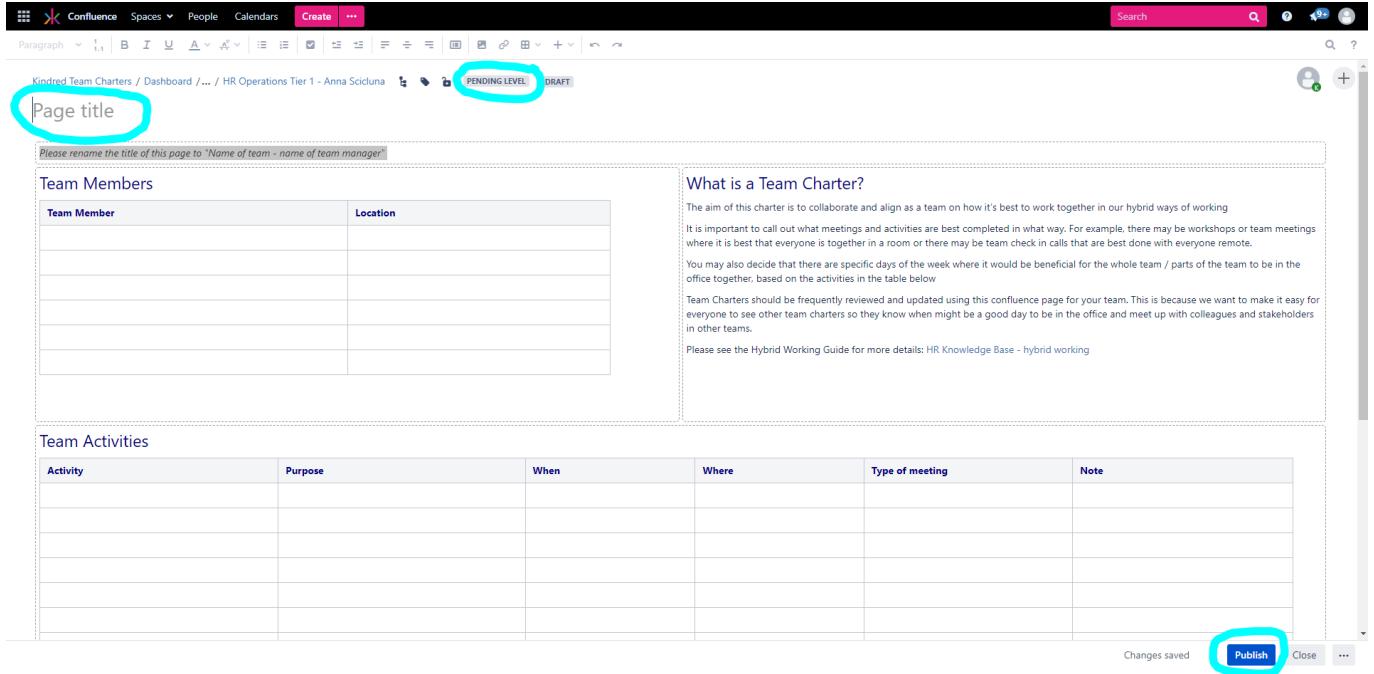
A window will pop up showing you the template that will be used to create your new page, the Kindred Team Charter Template. Now click on Create.



The screenshot shows the 'Create' dialog box. At the top, there are buttons for 'Create' (highlighted with a cyan circle), 'Close', and '...'. Below this, there is a 'Select space' dropdown set to 'Kindred Team Charters' and a 'Parent' dropdown set to 'HR Operations Tier 1 - Anna ...'. A list of templates is shown, with the first item being 'Kindred Team Charter Template' (highlighted with a cyan circle). At the bottom, there is a link 'Add or customize templates for the selected space' and a 'Create' button (highlighted with a cyan circle) next to a 'Close' button.

A new team charter page will open up. You now need to add the Page Title. Please use the format "Team name – Manager name" for the page title. You will also need to select the security level for this page, which should be set to General.

You can now populate your team charter. Once you have finished, click Publish in the lower left corner to save your changes.



The screenshot shows a Confluence page editor for a team charter. At the top, there's a toolbar with various icons for text styling and navigation. Below the toolbar, the page title is listed as "Kindred Team Charters / Dashboard / ... / HR Operations Tier 1 - Anna Scicluna". To the right of the title are two status indicators: "PENDING LEVEL" and "DRAFT". A large red circle highlights the "Page title" field, which contains the placeholder text "Please rename the title of this page to 'Name of team - name of team manager'".

The main content area is divided into sections:

- Team Members:** A table with columns "Team Member" and "Location". It has six rows, each with a blank "Team Member" field and a dropdown menu for "Location".
- What is a Team Charter?**: A section containing descriptive text about the purpose and frequency of reviews.
- Team Activities:** A table with columns "Activity", "Purpose", "When", "Where", "Type of meeting", and "Note". It has six rows, each with a blank "Activity" field and dropdown menus for other columns.

At the bottom right of the editor, there are buttons for "Changes saved", "Publish" (which is highlighted with a red circle), "Close", and "...".

QUESTIONS

For any questions, please raise a HR Jira (PPL).

Dealing with requests

The aim of hybrid working is that individuals are able to work from the best working environment for themselves and for Kindred. What this looks like will depend on the individual's role, daily activities and how your team works together. Under this concept, individuals may have requests for how this may look for them and it's important that you review these correctly. If these requests are being made before your Team Charter has been designed, you can consider them as part of the design process. If they are made after your Team Charter has been communicated, it's important to consider the impact on the Team Charter as part of the review, and update the Team Charter as required.

Use this process to review requests for changes to the hybrid working process.

Top Tip: It's important to consider all aspects of the team. For example, a new joiner may require more support during their first few weeks/months so you may need to ensure other members of the team and/or yourself are spending more time in the office to support them during this time.

Requests from employees

1. Understand the need

Have a conversation with the employee to fully understand the need. Advise the employee that you will review the request and provide a time frame to come back to them with an update.

2. Review the impact

Review the principles and consider how this request will impact the all four areas (employee, team, stakeholders and customers). After considering the full impact, establish **objectively** whether this change is feasible.

3. Discuss

If the change is feasible, discuss with any affected stakeholders. Once this has been completed, update the team charter and communicate the change to the rest of the team. If the change is not feasible, discuss the reasons in line with the hybrid working principles with the employee. Speak with your HRBP if you require any additional support.

Note:

For Flexible Working requests, where the employee wishes to change their specified working pattern, this would be classed as a contract change and you should seek support from your HRBP. The same will apply if the employee is requesting to work from a different geographical location.

This process is to review requests for changes to the hybrid working process.

Requests from stakeholders/business

It may be that the requirements on the team change over time and there is a need for the way the team is operating to change in order to meet these new requirements.

1. Understand what the business needs

Take some time to understand the need from the stakeholder. How has the need changed and what more do they need now that wasn't previously identified.

2. Review the impact

Review the principles and consider how this request will impact the stakeholders (Team members, Wider Team, Kindred, Customers etc). Establish objectively whether this change is feasible and the impact it would have on any other requests which have previously been considered/adopted.

3. Discuss

If the change is feasible, discuss with any affected stakeholders. Once this has been completed, update the team charter and communicate the change to the rest of the team. If the change is not feasible, discuss the reasons in line with the hybrid working principles with the stakeholder making the request.

Top Tip: If you're not able to permanently accommodate a request from stakeholders, can you be flexible about this? For example if the request is for office presence on a certain day of the week, if it's not possible to do this every week, could it be done fortnightly/monthly etc.

Upholding the charter

The team charter is a commitment from each member of the team to others in the team, and to the wider business. If you start to see any issues arising in relation to the charter (such as absence from agreed office days, not being present for online meetings etc) this could constitute a performance issue. Where this occurs, as a first action, discuss this with the employee. Stick to factual information and give the employee an opportunity to explain the reasons behind this. There could be genuine reasons why the employee has not been able to uphold their side of the charter in which case you may need to review the team charter, or can monitor going forwards. Where the reasons are not so clear, this should be discussed with your HRBP

Top Tip: It's OK to agree a short term deviation from the team charter if needed (e.g. if an employee has a personal dependency e.g. caring for a sick loved one, childcare challenges, detached working, training etc)

Top Tip: Don't forget about the other support mechanisms (e.g. Mental Health First Aiders) which are available to Kindred employees if needed.

DETACHED WORKING POLICY

Policy Name	Detached Working Policy
Policy Owner	Rachel Randle-Williams
Effective Date	January 2020
Last Updated	July 2022
Review Cycle	6 months
Version	1.4

Overview

At Kindred we deem "Detached working" as working from another country or governmental jurisdiction than the one that you are contracted to work at, combined with taking annual leave for an extended period of time. This separate to 'Business Travel', where you spend time at another Kindred location for the sole purpose of working.

The intent of this policy is not to have individuals extend holiday due to not having enough leave required for their intended break. Due to the nature of our business, the legal frameworks that we operate in and the pace of regulatory change; we will review this policy on a quarterly basis.

Scope

This Policy applies to all Kindred Group employees with revised guidance for employees in certain levels/geographies (highlighted within).

Principles

Group Principles

- 1) Detached working up to 6 weeks (including annual leave taken as part of the request) as a maximum per calendar year.
- 2) This can be taken in up to 6 separate requests but must not total more than 6 weeks.
- 3) Detached working can be undertaken in one other country or jurisdiction per request.
- 4) Each request for a period of detached working must also contain some annual leave and we expect employees to travel in their own time and when on annual leave / at a weekend. We expect this to be at least 2 days per request. The vacation leave will be considered as part of the 6 weeks ratio highlighted in point 1 above.
- 5) A detached working JIRA must be raised by the employee's manager. It is the manager's responsibility to ensure that they are comfortable with the detached working request and that it meets policy guidelines before submitting it. Requests submitted by employees rather than their managers will be automatically rejected.
- 6) Detached working in some countries is not possible and will not be approved. A list of countries that are not appropriate for detached working is at the bottom of the policy. Please also see specific guidance for Gibraltar & USA below.
- 7) No reference to employees working detached can be made on social media platforms
- 8) Legal directors of companies, Execs, senior leadership roles, Account Managers and GM roles will require specific advice and approval to work detached and the restrictions will be more, not less, stringent than the above.
- 9) We expect that your work environment when working detached is suitable, or the request will not be granted. i.e. safe, secure, no distractions, high-speed internet, able to have a good home office set up etc.



10) Typically, a hotel or B&B will not meet these requirements. It is your manager's responsibility to ensure that this is the case ahead of your travel and they should decline your request and not raise a JIRA in that instance. We also expect you to adhere to our fair usage policies around mobile phones when abroad.

Principles specific to all Gibraltar employees

In light of regulatory changes driven by Brexit, we require a different approach for all our Gibraltar-based employees. Please note that we are continuing to review the post-Brexit situation between Gibraltar and the UK on a regular basis so these principles could be subject to change at short notice based on post-Brexit arrangements to be negotiated between UK/EU and UK/Gibraltar.

Unfortunately, until new rules between Gibraltar and the UK/EU are agreed, the detached working policy cannot be applied to all territories, and is restricted to the geographic areas listed below:

Working from EU/EEA:

- Detached working up to 6 weeks (including annual leave taken as part of the request) as a maximum per calendar year.
- This can be taken in up to 6 separate requests but must not total more than 6 weeks.
- Detached working in the EU/EEA will be accepted at this time for EU/EEA citizens only (or UK citizens with a right to live and work in the EU/EEA).
- For Spanish residents, detached working in EU/EEA will only be applicable outside of Spain (since detached working is already granted 1 day a week from Spain).

Working from the UK:

- Overall presence in the UK (including business trips and annual leave taken as part of a detached working request) should not exceed 6 weeks in any given *tax year.
- This can be taken in up to 6 separate requests but not total more than 45 days (**of which max 29 worked days**).
- Detached working in the UK will be accepted at this time for individuals that:
 - are UK citizens or non-UK citizens with a permanent right to live and work in the UK, AND
 - are not tax resident in the UK, i.e., permanently left the UK to work full-time from Gibraltar (including Spanish residents)
- Whilst using the detached working policy, Gibraltar employees should not work from the London office (but can visit the office for meetings requested by London personnel).
- Legal directors of companies, Execs, senior leadership roles, Account Manager & GM roles will require specific advice and approval to work detached and the restrictions will be more, not less, stringent than the above.

**Tax year - a tax year differs from the calendar year, so the thresholds above should be counted between 6 April and 5 April of the following year.*

Principles specific to all detached working in the USA

Currently Kindred will not be accepting requests for detached working in the United States (except for citizens) since undergoing your general work activities from the US will require a nonimmigrant work visa, regardless of duration. Unlike some countries, the US Government does not issue work visas for casual employment. Furthermore, unless the employee is part of the US Legal entity, undergoing such work poses risks from a tax perspective.

Please be advised business travel requests to our US offices, i.e. business 'visitor' activities such as meetings and conferences, are handled differently outside of this policy



DETACHED WORKING BLACK-LIST

Blacklist - no detached working from these countries		
Afghanistan	Hong Kong	Russia
Algeria	Iraq	Rwanda
Burkina Faso	Lebanon	South Sudan
Central African Republic	Libya	Sudan
Chad	Liberia	Syria
China	Mali	Tanzania
Columbia	Mozambique	Tunisia
Democratic Republic of Congo	Myanmar	Ukraine
Democratic People's Republic of Korea (DPRK)	Niger	Yemen
Guinea-Bissau	Nigeria	

The above countries will be reviewed regularly in line with changing conditions, UN sanctions, and employee safety guidance.

Allowed ONLY if you are a citizen		
American Samoa	Fiji	Peru
Anguilla	Guam	Qatar
Argentina	India	Samoa
Australia	Indonesia	Seychelles
Bahamas	Israel	South Africa
Barbados	Jamaica	South Korea
Belize	Japan	Thailand
Bermuda	Jordan	Trinidad & Tobago
Botswana	Kazakhstan	Tunisia
Brazil	Kenya	Turkey
British Virgin Islands	Malaysia	Turks and Caicos
Cambodia	Mexico	Uganda
Canada	Montserrat	United States of America
Chile	North Macedonia	Uruguay
Costa Rica	Pakistan	US Virgin Islands
Dominica	Palau	Vanuatu
Ecuador	Panama	Vietnam



GLOBAL ABSENCE POLICY

Policy Name	Global Absence Policy
Policy Owner	Alexia Frendo
Effective Date	June 2020
Last Updated	June 2022
Review Cycle	12 months
Version	1.3

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Objective

This policy describes the principles and procedures for requesting, reporting and recording time off to employees across all of Kindred locations for absences related to:

- Vacation Leave (paid and unpaid)
- Sickness
- Time off for Dependents
- Compassionate Leave
- Charity Days
- Marriage Leave
- Study Leave
- Maternity and Paternity Leave/Parental Leave

Local entitlements will be respected by Kindred. The different entitlements for different locations will be highlighted in our Local Policies.

The HR Global Absence Policy covers all Kindred Group employees. Kindred reserves the right to revise or terminate this policy at any time. Any disputes regarding this policy will be settled by the local HR teams.

VACATION LEAVE

- The vacation leave entitlement for each employee is set out in the employee's contract or offer of employment.
- Additional forms of leave, such as the 'Loyalty Leave', can be found under the local policy guidelines, where applicable.
- The maximum number of unused holiday days permitted to be rolled over to the next holiday year is specified in the Local Policies.
- With exception of where legacy provisions expressly apply, annual leave entitlement will be capped to a maximum of 30 days per year across all locations (based on a full-time working pattern).
- Please note that you will no longer be able to sell unused vacation days at the end of the holiday year (with exception of working locations where there is a legal right to do so).



- Line managers are responsible for ensuring employees take their vacation leave entitlement throughout the year and identify well in advance situations where the amount of leave undertaken may lead to operational problems.
- Employees must request advance approval from their line manager as early as possible or as local legislation dictates. Requests will be considered as received and may be denied, based on several factors, including business needs, advance notice and staffing requirements.
- Employees may cancel vacation leave in Workday. Employees in the US office need to request a cancellation with HR if it has already been approved in Sequoia by the line manager.

UNPAID LEAVE

Unpaid leave may be granted subject to management discretion. The line manager with the support of HR will review the situation and decide based on the department's needs, local legislation and business ability to meet the request. In certain locations, unpaid leave will only be given if the employee has used all his/her paid vacation leave. Any unpaid leave should be requested by the employee and approved via Workday (Sequoia for US Employees).

PROCEDURE TO VACATION LEAVE

To request, amend and/or cancel vacation leave, the employee must log into Workday (Sequoia for US Employees) and complete an absence request. The absence request is then submitted to the line manager for approval. Employees may not take vacation leave prior to the receipt of approval from their line manager using the process set forth in this section.

Once approved, the vacation leave will be submitted to payroll for processing.

- More information on how to book/amend/cancel and approve vacation leave can be found here:

<https://confluence.kindredgroup.com/display/HRKB/Guides+-+Global>

- Detailed Global and Local policies on Long Service Award and Vacation leave can be found on our Knowledge base:

<https://confluence.kindredgroup.com/spaces/viewspace.action?key=HRKB>



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SICKNESS

Purpose

Kindred aims to encourage all its employees to maximise their attendance at work while recognising that employees will, from time to time, be unable to work because of ill health.

By implementing this policy, Kindred aims to strike a reasonable balance between the pursuit of its operational needs and the genuine need of employees to take time off work because of ill health.

Scope

This policy is formulated on the assumption that, if the organisation suspects misconduct, its separate disciplinary procedure will apply. For example, Kindred may take disciplinary action if there is evidence that:

- Absence is not genuine or not for the reason provided;
- The employee is undertaking inappropriate activities while off sick, such as carrying out work for another organization; or
- The correct notification and evidence procedure have not been followed.

Responsibilities

Guidelines for line managers

Line managers/Planning should:

- Clearly explain to their team members the process for notifying Kindred if absent from work.
- Take responsibility for managing their staff's attendance and absence.
- Maintain a proper and accurate record of each employee by populating information on Kindred's HR System Workday. Managers have the responsibility of ensuring that sickness is recorded in Workday (Sequoia for US Employees) and have the ability to initiate this process on behalf of the employee.
- Require the employee to provide medical certificate for sickness. This requirement varies in different locations (not every location has to adhere by this process given the different legal requirement in every location).
- Ensure that the local HR team is aware of any long-term absence to ensure that appropriate support is provided to the employee.



- Conduct a return-to-work meeting, when appropriate, each time the employee returns from a period of sickness. Speak to the employee about the absence and the reason for absence in a fair and factual way.
- Be supportive towards the employee and, where appropriate, seek to identify ways in which to assist the employee to improve their attendance in the future.
- Try to establish any underlying reasons for frequent absences and, where the underlying cause is.
- If identified, take steps to help the employee to manage their attendance.
- Consider any reasonable adjustments where required by local legislation and discuss this with the local HR team where appropriate.
- Contact your local HR Team if unsure about anything or should special circumstances arise.

Guidelines for employees

Employees should:

- If you are unable to attend work because of ill health, notify your line manager/planning as soon as reasonably practicable, preferably before you are due to start work and, in any event, no later than one hour after you are due to begin work. Shift workers in the Malta and Gibraltar office need to notify their line manager/planning two hours before their shift starts.
- In exceptional circumstances where you are unable to call (for example, because of hospitalization), another person such as a friend or relative can contact the organization on your behalf.
- If you come to work but need to leave during the day because of ill health, you should inform your line manager/planning before leaving work. If your manager is unavailable, you should inform the next most appropriate person within the department.
- Keep in touch with your line manager throughout your period of absence to notify when you are coming back to work.
- Provide sick leave/certificate if requested by manager or if needed as per local policy.
- If requested, attend a return-to-work meeting with your manager.
- If possible, be open with your manager about the reasons for your absence, to give your manager the opportunity to provide support where possible.
- Bear in mind that in certain locations, Kindred has the right to seek a medical report by its company doctor. Kindred will treat personal data collected during the absence



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management process in accordance with its data protection / on processing special categories of personal data.

- Cooperate with management with regards to the possible implementation of any adjustments to job duties, hours or working conditions, particularly those suggested by a doctor.

SICK PAY

Employees are entitled to sick pay (either statutory or paid by the company), provided they follow the organization's usual notification and evidence requirements. This entitlement varies from one country to another. Please contact your local HR team if you are unsure of your sick pay entitlement.

Should the employee make or produces any misleading or untrue statement or document concerning their fitness to work, Kindred has the right to initiate a disciplinary procedure.

MEDICAL APPOINTMENTS

Kindred recognizes that employees will, from time to time, need to attend medical appointments. Employees should endeavour to arrange medical appointments in their own time or, if this is not possible, at times that will cause the minimum amount of absence from work or inconvenience to the organization. However, we accept that it is not always possible to arrange medical appointments outside working hours, and therefore in these circumstances, we would endeavour to allow reasonable time off work to attend such appointments. Employees should discuss and agree arrangements for taking time off with their line manager/planning to minimise disruption to their work and the business and should wherever possible make up for the time off by working extra time on another occasion. Alternatively, if making up the time is not practicable, or where such other circumstances deem it appropriate, time off to attend appointments may be granted on an unpaid basis.

Employees must obtain approval from their line manager/planning in advance of any appointment. The line manager reserves the right to ask the employee to reschedule an appointment if its timing would cause disruption to the organization's business. The line manager may also, at their discretion, ask the employee to produce confirmation of the appointment.

Employees who are pregnant have the statutory right not to be unreasonably refused paid time off work for antenatal appointments where the employee's attendance has been recommended by a registered medical practitioner, midwife or nurse. Paid time off in such circumstances will automatically be granted. Nevertheless, the employee should give reasonable notice of the date and time of the appointment to their line manager/planning where possible and the line manager will still have the right to request to see the confirmation of the employee's appointment.



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SICKNESS DURING HOLIDAY

Where an employee falls sick or is injured while on holiday, Kindred may exercise discretion and allow the employee to transfer to and take replacement holiday at a later time. However, in order for us to consider this transfer, we ask that the employee contact the line manager/planning as soon as they are aware there will be a period of sickness during a holiday; and that a medical certificate is provided for any period of ill health where it is legally applicable. Employees working in the Sweden Office should notify the manager and get this data into the time report.

Please be aware that it may not be possible to accommodate such requests in all cases. If the sickness occurs shortly before a period of planned holiday, the holiday may be cancelled, and the sickness absence policy applies.

Any cancelled holiday should be rescheduled by employees to an alternative date as soon as possible, subject to the approval of the line manager/planning in the normal way.

- More information on how to book and approve sick leave can be found here:

<https://confluence.kindredgroup.com/display/HRKB/Guides+-+Global>

- Detailed Local policies on Sick leave can be found on our Knowledge base:

<https://confluence.kindredgroup.com/display/HRKB/Policies+-+Local>

TIME OFF FOR DEPENDANTS

Kindred will usually grant one day of paid leave to enable employees to manage unexpected or sudden problems relating to a dependent and make any necessary longer-term arrangements. Any additional paid time off will be granted on a discretionary basis. This may include but is not limited to the following situations:

- To provide assistance when a dependant fall suddenly ill or is injured.
- To make arrangements for the care for an ill or injured dependent, or to deal with the unexpected disruption of the scheduled care for a dependant.
- To deal with an incident that involves their child and occurs unexpectedly while the child is at school/another educational establishment.



A dependant for the purposes of this policy is:

- a spouse/partner
- a child
- a parent
- a member of your household (including friends and pets)
- any other person who may reasonably rely on you for assistance if they fell ill or were injured

Where it is not possible to make alternative arrangements for the provision of care for a sick dependent and flexible working arrangements are not practicable, Kindred may allow annual leave to be used at short notice (should the employee have enough unused holiday allowance available).

Employees must contact their line manager / planning in the first instance if they need time off to discuss any leave requirements and this should be done before the leave is taken. Where appropriate the time off should also be recorded on Workday.

Please note this policy is not designed to supersede where statutory provisions apply locally.

COMPASSIONATE LEAVE

Kindred aims to support employees that are going through the difficult process of dealing with the death of a loved one through the provision of paid compassionate leave. For the death of immediate family members including spouse/partner, we will provide 5 days paid compassionate leave. For other family members (such as uncle, parents-in-law etc.) and friends, we will grant 1 day of paid compassionate leave to attend the funeral.

We appreciate that every situation and relationship is different, and this policy is not designed to be exhaustive (nor to supersede where statutory provisions apply locally). Additional paid or unpaid time off may be agreed at the Company's discretion. Employees should discuss any time off with their line manager in the first instance, and any agreed compassionate leave should be recorded on Workday by the employee and approved by the manager as soon as possible under the circumstances.

In addition to any paid leave to help employees during these difficult times, counselling services are also available through employee assistance programs in every location. Employees should contact their local HR Team for details. We appreciate that employees may also wish to work flexibly during these times e.g. due to travel requirements or making funeral arrangements, and we will try to accommodate requests wherever possible.



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CHARITY DAYS

Kindred grants 3 days of paid absence for all employees to work for local charity or organisation.

For further details about this please refer to the respective policy found [here](#).

<https://confluence.kindredgroup.com/display/HRKB/Policies+-+Global?preview=/233547122/233547235/Kindred%20Global%20Charity%20Days%20policy.docx>

Employees are to enter this absence in Workday (Sequoia for US Employees) in advance and obtain approval of their Manager and the Local HR Team before they can avail themselves of such.

MARRIAGE LEAVE

Marriage or Civil Partnership Leave of up to two days paid leave can be requested for the use of getting married or forming a Civil Partnership. This is to be recorded through Workday (Sequoia for US Employees). Additional leave is to be requested as vacation leave.

STUDY LEAVE

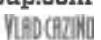
Kindred supports employees who undertake higher level study directly related to their role. Employees studying a qualification which is subject to a Kindred Study Sponsorship agreement may take leave as detailed in their agreement. Any employees not under an agreement are ineligible for paid study leave.

MATERNITY AND PATERNITY LEAVE/PARENTAL LEAVE

The purpose of our local policy on Maternity/Paternity/Parental is to explain the rights and responsibilities of female employees who are pregnant/have recently given birth and all the other entitlements given to parents. Local policies also give details of the arrangements for antenatal care, pregnancy-related illness, maternity leave, pay and the father's rights.

- More information on how to book and approve maternity and paternity leave can be found [here](#):

<https://confluence.kindredgroup.com/display/HRKB/Guides+-+Global>



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- Detailed Local policies on maternity/paternity and parental leave can be found on our Knowledge base:

<https://confluence.kindredgroup.com/display/HRKB/Policies+-+Local>



HR GLOBAL - LONG TERM SERVICE AWARD POLICY

Policy Name	HR Global – Long Term Service Award Policy
Policy Owner	Nick Lawry
Effective Date	May 2021
Last Updated	March 2023
Review Cycle	12 months
Version	1.4

Overview

The purpose of this policy is to outline the conditions of the 10- and 20-Year Anniversary Service Award and to explain the procedure for claiming the award. The policy takes effect on 1 December 2021 and covers all employees in Kindred Group. Kindred reserves the right to revise or terminate this policy at any time. Any disputes regarding this policy will be settled by HR.

Eligibility

Employees reaching 10 or 20 years of continuous service with Kindred are eligible for this service award. Continuous employment periods with companies that have been acquired by Kindred will be counted.

Award

The Anniversary Service Award consists of an award for the following values, received on an employee's 10th and 20th work anniversary with the company:

- ✓ All Euro-zone locations - €1,100
- ✓ UK & Gibraltar - £1,000
- ✓ Sweden - SEK 11,500
- ✓ or equivalent in the local currency

HR will contact the employee on or around the date of the anniversary to confirm the award and how to claim it.

How to claim the anniversary award via Concur

- Employees can claim their award via Concur by submitting an expense claim for their gift purchase, supported by receipts. Employees are requested to put *10/20 years anniversary* as Business Purpose and add the type of expense (e.g., tech, holiday, luxury gift) in the comment box.
- Employees will need to allocate the Anniversary Claim to the Reward (9008) budget by pressing *Allocate* on the bottom right of the screen before sending the expense in for approval. Please delete any content under *Project*. Should you not correctly allocate your claim, the system will not let you submit the claim, thus delaying the reimbursement process.



The claim will be reimbursed in the usual time frame when submitting expenses, and separately from your monthly salary pay out. Please note an entry may be shown in your monthly payslip, as this is a taxable benefit. The employee will still receive the full award value (as detailed above), as Kindred will gross up the award and cover any applicable taxes and social security on the employee's behalf.

Important points to note:

- The total value of the award must be claimed in one transaction, supported by either one large value gift receipt or several smaller receipts to make up the total award value.
- Example gift items that can be claimed against this award are:
 - Tech items
 - Travel including holiday flights/transportation, holiday accommodation or package holidays, all of which can include family if the employee is also travelling on the same trip.
 - Luxury gifts such as clothing, accessories, and jewellery.
- You must ensure relevant receipts are attached:
- If you have a digital receipt, you will need to upload that to the Concur expense form.
- **For Sweden Employees:**
 - You will need to submit a hard copy of the receipt to your local accounting as well (in the Stockholm office, 9th floor) no later than the 10th of the month for this to be included in the same month's payroll.
 - All expenses submitted and approved after the 10th of the month will have missed the payroll cut-off and therefore will be included in the following month's payroll.
 - Please make sure that you make a separate expense report for the 10- and 20-Year Anniversary Awards. If you need to claim any other costs (travel etc), you must make a separate expense.



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Hybrid Working FAQs for Recruitment/Candidates

The purpose of this document is to support hiring managers and our Global Talent Acquisition team in answering questions from candidates during the recruitment process around Kindred's approach to Hybrid Working.

What is Kindred's approach to hybrid working?

Our approach to Hybrid Working is to ensure that everyone at Kindred can agree with their manager and team what work they can do remotely and what needs to be done at the office via a Hybrid Working Team Charter. The decision on the best working environment for you and for Kindred will depend on your role, daily activities, local tax regulations and how your team work together but there is no target or limit; you go to the office to fit with the needs of your work and team. It's about where, when and how your team works. It's not all homeworking or forgetting about your office. Your choices will balance the needs of you, your team, your objectives and our customers.

How often you need to be in the office will vary by role. It will also depend on where your main business and customer stakeholders are based and what activities you need to carry out that day. For example, if you are kicking off a new project it may be best to prioritise face to face meetings at the start of a new project to develop relationships.

It's not a licence to stay at home – so meet stakeholders, colleagues and friends regularly at the office as we firmly believe that we must continue to connect and collaborate.

There are also some teams and roles that need to be in the office for specific tasks or days of the week due to the nature of their role, or local regulations or tax rules. During the interview process your manager and Talent Acquisition Partner should have discussed this with you.

How come the contract of employment states that my place of work is office based?

Our approach to Hybrid Working is informal, rather than a contractual one and therefore contractually your place of work remains the Kindred office as stated in your offer letter and contract of employment. Your employment contract will specify your "base" Kindred office/location.

Do we offer home based working (fully remote working) to employees?

No. It's a flexible approach to getting the work done, but it doesn't mean all our work is based at home. Typically, colleagues will average two to three days a week in each work location,



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depending on their role. We strongly believe that it is important to meet face to face regularly to connect and collaborate effectively with colleagues.

There are some specific teams at Kindred where we are trialling home based working. This trial is for UX and Engineering teams in both UK and Sweden only. Not all roles within these teams are suitable for home based working, it will only be suitable if the offsite location has been approved on the job requisition.

Home based workers will be expected to attend the office on their first day for onboarding. Outside of onboarding they will typically be required to attend the office once a quarter this will be agreed with their line manager. There are no plans to extend this trial arrangement beyond these specific teams at this point in time. If unsure of whether this applies, please speak to Urban Petterson, Global HRBP for Tech or Lucie Paterson, HRBP for Tech.

How many days am I expected to be in the office?

There is no target or limit; you go to the office to fit with the needs of your work and team. It's about where, when and how your team works and will be outlined in the Hybrid Working Team Charter.

On average we expect that the team charter process will result in employees being in the office at least 2 days per week.

Am I expected to be in office at all?

Yes, you will be expected to be in the office, but this will be dependent on your Teams agreed Hybrid Working Charter, your role, your daily activities and local tax legislation.

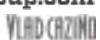
Will I get to pick the days I am working from home, or in the office?

With your line manager and stakeholders, you can choose how you work together to achieve the best results, with a flexible work style relevant to the work you're doing. However, there may be some days where as a team you agree to all be in the office together once a week to connect, or if you need to hold a workshop with stakeholders you may all agree that it is best to be held face to face rather than via Teams.

Will my journey be expensed if I am required to be in the office?

We are trialling home based working for specific teams at Kindred. These are UX and Engineering teams in Sweden and UK. Unless specified above, the contractual place of work remains a Kindred office and therefore journeys to and from work will not be eligible to be expensed. Employees will need to cover the cost of any travel expenses to and from the office themselves.

Will my journey be expensed if my contract says I am a home based employee?



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The contract of employment will state whether the role is homebased. If home based, typically, you will be expected to visit the office once a quarter, this visit will be agreed with your line manager in advance. If you are required to visit the Wimbledon or Stockholm office (or another Kindred office), travel and accommodation costs can be expensed. This will be per Kindred Expense Policy. Any visits must be pre-approved with your line manager, you will not be able to expense any visits that have not been preauthorized.

What will happen if I'm required to be in the office full-time in the future?

We expect managers to regularly review their team charters and agree the best split of home & office working based on the activities that the team do. So, the expectation of days in the office may change depending on what you are working on. However, we don't anticipate that the policy will fundamentally change in the future and that you will suddenly be required to be in the office full time without valid reason or discussion with individuals.

Is the policy going to change or is it something that Kindred will offer permanently?

It has been agreed with the Exec that the current policy will remain in place for 12 months. We will then review again and change if needed.

Can I work from abroad and how long for?

Detached working can be requested for up to 6 weeks (including annual leave taken as part of the request) as a maximum per calendar year. This can be taken in up to 3 separate requests but must not total more than 6 weeks.

Why is it only 6 weeks for detached working, while other companies offer up to a few months?

As a heavily regulated industry we need to ensure we are 100% compliant at all times with local legislation. Having reviewed we need to ensure that we are not creating risks for Kindred Group and individuals around tax (personal and corporate) and regulation. Whilst we want to accommodate people's wishes we also have to ensure that we remain compliant

As part of our launch of Detached Working, we also reviewed other companies' approach within our industry and wider and believe that we are offering a competitive approach which also balances the fact that we operate in a regulated industry.

Can I pick any destination for detached work?

Detached working in some countries is not possible and will not be approved. A list of countries that are not appropriate for detached working is outlined in our Global Detached Working Policy.



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For some roles (e.g., Legal directors of companies, senior leadership roles, Account Manager & GM roles) will require specific advice and approval to work detached and the restrictions will be more, not less, stringent than the above.

For specific guidelines for Gibraltar employees and detached working in the US please refer to the Detached Working Policy.

The Detached Working Policy is [here](#):

Will there be a travel allowance (instead of expensing)?

No, Kindred will not be reimbursing any travel between home and to the Kindred office which is your base location specified in the Contract of Employment. Therefore, we will not be offering any travel allowance to compensate for commutes.

The only exception to this is those specific roles which have been identified as part of the Home Based Working Trial for specific teams at Kindred. If unsure of whether this applies, please speak to Urban Petterson, Global HRBP for Tech or Lucie Paterson, HRBP for Tech.

Is it possible for us to hire individuals based far away from one of our hub office (e.g. Manchester in the UK) to work remote and come in a couple of times a month rather than align to the Team Charter that's it been agreed?

We don't specify the distance employees can live from the office, however we do expect employees to adhere to their team charters. The purpose of the team charter is to formalise what activities need to be done in the office vs. what can be done remotely and agree this as a team. By allowing one of the team to not follow this, it undermines the purpose of the team charter and is not equitable. It also suggests the team charter is not fit for purpose, so we would encourage the manager to rereview the charter and change it to be more akin to the reality of where work is best performed. This will enable them to make a more informed decision as to whether a candidate's current location & preference for number of days spent in the office/week can be accommodated.

What support/assistance will I be given for home equipment/set up at home?

If you're based in Sweden, then a Desk Screen Equipment-assessment will be performed upon request and when this is finalised, the local Facilities Management team will support you to ensure you have an ergonomic set up in your home working environment.



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For all other locations, a Desk Screen Equipment-assessment will be performed upon request (please raise an FMs-Jira) and when this is finalised, the local Facilities Management team will support you to ensure you have an ergonomic set up in your home working environment. Following the recommendations given based on the DSE-assessment, you can use your wellbeing allowance for the equipment needed. For more information on the wellbeing allowance please see the [Global Wellbeing Policy](#) on the HR Knowledge base.

If you are choosing to work from home, you need to make sure you are set up to work effectively.

For IT equipment please raise an IITS Jira and the IITS team will review. This applies to all employees globally.

HYBRID WORKING FREQUENTLY ASKED QUESTIONS

May 2022

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Why are we doing this?

- We've taken a lot into account when developing our hybrid working principles – our Peakon engagement surveys, external best practice, competitor information, feedback from Exec etc.
- Many external studies have been done on this topic – confirming that 75% of hybrid or remote employees say their expectations for working flexibly have increased and only 4% wanted to go back to the office full time.
- We realized that having a rigid approach i.e., three days in an office was not going to be flexible for us. Particularly with local regulations, different types of roles and personal preferences.
- Studies have shown that giving people more flexibility around what work they do at home versus in the office keeps people more engaged, improves work-life balance and boosts general wellbeing. But what's better for people is also better for our business, sustainability and for our planet.

What is Hybrid Working?

- Hybrid working is where everyone at Kindred, can agree with their managers what work they can do remotely and what needs to be done at the office.
- The decision on the best working environment for you and for Kindred, will depend on your role, daily activities and how your team works together.
- Wherever we're based, we must continue to connect & collaborate and strive to offer our customers the best possible gambling experience in a safe & secure environment.
- There will be factors that determine how you decide your teams work best together. Things like how new or established your team is, what work you need to do, your overall preferences, plus some local tax restrictions and regulations we need to follow.
- Hybrid working will also maintain and strengthen Kindred's unique culture. Meeting in the office to come up with new ideas and solutions, and to work, meet and celebrate together, makes each visit special and purposeful.

What's the difference between Hybrid, Flexible, Detached and Activity Based working?

- **Hybrid Working:** Our approach to deciding what work needs to be done in the office and what can be done remotely. For example, working from the office Monday to Wednesday, and at home Thursday & Friday
- **Flexible Working:** Formal change to your working pattern. For example, reducing or varying the days or hours you work and having a contractual agreement between yourself and Kindred
- **Detached Working:** Short term change to your working location from where you are contractually located. For example, working in France for 2 weeks to combine with a vacation to visit family.
- **Activity Based Working:** Assigning neighbourhood seating arrangements in our hub sites rather than a permanent fixed desk. For example, HR 'hot desk' on floor five in the London office

Can I work from anywhere?

- It's the choice between working at your home or your contractual office.
- It's not a license to work from a different country, working remotely needs to be in your jurisdiction, i.e., England & Wales for the UK.
- Gibraltar, Norway, and Finland (Estonia) do have special conditions regarding the maximum number of days allowed working from home. Please reach out to your HRBP if you require more information on what this means for you or members of your team.

What support/assistance will I be given for home equipment/set up at home?

- If you're based in Sweden, then a Desk Screen Equipment-assessment will be performed upon request and when this is finalised, the local Facilities Management team will support you to ensure you have an ergonomic set up in your home working environment.
- For all other locations, a Desk Screen Equipment-assessment will be performed upon request (please raise an FMS-Jira) and when this is finalised, the local Facilities Management team will support you to ensure you have an ergonomic set up in your home working environment. Following the recommendations given based on the DSE-assessment, you can use your wellbeing allowance for the equipment needed. For more information on the wellbeing allowance please see the Global Wellbeing Policy on the HR Knowledge base.
- If you are choosing to work from home, you need to make sure you are set up to work effectively.
- For IT equipment please raise an IITS Jira and the IITS team will review. This applies to all employees globally.
- We will only ask for Kindred equipment out on loan from the office to be returned as and when we need it. This will be based on occupancy and we will give people sufficient notice to collect these.

How will we measure the success of Hybrid Working?

- Our Peakon Engagement Surveys.
- Encourage Managers to use monthly & quarterly check ins to ensure the team charters still work for the team and if they can work effectively with colleagues and stakeholders.
- Use anonymised data from scanning passes to understand the utilization of our offices e.g., what days are the busiest
- Exit interview feedback
- Recruitment trends & feedback from Talent Acquisition (i.e., is our policy still competitive)

I'm worried about catching COVID-19 in the office or commute:

- If you feel anxious about coming back to the office, we encourage you to have a conversation with your manager and your HRBP so we can help you to feel comfortable and look at what extra support we can provide
- Our offices are thoroughly cleaned daily, and our facilities team make sure there are sanitising wipes in each meeting room as well as hand gel dispensers placed throughout the office.

Do I need to have had a Covid vaccine to come into the office?

- We will not be asking for vaccination information to grant access to the office or company organised events.

Are there any specific rules I need to follow as a manager when completing my team charter?

- There are no rules, you should be led by the principles in the guide and look at the activities everyone in your team does in their role. We think the office is incredibly important for our culture and it is not a license to work from home 100% of the time. It's a set of guidelines and principles.
- Broadly we expect that people will work from office 2/3 days a week. It will vary by role and team activity. We received feedback it was too rigid from a variety of avenues and that people wanted more flexibility, so we have decided to be led by a principles approach.
- We recommend having a chat with other managers to gauge your own fairness and see how productivity is working in other teams. Have a chat with your manager too and ask their assessment. If an employee is unhappy with what is being asked of them, we would recommend you discussing with them the reasons that they do not feel comfortable. You should also talk to your HRBP as well so that they can provide guidance and support.

How come the contract of employment states that my place of work is office based?

- Our approach to hybrid working is informal, rather than a contractual one and therefore contractually your place of work remains the Kindred office as stated in your offer letter and contract of employment. Your employment contract will specify your "base" Kindred office/location



Do we offer home based working (fully remote working) to employees?

- No. Hybrid working is a flexible approach to getting the work done, but it doesn't mean all our work is based at home. Typically, colleagues will average two to three days a week in each work location, depending on their role. We strongly believe that it is important to meet face to face regularly to connect and collaborate effectively with colleagues.

How many days am I expected to be in the office?

- There is no target or limit; you go to the office to fit with the needs of your work and team. It's about where, when, and how your team works and will be outlined in the hybrid working team charter.
- On average we expect that the team charter process will result in employees being in the office at least 2 days per week.

Will my journey be expensed if I am required to be in the office?

- Your contractual place of work remains a Kindred office and therefore journeys to and from work will not be eligible to be expensed. Employees will need to cover the cost of any travel expenses to and from the office themselves.

Am I expected to be in office at all?

- Yes, you will be expected to be in the office, but this will be dependent on your Teams agreed hybrid working Charter, your role, your daily activities, and local tax legislation.

Will I get to pick the days I am working from home, or in the office?

- With your line manager and stakeholders, you can choose how you work together to achieve the best results, with a flexible work style relevant to the work you're doing. For example, there may be some days whereas a team you agree to all be in the office together to connect, or if you need to hold a workshop with stakeholders you may all agree that it is best to be held face to face rather than via MS Teams.



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Does this mean flexibility in hours? E.g., come in at 6am finish at 3pm?

- This could be possible if your role, stakeholders, and location allows for it.
- The idea of the hybrid working principles is that we can offer flexibility around hours informally. However, if for example, someone in your team has asked to only work 7.30am - 4pm and they do not have any flexibility for Kindred; this is a formal request that should be agreed in writing and with support from the HR team. On the other hand, if the request is 'I want to start or finish earlier but I can be flexible when needed' this can be informally agreed between the manager and employee.
- If someone is requesting a formal change to their working hours or pattern, we would want that to be formalised and documented and assess whether it can work for Kindred.

Is this valid for all roles?

- There may be regulatory or tax requirements that mean you need to be in the office. The principles are valid for all roles but there will be activities as part of role which need to be predominantly office based. For example, an Office Assistant position is clearly office based. When drafting your team charters you should be reviewing the context of the roles within your team and what activities that individual is doing.

My team is split 50 50 with half of them Gibraltar residents, the other half Spain. How am I supposed to create a charter to my team when I can only allow one day per week WFH for half the team but can theoretically approve more than two days WFH per week for the other half of the team?

- The tax and legislative requirements in some jurisdictions do not make this easy. Please speak to your HRBP for support on how to manage this with your team.
- We appreciate that GIB Frontier employees cannot have as much flexibility and there may be a feeling of unfairness. We wish and hope things might be different, but if HR can support you with that team charter conversation then we can of course we will do this.

Can we get clear guidelines per country?

- In Gibraltar, Finland, and Norway, we do have some limitations on the number of days you can work from home. Please reach out to your HBRP for more information if you are based in these locations or have employees in your team who are.

My team is split between three different countries, how can I agree one charter?

- Our recommendation is to agree local office days & then less frequent 'all team' meet ups (perhaps once a year for Xmas celebrations). For example, maybe the Malta team agree to all come in on a Wednesday and Thursday, whereas London choose Tuesday and Friday based on the activities of the team.

Any guidance for those who work on a shift pattern?

- We have not come up with anything specific or different for those working shift patterns, the hybrid working principles will still apply.

How will this work with a matrix team?

- When you are building your team charters, consider if there are any stakeholders you need to chat through your plan with them.
- Now that all team charters are on confluence, it will be easier to check other team charters to understand what days or activities are likely to be face to face or virtual.

How do we plan to change the way we onboard new recruits?

- Our expectation is that a manager and new starter should be in the office to have face to face interaction and build relationships in the first week.
- We also encourage the whole team to make sure they have come into the office at least once in the first couple weeks to welcome the new starter.
- It's important for new starters to have face to face onboarding as it will be a richer experience for them.

Will we look to incentivize people to come back to the office?

- Kindred United and the Facilities teams are working hard to hold regular social events in our hub sites so you can reconnect with colleagues again and reinvigorate the Kindred spirit!
- The IITS team are also ensuring our office tech is fit for purpose as we know this has been a barrier to coming into the office before.
- We would encourage you all to support and attend any local initiatives in your office.

What will happen if I'm required to be in the office full-time in the future?

- We expect managers to regularly review their team charters and agree the best split of home and office working based on the activities that the team do. So, the expectation of days in the office may change depending on what you are working on. However, we don't anticipate that the policy will fundamentally change in the future and that you will suddenly be required to be in the office full time without valid reason or discussion with individuals.

Is the policy going to change or is it something that Kindred will offer permanently?

- It has been agreed with the Kindred Executive team that the current policy will remain in place for 12 months. We will then review again and change if needed.

Can I work from abroad and how long for?

- Detached working can be requested for up to 6 weeks (including annual leave taken as part of the request) as a maximum per calendar year. This can be taken in up to 3 separate requests but must not total more than 6 weeks.



HR GLOBAL - EMPLOYEE CHARITY DAYS POLICY

Policy Name	HR Global – Employee Charity Days Policy
Policy Owner	Head of Sustainability
Effective date	1 st August 2018
Last Updated	March 2023
Policy Scope	This policy applies to all Kindred Group employees.

1. Objective

Kindred Group is committed to transforming gambling by being a trusted source of entertainment that contributes positively to society. As part of the overall Group sustainability efforts, employees with Kindred Group are entitled to three paid days to volunteer for a local charity/organisation.

The objective of this policy is to set some guidelines for how these days can be used.

2. Scope

All Kindred Group employees are entitled to three paid days to work for a local charity/organisation.

All activity under this policy must consist with the following criteria:

- The activity is half or full working day.
- You will not receive any compensation from the organisation you work for.
- The activity must be work or specific activity for an organisation. Attending a workshop on diversity, seminar on human rights etc. is not covered.
- The activity cannot be connected to children or substance abuse.
- The activity cannot be arranged by any religious organisation.
- The activity should be linked to one of our Sustainability pillars or foundation (see further down this document).

Read more about organisations we do and do not work with in section four of this policy.

3. Procedure: How to register your charity days

You apply for and register the days in Workday. In the list for Absence Type, choose Charity Days. If you are committing yourself to a charity event of half day, you must book it as half day charity leave and work for the other half of the day. You must add in a note which organisation you will work for. As with other absence registration your manager must approve the days.

*Do not forget to report the days in S&P if you report time there as well.



*In London, we will trial a software for identifying charity projects (Benefacto). If successful similar solutions will be identified for other large locations.

* If your absence is not recorded through Workday, please follow your usual leave processes to book charity days off.

4. Which organisations do we work with?

We seek to work with organisations where our expertise can make a difference and that are relevant to our Sustainability strategy.

Kindred Group is a knowledge heavy organisation with many specialist employees. Therefore, we will try to direct our employees to donate their experience and expertise to where it can help serve a good purpose.

Kindred's Sustainability Strategy is based on three pillars and a strong foundation:

1. Responsible Gambling
2. A Secure Platform
3. Product Integrity

Foundation

- People
- Compliance
- Community
- Environment

Some examples of charities we have worked with, are listed below:

Spear's College

Spear is a highly interactive, award-winning year-long programme that equips and supports unemployed from disadvantaged backgrounds to find suitable employment.

Spear need volunteers to help with their mock interviews. You will get fully briefed by Spear and get all the tools you need.

Sporting Events

Most of us are active and we have many sports clubs across our locations. Participating in sports events where proceeds go to a charity is a great way for us to support.

There will be some local variations in which organisations we work with. Your local Employee Engagement team will have more information about local organisations we work with.



Who do we not work with:

- Due to the nature of our business and our strict +18 age limits, Kindred does not donate to or work with organisations who are focused on children. We are not to be associated with children in any of the activities we carry out.
- Due to the nature of our business, we do not donate to or work with organisations who are focused on substance abuse.
- We are a very diverse organisation and we span across more than 50 nationalities. Therefore, we do not work with any particular religious organisations.

In addition to above, please note that your charity days cannot be used on activities such as volunteering at school trips and parent group meetings linked to school agenda.



Kindred Group mobile device policy

This policy governs the use of **company-owned** devices.

Kindred Group provides you with a mobile plan and device to enable you to do your job. This generally means that we need you to be contactable and/or we need you to have access to the mobile applications to enable you to perform your role.

Kindred Group employees must agree on the terms and conditions set forth in this policy.

Purpose

Here at Kindred Group we owe our success and base our future on our professional skills and adaptability which help us prevail in a highly competitive, technological, and ever-changing market. Prevailing is achieved by producing products and providing services that are both attractive to customers and profitable for us to operate.

An important part of this success lies in the mobility of our talented workforce to operate globally, and thus we will provide a company-owned mobile device to those who are eligible.

Governing Principles

The following principles are in place to ensure that all employees who are eligible to a mobile device are aware of the guidelines on usage.

Devices and Support

- If you are eligible for a company mobile as part of your role, you will be able to choose a device from a list of phones provided. This list is a subject to change and will be reviewed at least annually;
- Mobile devices provided to employees are contracted to 36 months. No upgrades are permitted or will be authorized within 36 months;
- A case and glass screen protector will be provided. These are mandatory and must be used at all times to ensure protection of the device;
- Should your device suffer damage within the first 36 months, you may be eligible to an equivalent replacement or second-hand device. This will be assessed on a case by case basis and Kindred Group reserve the right to determine the interpretation of the policy and any decision is final;
- Should your phone be stolen it must be reported to the police as soon as possible and a copy of the police report must be given to the person assigned responsible;
- The employee is expected to use his or her devices in an ethical manner at all times and adhere the company's acceptable use policy which is described below;
- If phones are not used, Kindred Group reserves the right to recall the device.

Internal Relocation

- If you relocate within Kindred Group, you may keep your device, however you will be required to have a new local plan and local phone number. Please reach out to your local Office Manager.

Corporate plan

- Kindred Group will provide you with a corporate plan suitable for your role.
 - This will be dependent on your location and described further in the end user agreement;
- The company has full authority over the company plan and usage against the plan.

Acceptable Use

- The company defines acceptable business use as activities that directly or indirectly support the business of Kindred Group;
- Employees are expected to use the internet responsibly and productively. Excessive personal use e.g. downloads leading to additional cost is not permitted and as a result will lead to recharge;
- The company defines acceptable personal use on company time as reasonable and limited;



- Excessive evening- and weekend-use is not permitted unless it is for business purposes. If the company judges that your personal use is unreasonable;
 - Kindred Group will ask you to reduce your non-business use of your mobile;
 - Kindred Group will charge you without warning from your next month salary
 - Kindred Group will cancel your plan and ask you to return the device.
- When in the office or at home; it is highly recommended that you connect the device to a secure Wi-Fi-network;
- Devices must not be used to call premium phone lines or premium SMS numbers;
- Employees who are not eligible to hold Kindred owned mobile device but are still required to make a number of work-related calls or use data can apply for an allowance to cover work related calls and data-usage. Please contact your local Office Manager for this request.

International Calls and Roaming

- International calls and texts outside your given corporate plan should be strictly for business activities;
- If the company consider your roaming costs are unreasonable and/or excessive, we may ask you to contribute to the costs of these charges;
- The person assigned as responsible for the respective area decides what constitutes as unacceptable and/or excessive use;
- When travelling for business, you should aim to use secure Wi-Fi, such as Kindred Office Wi-Fi as much as possible. If possible, it is recommended that you turn off your data roaming when arriving in a country outside your home nation.

Leaving Kindred Group

- If you are leaving the Kindred Group, you will be required to return the device on your last day of employment. However, the device may be purchased at the going market rate. It is up to Kindred Group to determine the current value of the mobile phone.
 - Before this can be done, the device must be wiped, erased, and reset.
- You may be allowed to transfer your mobile number to another personal plan. This cost (provided by the operator) will not be absorbed by Kindred Group and will be your full responsibility.
- Kindred Group reserve the right to charge the employee for damage repairs and loss of the device upon leaving the company.

Disclaimers

- Kindred Group reserves the right to modify/update this policy at any time and will inform you of these changes through normal kindred communication channels;
- If there is any debate on the interpretation of this policy, Kindred has the right to determine the interpretation of the policy and any decision will be deemed to be final.

HR Global – Hybrid Working Policy

Policy Name	HR Global – Hybrid Working Policy
Policy Owner	Holly Hay
Effective Date	August 2021
Last Reviewed	September 2022
Review Cycle	6 months
Version	1.1

1. Overview

Following a collation of extensive feedback and review of external studies, Kindred reviewed its working practices and updated its approach to remote working with the introduction of this “Hybrid Working” Policy.

2. Objective

At Kindred, there will be no default day-to-day workplace for most of our employees – everyone, along with their managers, choose what work can be done remotely and what needs to be done in their Kindred office. Decisions about the best ways of working will be based on roles, daily activities, and team dynamics. This is called “Hybrid Working.”

This policy covers all employees of Kindred. Where local legislation, or specific regulations, restricts the level of flexibility possible, the principles of the legislation or regulation will be followed.

The policy does not form part of any employee’s contract of employment and is subject to change from time to time.

This policy sets out all conditions, including health and safety conditions, which employees are expected to adhere to when working remotely, to perform the duties outlined in the employee’s respective contract of employment.

3. Principles

- Teams can determine how they work best together, and their choices will guide where and how work gets done. Considerations like how new or established the team is, the types of activities the group needs to accomplish, overall preferences, as well as tax and regulatory restrictions will all come into play. This will be defined in the Team Charter.
- When working remotely, employees are expected to remain in the country in which they are contracted. In most instances, employees can request to work from a different location, known as “Detached Working”. The principles and guidelines of Detached Working can be found in the separate Detached Working Policy.
- When working remotely, employees are still expected to adhere to Kindred’s policies and processes which are listed on Confluence.



4. Working Environment

Employees should ensure that when they work away from the office, their working environment is satisfactory, including reliable and secure internet access, correct equipment, and appropriate furniture.

Where equipment is provided to the employee, the employee shall:

- (a) use it only for the purposes for which Kindred has provided it,
- (b) take reasonable care of the equipment and use it only in accordance with any operating instructions and our policies and procedures, and
- (c) bring equipment back into a Kindred office when required to do so; and
- (d) Ensure at all times they comply with the [Group Information Security Policy](#).

Employees shall be responsible to take good care of any equipment provided by Kindred and shall be liable for any damage to the equipment which goes beyond ordinary wear and tear. Employees are required to report to the IITS or Facilities Teams (or any other person occupying a role of responsibility) any such damage or malfunction of the equipment provided as soon as the employee becomes aware of it.

The Employee must ensure that the anti-virus, anti-spam software and firewall are enabled and updated with the latest definition files on their equipment.

The Company shall not be responsible for the provision, maintenance, replacement, or repair in the event of loss or damage to any personal equipment used by you when working for us.

5. Availability

Employees shall remain available when working remotely, as if they are working in a physical office, and are expected to be contactable during working hours via appropriate channels such as Teams, Jira, Confluence, Jive, e-mail, and any other platforms.

6. Health and Safety

Employees shall ensure that their remote working set up is done in accordance with general Health and Safety standards. For this purpose, the Facilities Team shall provide employees with a Display Screen Equipment assessment and some material in order to ensure that the remote workstation is set up correctly; these assessments can be carried out remotely; please speak to your local Facilities team in the first instance.

While working remotely, employees are responsible for ensuring working patterns and overtime are not detrimental to their health and well-being and shall still adhere to the company's rules on working time which are in line with the Working Time Directive (or any applicable Working Time legislation).

Employees must use their knowledge, experience and training to identify and report any health and safety concerns to their line manager or their local Facilities Team.

7. Security and Confidentiality

Employees are expected to ensure the security and safekeeping of any confidential information provided and comply with Kindred's data protection policies at all times; including when working remotely. This includes keeping any physical data, including sensitive data, secure whilst it is out of Kindred's premises and it is to be disposed in an appropriate manner once it is no longer needed. Employees shall abide by the provisions of the Data Protection Act, any local legislation and other relevant company policies such as the [Kindred Group Plc Privacy & Personal Data Protection Policy](#).

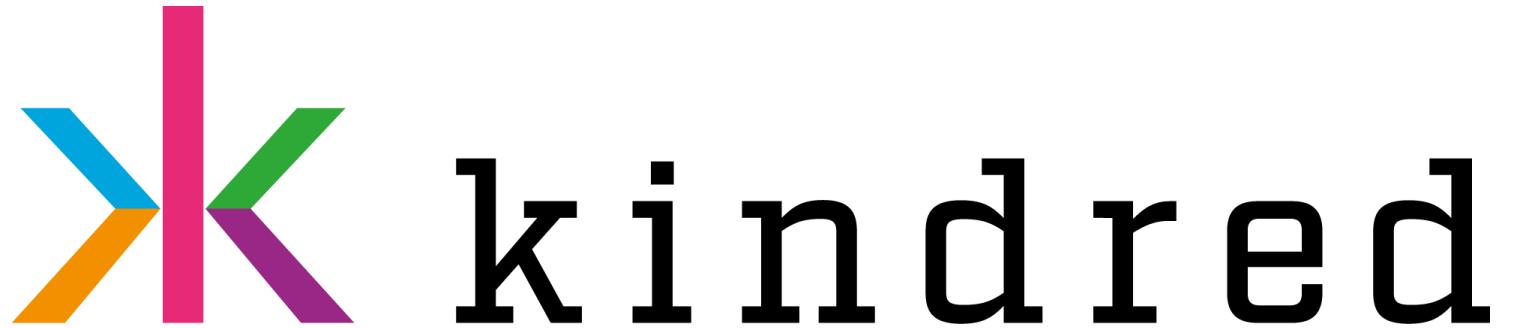
When working remotely, employees should ensure that only they shall have access to the equipment and documents belonging to Kindred and that no other person shall see, use or obtain any information from the equipment and documents.

8. Privacy and Monitoring

Without prejudice to the employee's right to privacy, Kindred may review any employee's workstation for reasons of occupational health and safety, including, particularly for the prevention of any risk to eyesight, physical problems and problems of mental stress; and for reasons of security, particularly threats of theft and unauthorised disclosure of information.

Kindred's systems enable monitoring of email, voicemail, internet, and other communications as well as to process call logs. In order to carry out its legal obligations as both an employer, as well as for other business purposes, Kindred reserves the right to monitor the use of its systems, including the telephone and computer systems, and any personal use of them, by automated software or otherwise.

Monitoring is only carried out to the extent permitted or as required by law, and as necessary and justifiable for business purposes and/or compliance with legal obligations (including safeguarding, and detecting breaches of, customer confidentiality).



Wellbeing & Experience Policy
January 2023



Document Name	Kindred Wellbeing & Experience Policy
Target Audience	Employees
Document Owner	Nick Lawry
Last updated	January 2023
Effective date	1 January 2023
Review Cycle	12 months
Version	2.0

Kindred Wellbeing & Experience Philosophy



At Kindred we are **Individuals United**, we **Dare to Challenge**, we **Build on Trust**, we **Seek to Innovate** and we **Believe in Friendship**.

We strongly believe in these core values and they play a huge part in our culture and in making Kindred a great place to work. We want to embed these same values into how we approach wellbeing by having an inclusive and unique policy that recognises that everyone is different, gives people flexibility and helps support, engage and unite Kindred employees throughout their journey with us.

There are 4 key components that encompass Wellbeing at Kindred:

Physical

Financial

Social

Mental

PHYSICAL

SOCIAL

FINANCIAL

MENTAL

Experiences are something that form a part of your life. They are special memories of what you have been a part of. At Kindred we want to encourage enjoyable experiences that will benefit your wellness and overall health and happiness.



Kindred Wellbeing & Experience Policy

Physical – We all know the importance of physical movement and that is why we want to support our employees in keeping active...

- ✓ Local gym discounts*
- ✓ Annual Wellbeing & Experience allowance that can be used flexibly against things such as gym memberships, fitness classes, wearables/apps, glasses etc.
- ✓ Annual Wellbeing & Experience allowance that can be used for home office equipment to support hybrid working
- ✓ Local cycle to work schemes*
- ✓ Private Healthcare – see your local plan via the [HR Knowledge Base](#)
- ✓ Local football team leagues – speak to your local Kindred United member to find out more in your location

PHYSICAL



Kindred Wellbeing & Experience Policy

Social – As Kindred United, we know its important to feel connected to your Kindred community...

- ✓ Annual Wellbeing & Experience allowance that can be used flexibly against things such as entrance to charity events, club membership fees/subscription, courses / personal development
- ✓ All employees are entitled to three paid CSR days (Corporate Social Responsibility) to work for a local charity/organization
- ✓ The Kindred United team arrange local social events / initiatives throughout the year which includes large events such as Christmas and Summer parties

SOCIAL



Kindred Wellbeing & Experience Policy

- ✓ DE&I (Diversity Equity and Inclusion) is important to us at Kindred so we are pleased to say we are a founding member of [All-in-Diversity](#) and take part in the All-in index survey
- ✓ We have many Network groups you can join to befriend colleagues and truly feel united, allies are always welcomed:
 - ✓ [LGBTQIA](#)
 - ✓ [Every Kind](#) The Culture Diversity
 - ✓ [Womankind](#) Womans Networks
 - ✓ [Disability & Neurodiversity](#)
- ✓ Weekly Virtual Mindfulness Meditation sessions.
If you want to join, information can be found [here](#):

SOCIAL



Kindred Wellbeing & Experience Policy

Financial – We want to assist you in being financially fit & healthy...

- ✓ Annual Wellbeing & Experience allowance that can be used flexibly against things such as financial advice, will writing, short trips and experience days, or kickstarting a new hobby!
- ✓ Local comprehensive pension scheme arrangements to save for your retirement
- ✓ Local deals and discounts*
- ✓ Life Assurance & Income Protection policies
- ✓ Travel to work subsidy/loan*
- ✓ All Employee Share Plan (K2 AESP)
- ✓ Financial webinars and mortgage advice*

FINANCIAL

Kindred Wellbeing & Experience Policy



Mental Health – We want to do all we can to support employees and nurturing good mental health...

- ✓ Annual Wellbeing & Experience allowance that can be used flexibly against things such as wellbeing apps, spa days and therapy treatments
- ✓ Employee Assistance Programmes (EAPs)
- ✓ Mental Health First Aid (MHFA), Check out your local offices on Jive for more information and a list of MHFA's
- ✓ Hybrid working
- ✓ Webinars and events such as World Mental Health Day & stress and resilience workshops.
- ✓ Kindred Academy- sign up for Kindred DNA training courses such as stress/resilience building and how to manage burnout. You can also access Linked In Learning where you can find thousands of other courses

MENTAL
HEALTH

Wellbeing & Experience Allowance Guidelines



At Kindred our aim is to provide an outstanding employee experience, and we want employees to be as happy and healthy as they can be, and to be recognised as individuals, during their time with us.

In support of this, Kindred provides a Wellbeing & Experience Allowance which employees can used flexibly towards health and wellbeing activities including experience days and leisure pursuits.

N.B. Please note there is no change to the existing claims process for Sweden which follows local legislation. Please refer to the separate [SE Health Benefit policy](#) on HR Knowledge Base for details.

The policy covers all employees and is effective from 1 January 2023.

This benefit is provided subject to the provisions outlined in this policy and Kindred reserves the right to revise or terminate the policy at any time.

Your allowance is per annum January – December and is based on your office location (see *Appendix 1*).

Eligibility

In order to make a wellbeing claim you need to fulfil the following criteria:

- Be a **permanent** employee or on a **fixed term contract** of longer than 6 months (any allowance will be pro-rated per full quarter worked)
- If under notice or working your notice period, the allowance will be pro-rated based on completed quarters up to your leaving date
- **Part time** employees are equally entitled to the full annual wellbeing allowance
- If you join Kindred on or after 1st October you will not be eligible to make a claim until the new policy year starting the following January
- If you relocate during the calendar year, your allowance will be pro-rated for each location

The allowance is provided on an annual basis. New joiners will be eligible to claim based on the quarter you started at Kindred (see *Appendix 2*)

Employees (including new hires) can make up to **TWO** claims per year via Concur. If you do not use your full annual allowance for one year, this cannot be rolled over into the next year, nor will it be paid as cash. Any unused allowance will be lost, and you will simply receive the new year's allowance. The expense must have been incurred within the policy year.

Wellbeing & Experience Allowance Guidelines

Wellbeing is personal and it means different things to different people. Here at Kindred we want to make the policy as inclusive as we can to enable you to utilise the Wellbeing & Experience Allowance in the way most meaningful for you.

N.B. Please note there is no change to the existing guidelines for Sweden which follows local legislation. Please refer to the separate SWE Health Benefit policy on HR Knowledge Base for details.

The Wellbeing & Experience Policy focuses on promoting and enabling what brings you good wellbeing in all areas, including physical, mental, social and financial. Promoting wellbeing at work helps to create a positive working environment by minimalising stress levels, improving employee satisfaction and engagement, which ultimately helps to thrive at work.

We believe a happy and healthy workforce and providing an outstanding employee experience is essential in building a successful business.

We are flexible on what can be claimed against your Wellbeing & Experience allowance (please see preceding slides for some examples of how it can be used). There are however certain expenses that we are not able to approve, such as:

- Performance enhancing substances, alcohol and/or other drugs
- Fees for activities / memberships related to weaponry, marksmanship
- Postage/shipping costs
- Cosmetic/surgical treatments such as Botox, lip fillers etc.

Wellbeing & Experience Allowance Guidelines



N.B. Please note there is no change to the existing claims process for Sweden which follows local legislation. Please refer to the separate [SWE Health Benefit policy](#) on HR Knowledge Base for details.

Making a claim

- This is a trust-based policy. It is the responsibility of the employee to ensure that any claim submitted keeps within the spirit of the Wellbeing & Experience Policy and what we're trying to achieve by providing an allowance to support these activities.
- Receipts must clearly state the item and/or service purchased. A maximum of **TWO (2)** claim can be created for reimbursement by the employee, **per annum**. Receipts need to be claimed within the same calendar year*. All wellbeing allowance claims (against the current year's entitlement) must be submitted via Concur by **Friday 8th December 2023**. **Any claims submitted after this week will be taken from the employee's 2024 entitlement**. Claims need to be submitted in the currency in which employees are paid.
- In locations where the wellbeing allowance is treated as a taxable benefit, any applicable tax will be paid by the employee.

Please refer to the guide "Making a wellbeing claim" in the [HR Knowledge Base](#) for further details on how you can make your claim.

*Please note, late December receipts would need a January date on the claim when submitted in Concur. This exception (using late Dec receipts from the year before) will only be accepted for claims submitted in January.

Appendix 1

1. Wellbeing & Experience allowance per country



Country	Total Annual Allowance
Australia	500 AUD
Austria	500 EUR
Belgium	500 EUR
Denmark	2,500 DKK
Estonia	500 EUR
France	500 EUR
Germany	500 EUR
Gibraltar	300 GBP
Italy	500 EUR
Malta	500 EUR
Netherlands	500 EUR
Spain	500 EUR
Sweden (incl Stromstad)	5,000 SEK
UK	300 GBP
USA	500 USD
Canada	700 CAD



Appendix 2. New Joiner wellbeing accrual eligibility table per currency/location

Start Date/Quarter AUD	Wellbeing entitlement
Q1 – 01/01 – 31/03	\$500
Q2 – 01/04 – 30/06	\$375
Q3 – 01/07 – 30/09	\$250
Q4 – 01/10 – 31/12	\$0

Start Date/Quarter EUR	Wellbeing entitlement
Q1 – 01/01 – 31/03	€500
Q2 – 01/04 – 30/06	€375
Q3 – 01/07 – 30/09	€250
Q4 – 01/10 – 31/12	€0

Start Date/Quarter GBP UK & Gibraltar	Wellbeing entitlement
Q1 – 01/01 – 31/03	£300
Q2 – 01/04 – 30/06	£225
Q3 – 01/07 – 30/09	£150
Q4 – 01/10 – 31/12	£0

Start Date SEK	Wellbeing entitlement
Please refer to the separate SWE Health Benefit Policy for the new joiner accrual eligibility.	

Start Date/Quarter USD	Wellbeing entitlement
Q1 – 01/01 – 31/03	\$500
Q2 – 01/04 – 30/06	\$375
Q3 – 01/07 – 30/09	\$250
Q4 – 01/10 – 31/12	£0

Start Date/Quarter DKK	Wellbeing entitlement
Q1 – 01/01 – 31/03	DKK 2,500
Q2 – 01/04 – 30/06	DKK 1,875
Q3 – 01/07 – 30/09	DKK 1,250
Q4 – 01/10 – 31/12	DKK 0

Start Date/Quarter CAD	Wellbeing entitlement
Q1 – 01/01 – 31/03	\$700
Q2 – 01/04 – 30/06	\$535
Q3 – 01/07 – 30/09	\$350
Q4 – 01/10 – 31/12	\$0

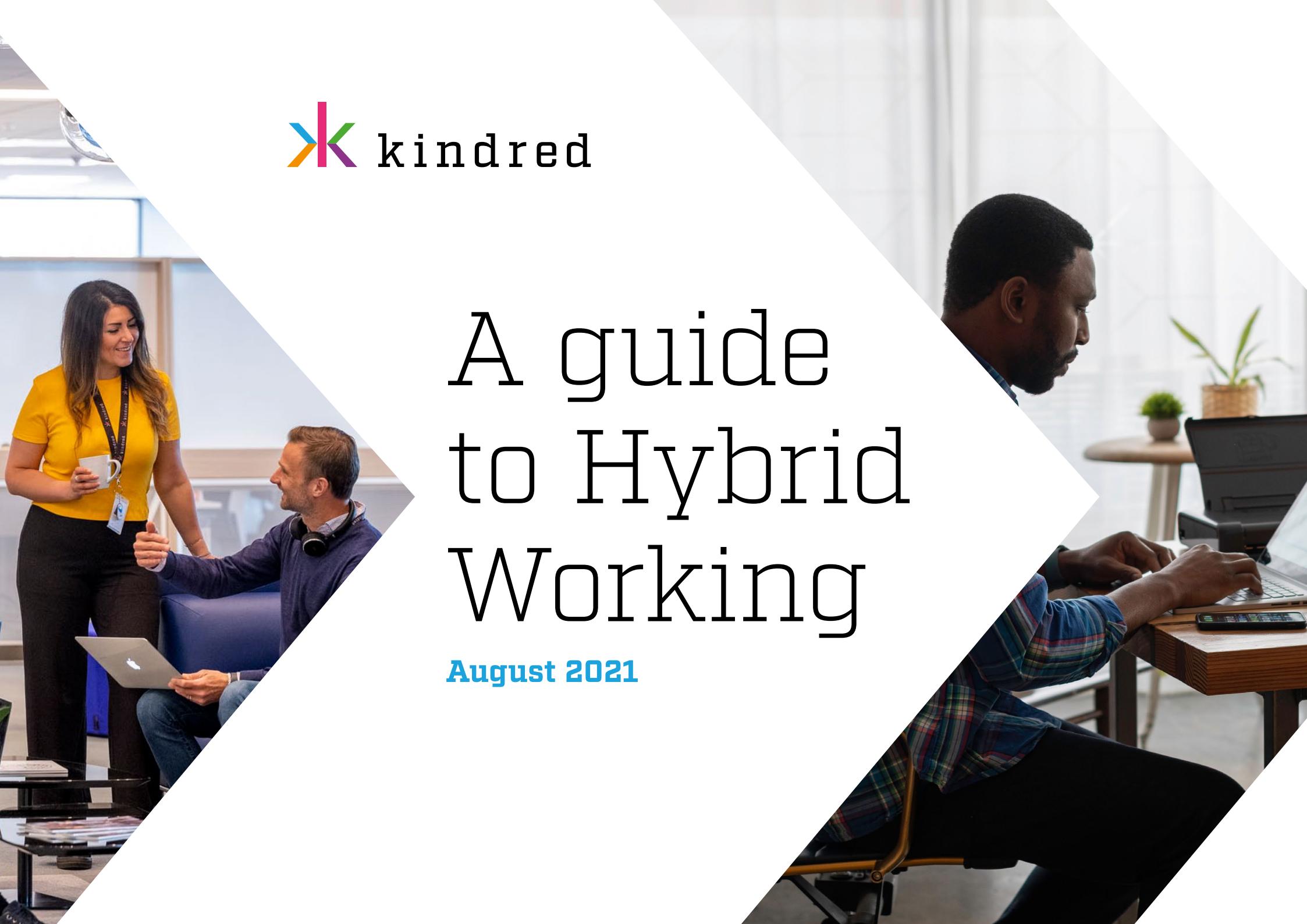


Thank You



A guide to Hybrid Working

August 2021





What is Hybrid Working?

Hybrid Working principles

Hybrid Working goals

Top tips

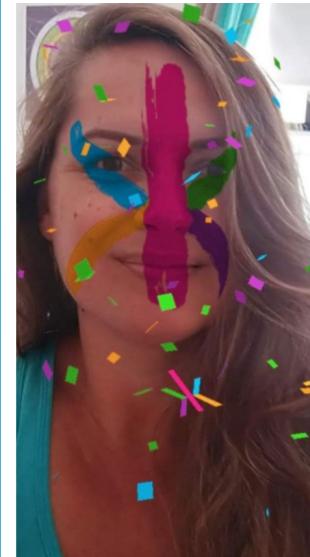
What works best

FAQs

What is Hybrid Working?



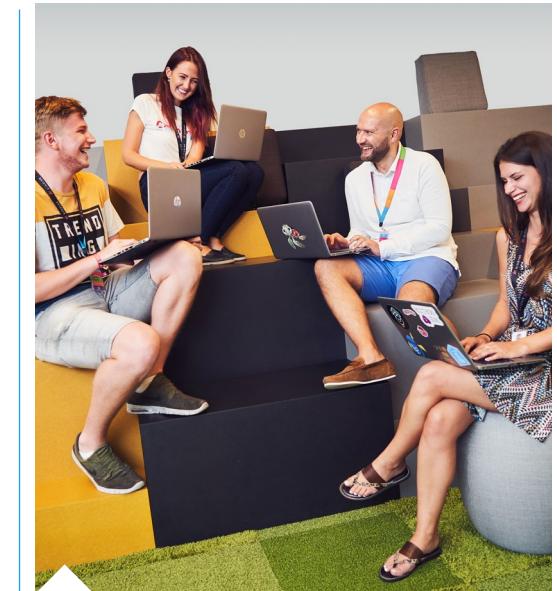
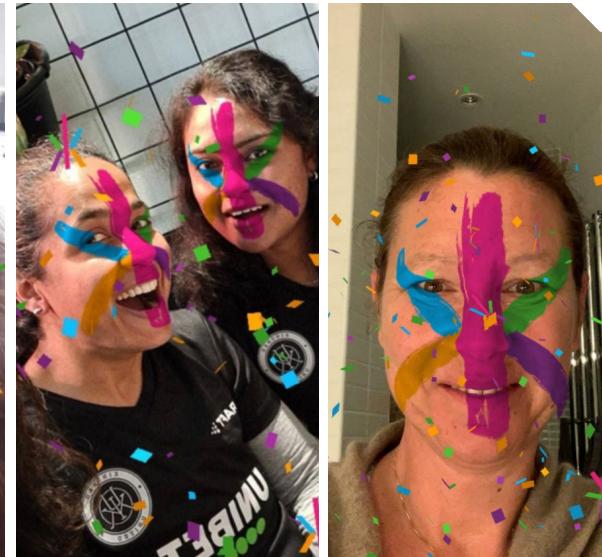
Kindred's Hybrid Working principles



Top tips for adopting Hybrid Working



What are the overall goals for Hybrid Working?



What working arrangement is the best one?



FAQs



What is Hybrid Working?

Hybrid Working is where everyone at Kindred can agree with their managers what work they can do remotely and what needs to be done at the office.

The decision on the best working environment for you and for Kindred will depend on your role, daily activities and how your team works together.

Hybrid Working will also maintain and strengthen Kindred's unique culture. Meeting in the office to come up with new ideas and solutions, and to work, meet and celebrate together, makes each visit special and purposeful.

There will be factors that determine how you decide your teams work best together. Things like how new or established your team is, what work you need to do, your overall preferences, plus some local tax restrictions and regulations we need to follow.

Whether you're in an office or not on any given day, Kindred will offer tools to help you make the most of Hybrid Working. For example, we've set up 'neighbourhoods' in our hub sites, storage lockers in the office, and a wellbeing allowance to kit out your home office.

Wherever we're based, we must continue to connect and collaborate and strive to offer our customers the best possible gambling experience in a safe and secure environment.

Studies have shown that flexible working keeps people more involved, improves work-life balance and boosts general wellbeing. But what's better for people is also better for business and for our planet, in these very important ways:

- Employers who offer flexible work see a 15% increase in productivity, 31% less absenteeism and 10% less turnover.
- We'll have more recruits to choose from, and more staff will stay – because, in general, three out of every four people say they'd change jobs for one that gives them the option of working from home.
- We'll reduce our carbon footprint by cutting out unnecessary travel.



Kindred's Hybrid Working principles



We build on trust

We trust you to make sure that **where you're working suits the needs of customers and internal stakeholders.**

You're measured on your output and impact – not on whether you're in the office or at home.

We trust you to **ensure that the work environment you choose enables you to be productive.**



We are individuals united

We're not all the same, so **you and your manager are free to find the balance that's right for you and Kindred.**

We recognise **some colleagues prefer or need to remain based in the office.**



We seek to innovate

We recognise that sometimes **it may be your home, and sometimes it may be the office, where you do your best thinking.**



We believe in friendship

Using our offices as great places to work together helps us achieve our strategy, meet colleagues and develop important work and social networks.

It is everyone's duty to **make others feel included** regardless of whether they work mostly at home or mostly at the office.



We dare to challenge

If there are aspects of your team's hybrid ways of working that need improving, discuss with your manager, so Kindred can be at its best.

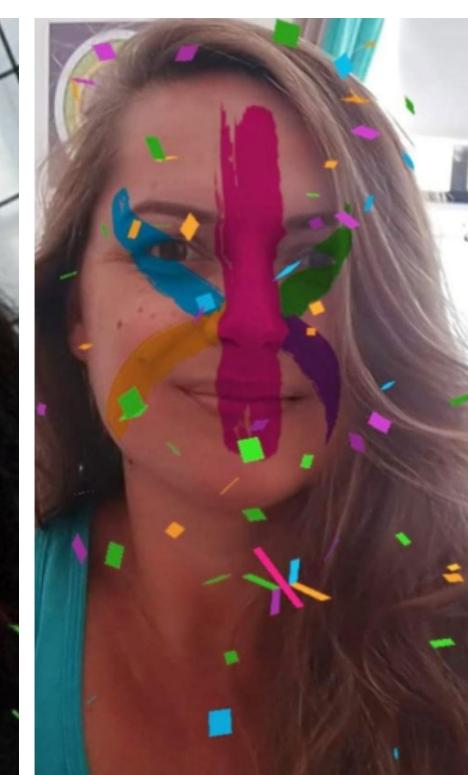
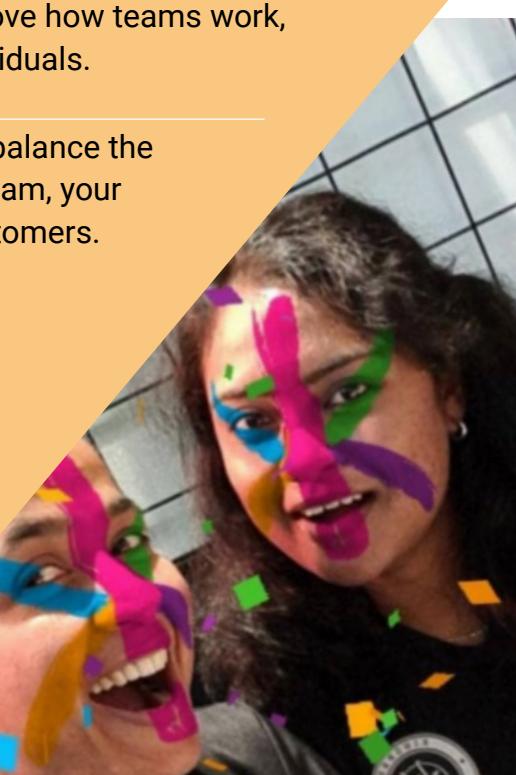


For your team, what are the overall goals for Hybrid Working?

It's about where, when and how
your team works. It's not all
homeworking or forgetting
about your office.

It's to improve how teams work,
not just individuals.

Your choices will balance the
needs of you, your team, your
objectives and our customers.





For you, what are the overall goals for Hybrid Working?

It's an informal approach, not a contractual one. It doesn't replace your existing flexible working arrangements.

These choices will vary depending on your role, function and country, and may change over time, too.

The aim is to do our best work, wherever, whenever and however, so we all can do what we need to.

It's fair and inclusive, and takes personal circumstances into account, as well as what's best for the business.

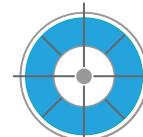




Top tips for adopting Hybrid Working



With your line manager and stakeholders, you can choose how you work together to achieve the best results, with a flexible work style relevant to the work you're doing.



Work out the best way of completing your tasks and activities. Discuss with your team whether it's best to meet online or in person, and set clear goals for your sessions.



Agree your approach with any stakeholder you work with. Coordinate when you're going to meet with others, to make the most of working together in our offices.



We know that informal networks are important at Kindred, so think about how they can enhance our working culture.



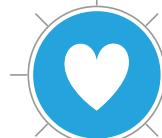
It's not a licence to stay at home – so meet stakeholders, colleagues and friends regularly at the office.



Prioritise face-to-face meetings at the start of a project, to develop relationships.



Think about all the things that affect where you choose to work – such as technology, travel times, sustainability, cost, and accessibility or space.



Respect other people's choices – not everyone is able or will want to work the way you do.



What working arrangement is the best one?

There's no right or wrong answer. It depends on your location and role. But broadly, if you're not sure, talk to your manager and work out a solution together. Here are suggested work locations based on different scenarios:

Do I need to be in the office every day because of the nature of my work?

How often you need to be in the office will vary by role. It will depend on where your main business and customer stakeholders are based, as well as any local tax or regulatory requirements. If you're not sure, speak to your line manager or your HR Business Partner (HRBP).

Are you meeting other people in your team?

The office works if you have some of your team together and those at home or in a different office can join on Teams and feel included. If you can't all be together, does it work with half in the office and half remote?

Are you attending meetings that last half a day or longer?

Do this at the office where you can chat in person and take a break from the screen.



What working arrangement is the best one? continued

Are you on short back-to-back calls?

Do this from home where you can be flexible in your approach. Use a mix of audio and video, so you can walk while you talk, to reduce your screen time in the comfort of familiar surroundings.

Will you be talking about anything confidential?

If so, and you can't all be in the same room, then you're better off having this type of meeting from home.



Is it a session to discuss your performance and development, or career aspirations?

Ideally you'd hold these together in the office, but if your manager is elsewhere, then choose a comfortable environment at home where you can have a good, open conversation.

A lucky 'no meetings in the diary' day?

Work from home, and do what you need to get done. Use the time for task or business planning, or thinking about your own development. Or maybe it's a good day to catch up with colleagues in the office, without the pressure of planned meetings.

Is it a day for concentrating on individual work you need to do?

Do this from home, maybe in a favourite spot where you feel inspired and won't be distracted.





What working arrangement is the best one? continued

Is it a day for solving problems or being creative with others?

Meet your colleagues in the office, where you can create the right environment for discussing new ideas.

Are you meeting a new colleague?

Try to do this on a day in the office, and mix in other type of meetings too.

Do you feel you'd be more productive if you met in person?

Meet your colleagues in the office where you can create the right atmosphere in the room to progress a project or resolve an issue.

Do you have a meeting where it's important to have some social time with your team?

Do this from the office where you can meet in person and make time for social interaction. Book a meeting room with Teams technology to connect virtually with any member who can't be there.

Would meeting colleagues in person benefit your wellbeing?

Find the right opportunity to do this, so you all benefit from the positive impact.





FAQS

Q. How many days am I expected to spend in the office?

A. This will vary by role, function, local tax regulations and work demands. But there is no target or limit; you go to the office to fit with the needs of your work and your team. However, for health, wellbeing and staying in touch, we'd encourage regular visits. There are also some teams and roles that need to be in the office for specific tasks or days of the week due to the nature of their role, or local regulations or tax rules.

Q. Does 'the office' mean my contractual location?

A. Yes, as it's important we keep to local tax and legal regulations.

Q. Does Hybrid Working mean I don't have to come into the office?

A. No. It's a flexible approach to getting the work done, but it doesn't mean all our work is based at home. Typically, colleagues will average two to three days a week in each work location, depending on their role.

Q. Do I need to agree my work style or locations with my manager?

A. Yes. We expect leaders at all levels to be aware of work styles and preferences for their teams, and provide as much flexibility as they can for their teams to work in the best way possible.

Q. Does Hybrid Working accommodate my personal circumstances?

A. Yes, it will take into account how things such as caring responsibilities, childcare, faith or religion, and accessibility fit into a Hybrid Working work style.

Q. Can we book desks so we can sit together as a team when we're in the office?

A. There are neighbourhood areas where you don't need to book, and other spaces you can book, either before or on the day. We are also looking into a desk-booking system for our hub sites.

Q. How will we know Hybrid Working works?

A. We'll be monitoring things like benefits to the business and wellbeing to see how it goes.

Q. How does Hybrid Working fit with location strategy?

A. Our location strategy is about ensuring our teams work together in common locations, whereas Hybrid Working is about where, when and how we get the job done.

→ If you have any questions or queries you can get in touch with your line manager



MAKING A WELLBEING CLAIM

Document Name	Making A Wellbeing Claim
Target Audience	Kindred Employees
Document Owner	Nick Lawry
Last Reviewed	September 2022
Review Cycle	12 months
Version	1.5

OVERVIEW

This guide details how wellbeing claims are made. Please refer to the Global Wellbeing Policy for more information on what you can claim.

Please note that neither this guide nor the Global Wellbeing Policy apply to employees based in Sweden.

GUIDE

General process for all locations except for Sweden (please refer to the [HR Sweden – Health Benefit Policy](#))

It is the responsibility of the employee to ensure that any claim is covered by the Global Wellbeing Policy before making a claim.

Claims need to follow the Company's expense process in Concur (please refer to Appendix A for instructions) and must include receipts. Receipts must be itemised and can't be more than six months out of date. Receipts need to be claimed within the same calendar year. Expenses dated in December must be claimed by the 2nd week of December. Any claims after that date will be processed from the following year's allowance.

Employees are requested to claim for the Wellbeing Allowance in separate expense claims to their normal expenses as Wellbeing Allowance claims will be directed to HR for approval. Concur will automatically cap the amount used at the granted wellbeing allowance amount, however employees are also advised to keep a running tally of their usage of the benefit. HR reserves the right to reject any claim not in line with the above.

Please note that you will need to allocate the Wellbeing Allowance claims to the HR budget by pressing 'ALLOCATE' on the bottom right of the screen before sending the expense in for approval. This will open a pop-up window where you need to enter the Reward object code 9008, and press delete for the content under 'project'. The system will not let you submit the claim if it's not allocated correctly which will delay the reimbursement process.

The claim will be reimbursed in the usual timeframe when submitting expenses, and separately from your monthly salary.



UK: Example of claim and tax implications

- Employee claims for £300 Wellbeing allowance through Concur (claim as a solo item, using the type 'UK Wellbeing Allowance') and once approved payment is made direct to employee bank account,
- Going forward from the 2022 financial year, the value of your wellbeing amount claimed will be processed through the next available month's payroll and PAYE and NI due will be calculated and included in your payslip. You will see the Wellbeing claim and a corresponding deduction (as you have already received this in cash through the Concur claim) on your payslip.
- The tax that the employee pays on the £300 benefit will depend on their marginal rate of tax (basic/higher/additional – 20%/40%/45% respectively).
- For further information, please see HMRC's guidance on benefits [here](#)

Malta: Example of claim and tax implications

- Employee claims for €500 Wellbeing allowance through Concur (claim as a solo item, using the type 'Wellbeing Allowance').
- Employee is paid €500 for this expense. As the Wellbeing Allowance amount has been claimed, it is added into the next monthly pay run to ensure relevant tax is processed on the value. Once the tax is applied, the allowance is then reversed in payroll, as the employee would have already received it through expenses in advance.

Questions

Please raise a HR Jira for any questions relating to the wellbeing benefit.



SAP Concur



APPENDIX A

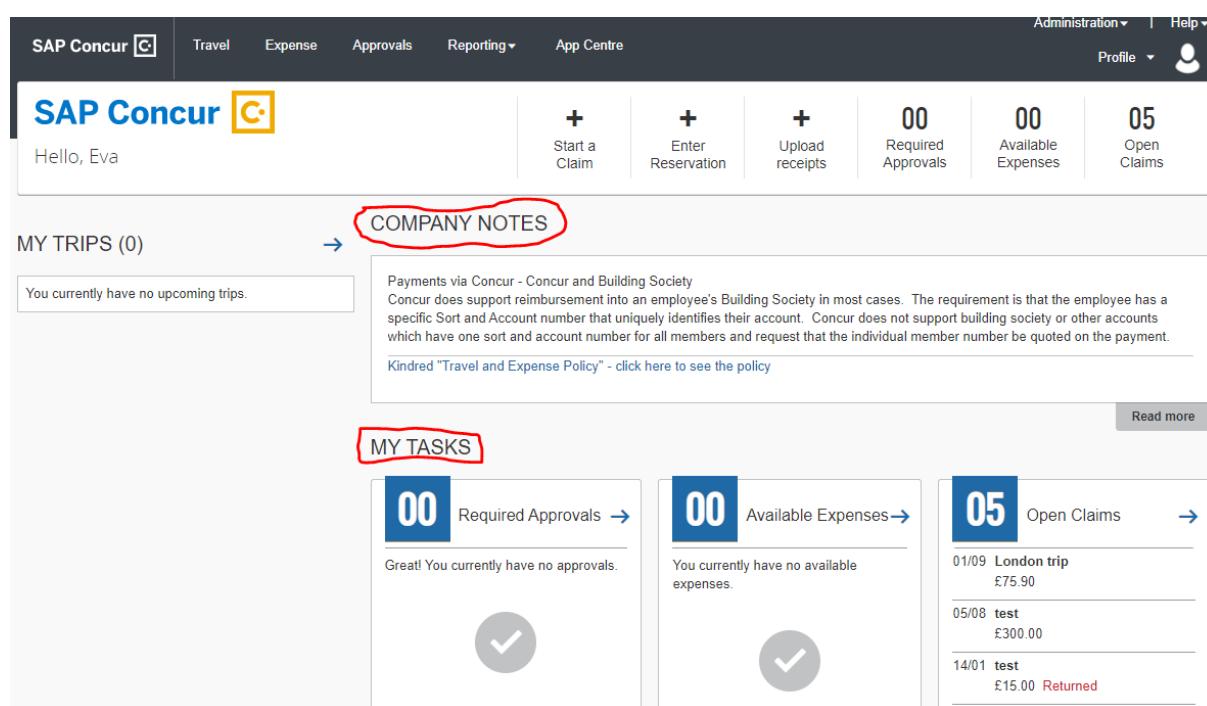
How to check your Wellbeing allowance left for the year

On SAP Concur Home Page

(Note: To return to the SAP Concur home page from any other page, click the SAP Concur logo on the top left of the screen)

Company Notes: Content is provided by your company

My Tasks: This section lists Required Approvals, Available Expenses and Open Claims



The screenshot shows the SAP Concur home page with the following interface elements:

- Top Navigation:** SAP Concur logo, Travel, Expense, Approvals, Reporting, App Centre, Administration, Help, Profile.
- Welcome Message:** Hello, Eva.
- Header Buttons:** Start a Claim, Enter Reservation, Upload receipts, Required Approvals (00), Available Expenses (00), Open Claims (05).
- MY TRIPS (0):** You currently have no upcoming trips.
- COMPANY NOTES:** A red box highlights this section. It contains information about payments via Concur and Building Society, stating that Concur supports reimbursement into an employee's Building Society account if they have a specific Sort and Account number. It also notes that Concur does not support building society or other accounts which have one sort and account number for all members and request that the individual member number be quoted on the payment. A link to "Kindred 'Travel and Expense Policy'" is provided, with a "Read more" button below it.
- MY TASKS:** A red box highlights this section. It shows three categories:
 - Required Approvals:** 00. A message says "Great! You currently have no approvals." with a checkmark icon.
 - Available Expenses:** 00. A message says "You currently have no available expenses." with a checkmark icon.
 - Open Claims:** 05. A list shows:
 - 01/09 London trip £75.90
 - 05/08 test £300.00
 - 14/01 test £15.00 Returned

Click Open Claims > Claim Library

SAP Concur  Travel Expense Approvals Reporting App Centre Administration ▾ Help ▾ Profile ▾

Manage Expenses Processor ▾

Manage Expenses

ACTIVE CLAIMS

ACTIVE CLAIMS		
	RETURNED	24/03/2020
Create New Claim	test	
	£15.00	
	 Exceptions	
		RETURNED
London trip		25/11/2019
01/09/2020		Conference in London
test		£100.00
 Exceptions		
		RETURNED
London trip		27/11/2019
01/09/2020		London
		£200.00
 Exceptions		

Under Claim Library > you can see all your expense claims and check your balance left for the year

SAP Concur  Travel Expense Manage Expenses Processor ▾

← Manage Expenses Claims for last 90 Days

View ▾ Create New Claim Import Expenses

Claim Name	Claim ID
London trip	D451C69EE292
test	9A4908CB6CC1

 This report has one or more entry level exceptions.

 You are attempting to reclaim more than £200 / €250 gym allowance in this calendar year.

 This report has one or more entry level exceptions.

← Manage Expenses Claims for last 90 Days

View ▾ Create New Claim Import Expenses

Unsubmitted Claims Active Claims Recent Claims Pending Claims Approved Claims Processed Claims Paid Claims Payment Confirmed Claims All Claims Claims for this Month Claims for last Month Claims for this Quarter Claims for last Quarter Claims for this Year Claims for last Year Claims for last 90 Days

How to allocate Expenses

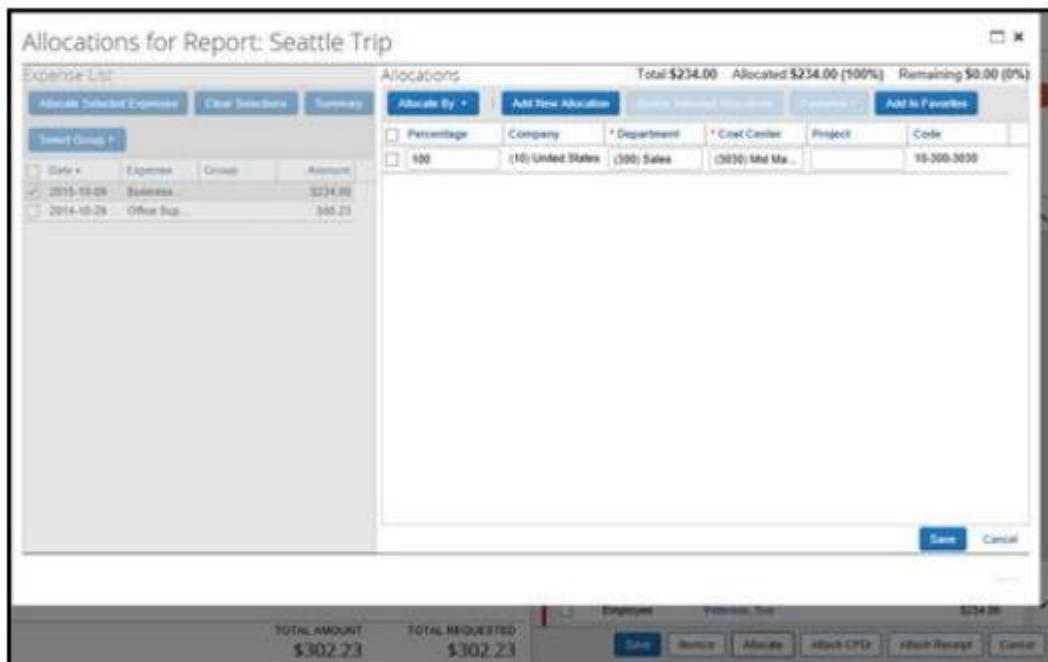
You can allocate expenses to projects or departments, which will be charged for those expenses.

To allocate your expenses

- With the expense claim open, to create or edit a single expense, click Allocate at the bottom of the Expense tab.

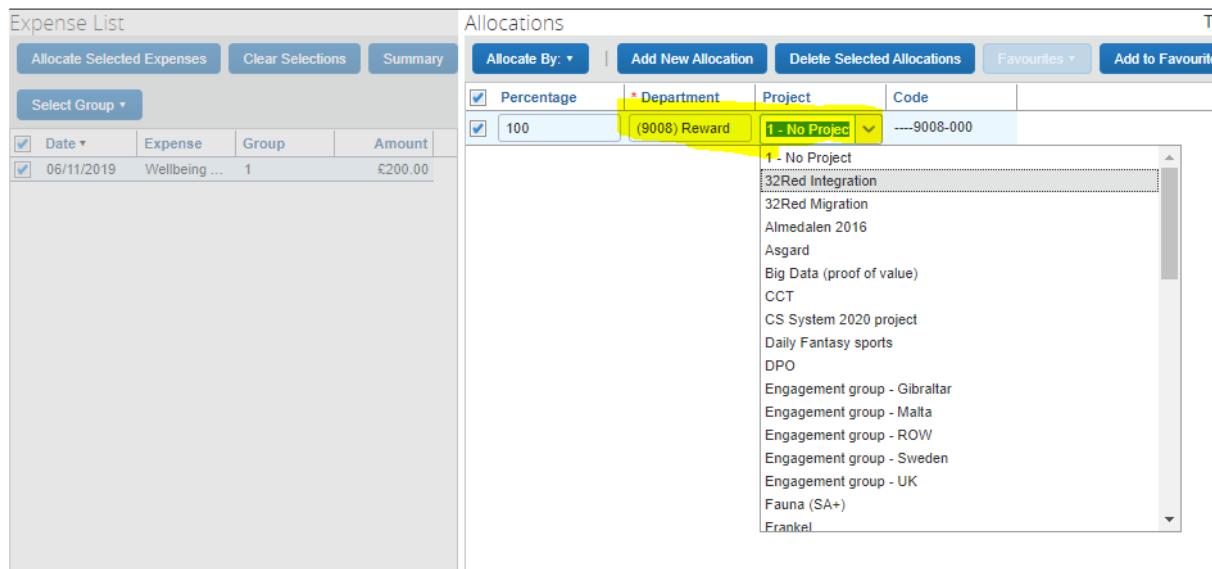
Save  Allocate Attach Receipt Cancel

The Allocations for Report window appears. The total expense Amount, the amount Allocated, and the amount Remaining are listed.



2. Select Department 9008 Reward – and also (000) 1 – No Project

Allocations for Claim: London



Allocations for Claim: London

Expense List				Allocations				Total: £200		
<input type="button" value="Allocate Selected Expenses"/>		<input type="button" value="Clear Selections"/>		<input type="button" value="Summary"/>		<input type="button" value="Allocate By:"/>	<input type="button" value="Add New Allocation"/>	<input type="button" value="Delete Selected Allocations"/>	<input type="button" value="Favourites"/>	<input type="button" value="Add to Favourites"/>
<input checked="" type="checkbox"/> Select Group				<input checked="" type="checkbox"/> Percentage <input type="checkbox"/> Department <input type="checkbox"/> Project <input type="checkbox"/> Code						
<input checked="" type="checkbox"/>	Date	Expense	Group	Amount						
<input checked="" type="checkbox"/>	06/11/2019	Wellbeing ...	1	£200.00	(9008) Reward	(000) 1 - No Pr...	---9008-000			

If you do not click (0001=) 1 – No Project, the allocation will not work

3. Click Save.
4. Click OK to confirm the allocation, and then click Done

Expense List				Allocations				Total: £200.00	Allocated: £200.00 (100%)	Remaining: £0.00 (0%)
<input type="button" value="Allocate Selected Expenses"/>		<input type="button" value="Clear Selections"/>		<input type="button" value="Summary"/>		<input type="button" value="Allocate By:"/>	<input type="button" value="Add New Allocation"/>	<input type="button" value="Delete Selected Allocations"/>	<input type="button" value="Favourites"/>	<input type="button" value="Add to Favourites"/>
<input checked="" type="checkbox"/> Select Group				<input checked="" type="checkbox"/> Percentage <input type="checkbox"/> Department <input type="checkbox"/> Project <input type="checkbox"/> Code						
<input checked="" type="checkbox"/>	Date	Expense	Group	Amount						
<input checked="" type="checkbox"/>	06/11/2019	Wellbeing ...	1	£200.00	(9008) Reward	(000) 1 - No Pr...	---9008-000			

5. You can check that the allocation has been successfully added if you find this symbol on your expense report



London

[+ New Expense](#) [+ Quick Expenses](#) [Import Expenses](#) [Details](#) [Receipts](#) [Print / Email](#)

Exceptions

Expense	Date	Amount	Exception
Wellbeing Allo...	06/11/2019	£200.00	 The Well-being Allowance expense type has been selected - this expense report will be approved by your Local HR.

Expenses

<input checked="" type="checkbox"/>	Date	Expense	Amount	Requested
<input checked="" type="checkbox"/>	06/11/2019   	Wellbeing Allowance London, Greater London	£200.00	£200.00

The Well-being Allowance expense type has been selected - this expense report will be approved by your Local HR.

Expense
 Previous Comment
 Entered By Eva Gutierrez-Lopez
Expense Type
 Wellbeing Allowance
Payment Type
 Cash/Personal Card

6. QUESTIONS

Please contact Eva Gutierrez-Lopez if you have further questions.



People Processes in a Hybrid World

Why?

There are a great deal of "people processes" which you will undertake as a manager. It's important to choose the correct hybrid location for these in order to gain maximum benefit from them and to ensure they meet all the relevant needs.

Who

Manager / Employee / Team / HRBP

(As required)

Recruitment

Where possible we would like candidates to have at least one of their interviews at a Kindred office to come and meet their potential manager face to face. This ensures that the candidate has a really good understanding of our Kindred Culture, both remotely & in our offices and enables them to make a great decision. We also have great offices, so why not show them off to potential candidates?!

Onboarding

First Day

Managers MUST be there to greet their new employee face to face on their first day. The only time there is an exception to this is where managers are not located in the location of the new employee. In this instance, they should assign a 'buddy' who will show them around & support them during their onboarding experience. It's your responsibility as a manager to ensure that your new starter has the support that they need regardless of their location.

A great onboarding experience ensures a quicker time to competency for your new starter, so it's important that you and your teams are spending quality face to face time with your new starter – this will benefit the whole team in the long run!

First Week

Managers should organise for team members & important stakeholders to meet their new employee face to face throughout their first week. Therefore we anticipate that both the new starter, you as their manager and your team members would likely be in the office more than they would during an average hybrid week.

Objective setting and 1:1s

1:1

Where managers are located in the same geography as their employees they should try to align team charters so that they can have 1:1s face to face where possible. This allows for a much more rich experience for both employee and manager.

Quarterly Review

Quarterly Reviews should always be held face to face where the manager and the employee are co-located. Where the manager is in a different location, we suggest that managers allow extra time when travelling to the locations of their team members for 1:1s, QRs, monthly checking and face to face workshops.

Formal HR Processes

From time to time, there may be more formal processes that you need to follow as a Manager. These could range from Performance Improvement meetings, Sickness/Absence reviews or even consulting with our employees about changes that we are making at Kindred.

Where these processes need to be followed, we always expect the Manager & Employee to take these meetings face to face. If the employee is not co-located with you, these can be done over teams by exception and the employee supported with a local HR team member if needed

What sort of meetings would mean face to face is best?

Some examples: Changes to an employees role, consultation, return to work post absence, dismissal, grievance investigation and performance management review/outcome.

Should any of these processes need to be followed, the HR Knowledge Hub and/or your HR Business Partner will provide more guidance on these processes and what meetings are required.

Creating A Team Charter

Why?

The aim of this charter is to collaborate and align as a team on how it's best to work together in our hybrid ways of working. This means what days we'll work together in the office and what days we'll work apart at home.

Who

Whole Team - Really important to ensure all individuals feel included in conversations and decisions.

Prep Time

30 mins

Running Time

Approximately 1 hour

Output

Documented Team Charter

Materials

- Team Charter
- Document to capture
- Meeting Room/MS Teams

Step 1 - Consider Core Activities

As a line manager of a team it is important for you to give some consideration ahead of the meeting to the types of activities your team will need to be involved in. This could be OKR alignment sessions, strategy planning, team meetings, training workshops alongside the BAU activities your team members complete.

Also consider the approach you are taking within your function and whether if you have completed the team charter with your line manager, how your team will align to this.

Top Tip: Consider how your team will work with other stakeholders too. For example, could you align your team charter with members of your virtual team? Are there any other teams within your function/elsewhere within Kindred who rely on your team at any key points in the week?

Step 2 – Ask your direct report to prepare

Invite your direct reports at least a week ahead of the meeting, re-enforcing the purpose and benefits. This will give your direct reports an opportunity to:

- Ask any questions they may have ahead of the meeting
- Review their own activities as above so they can arrive prepared
- Come to you ahead of the meeting with any personal requests (such as dependencies/commitments)

Step 3 – Starting the meeting

Take some time to go through the Principles/Governance section of the Team Charter and answer any questions which may arise.

Top tip: A strong team charter is one which is built on doing our best for our customers, colleagues and stakeholders.

Step 4 – During the meeting

1. Meetings/Activities

Call out what meetings and activities are best completed in what way according to the matrix below:

Activity	Purpose	When	Where	Type of Meeting	Note

2. Days of the week

Decide if there are specific days of the week when it would be beneficial for the whole/part of the team to be in the office together.

Top Tip: Ensure everyone has an opportunity to contribute. It's not necessarily about reaching consensus but ensuring that everyone's voice is heard. Sense check the outcomes with the less vocal members of the team.

Top Tip: Discuss with your team how to work well together under a hybrid model, for example:

- Plan a workshop like you're remote (i.e. no post it notes!), perhaps all dial into your laptop with headphones so the experience is the same whether you're together or apart
- Use a virtual whiteboard such as Klaxoon or Miro
- Have your camera on, both in the meeting room and at home
- Make sure your technology is working ahead of a meeting – whether that's prepping the meeting room ahead of a meeting start time, or heading to the office if your connection at home is playing up.

Step 5 – Closing the meeting

Summarise and sense check the outputs with the whole team. Advise that this is a proposal and may be subject to change based on the wider team needs. Let the team know when you will follow up, in line with your functional plan.

Step 6 – After the meeting

Refer to your line manager and follow the process agreed within your function to approve your team charter. Discuss any potential changes with your team and once agreed, communicate and enact the team charter (it's useful to include your local Facilities team in the communications as it will aid them with planning of facilities provisions). Finally, agree a review date for the team to meet.

Top Tip: Regularly review the effectiveness of the team charter, both with your team as a whole, and with individuals as part of regular check-ins, to ensure team members are feeling effective, included and engaged.