

# Kyndryl U.K. gender pay gap report 2026



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## Our commitment

At Kyndryl, belonging is our superpower – and it's a central part of The Kyndryl Way, the culture we foster across our global organization. The “Kyn” in Kyndryl comes from *kinship*, reflecting the strong bonds we build with one another, our customers and our communities.

Through our differentiated culture – The Kyndryl Way – we attract, retain, develop, motivate and care for a highly skilled workforce, fostering a true sense of belonging that drives employee engagement and better outcomes for our customers, our communities and our company.

Our culture of empathy, trust and belonging enables us to advance the vital systems that power human progress.



## Kinship @ Kyndryl

To advance our efforts, we have established a unified team – Kinship @ Kyndryl – to scale our programs supporting inclusion, belonging and wellbeing.

**Kinship @ Kyndryl comprises four key focus areas:**

- **Be included.** Foster belonging through our Kyndryl Inclusion Networks and other initiatives.
- **Be well.** Nurture social, mental, physical and financial wellbeing.
- **Be ready.** Enable Kyndryls to thrive and develop skills for the next opportunity.
- **Be impactful.** Drive purposeful engagement with our customers and communities.

We also monitor engagement and inclusion through enterprise surveys and external benchmarks.

Best Practice Institute (BPI) ranked Kyndryl U.K. #11 in its 2025 Most Loved Workplaces® list for exceptional commitment to fostering a workplace culture rooted in trust, respect and purpose.<sup>1</sup>

Our Empathy and Inclusion Index measures how effectively leaders create an environment of empathy and trust where Kyndryls feel a sense of belonging. According to our fiscal 2025 Annual Engagement Survey, Kyndryl's global Empathy and Inclusion score is 85.3% – an aggregate measure of workplace trust, respect and belonging.

## Kyndryl Inclusion Networks

Our Kyndryl Inclusion Networks (KINs) are company-sponsored, employee-led resource groups open to all Kyndryls. They are a core part of how we foster an inclusive workplace, strengthen our culture of belonging and create an environment where people feel valued and accepted.

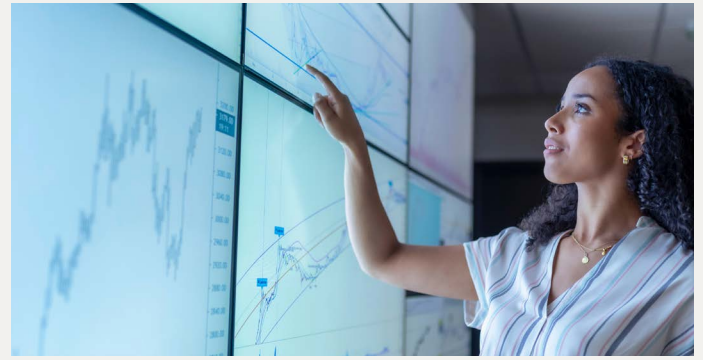
### Enterprise-level KINs:

- Women
- LGBTQ+
- True Ability (people with disabilities and neurodiversity)
- Black/Afro
- Hispanic/Latino
- Asian American/Pacific Islander
- Native/Indigenous/First Nations

Executive sponsors champion and support the work of KIN leaders. In the U.K. and Ireland, they also collaborate with our well-being community to co-create safe spaces where people can support each other. This environment empowers every Kyndryl to bring their whole self to work – individually and collectively – and supports the activation of The Kyndryl Way.

# What the gender pay gap is – and isn't

The gender pay gap compares average pay between men and women across the workforce; it is distinct from equal pay, which concerns paying men and women the same for equal work. U.K. employers with 250+ employees must publish gender pay gap data annually using the government methodology (hourly pay on April 5th and bonus pay over the prior 12 months).



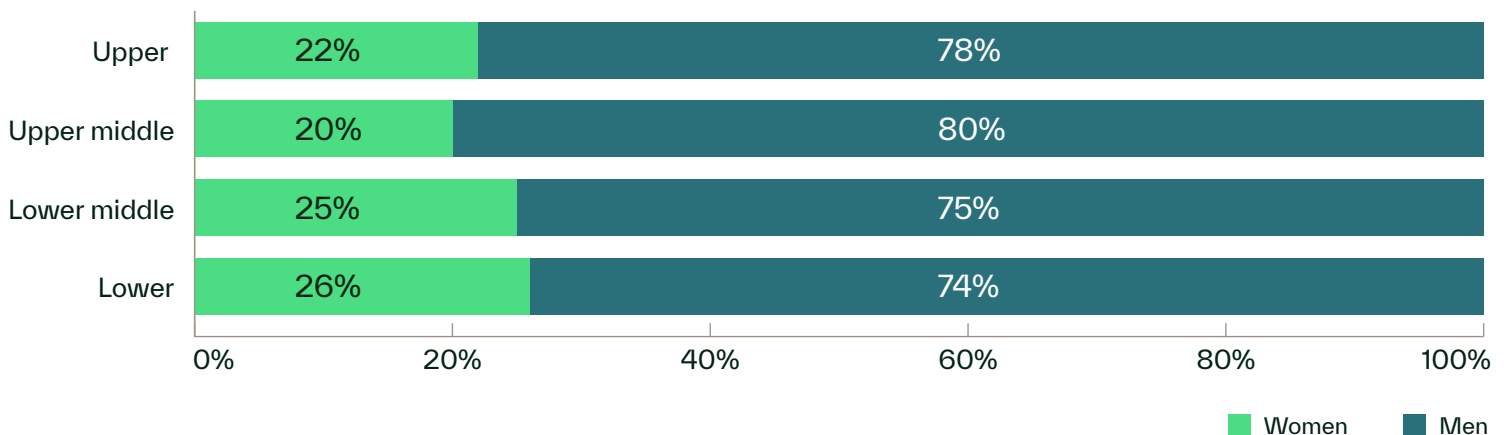
## Our 2026 U.K. gender pay gap results

This year, we are pleased to report a reduction in our median pay gap, to 4.2% (down from 5.5% in 2025), and a reduction in the mean pay gap, to 7.4%, (down from 9.6%). The complete breakdown of figures can be found in the table below.

Kyndryl U.K. continues to significantly outperform the U.K. technology sector average gender pay gap of 17.5%,<sup>2</sup> reflecting our ongoing representation and progression efforts. Additionally, whilst the gender pay gap is significantly higher in the U.K. tech sector compared to the U.K. overall, Kyndryl bucks this trend with a 4.2% median gap, which is also lower than the 6.9% U.K. gender pay gap across all sectors.<sup>3</sup>

Year	Hourly pay gap		Bonus pay gap		Proportion receiving a bonus	
	Median	Mean	Median	Mean	Women	Men
2026	4.2%	7.4%	12.1%	34.4%	85.3%	86.9%

### Quartile hourly pay bands



# What drives our gap

Like much of the technology sector, our gender pay gap is influenced primarily by representation at senior levels and by the distribution of roles across pay quartiles. Year to year movement reflects hiring, attrition, promotions, market dynamics and growth priorities, which change the mix of roles and seniority across our U.K. workforce. Our focus

remains to increase female representation — especially at senior levels — and to ensure equitable processes across the employee lifecycle. Our progress in increasing female representation at senior levels explains the reduction in our gender pay gap for this year.

## What we did in 2025 — and what we'll do in 2026

### Strengthening data, transparency and compliance

- **Use our gender pay gap reporting to drive action.** We monitor our gender diversity for the workforce overall and in executive positions monthly. Throughout 2025, we have focused on increasing representation at senior levels. In the reporting period for this pay gap, we report a 20% increase, taking our representation of women in executive positions to 30%.
- **Analyse our pay equity and take action.** At Kyndryl, we are committed to fair and equitable compensation that allows us to attract and retain top talent. We regularly conduct equal pay analyses to identify and address any disparities, reinforce our dedication to paying fairly for contributions and continue to evolve our pay practices.

### Improving verified skills, career visibility and mobility

- **Increase career profile completion across our workforce and strengthen our ability to match talent with opportunities.** Throughout 2025, we encouraged all our Kyndryls to complete their career profiles, setting out skills, competency assessments and career goals to help us match talent with new opportunities.
- **Improve internal career mobility.** 73% of our workforce in the UK and Ireland have completed profiles and we focus on matching people to roles where there is at least a 60% skills gap.

### Celebrating role models and career journeys with our Women's KIN

- **Foster a sense of community.** We continue to host monthly Women's KIN community calls, which are open to anyone in the U.K. and Ireland community. We typically have over 50 attendees each month, including female KIN members and male allies from all levels of the organisation. These calls feature a variety of topics and themes, ensuring lively discussion and fresh perspectives each month. Whenever we can, we invite customers and partners to join us, either in panel discussions or other formats, where they learn about our KIN initiatives and share best practices from their own experiences and Employee Resource Groups (ERGs) to inspire our Kyndryl community and help to elevate their professional networks.
- **Celebrate role models.** A recent panel discussion showcased several new female executive hires, where these new leaders shared their personal stories, articulated their career journeys and imparted valuable lessons learned on their path to becoming Vice Presidents.
- **Cultivate early-career talent.** Our focus on collaboration between customers and partners continues, such as a recent "Inspiring Tomorrow's Talent" event co-hosted by BT Group and Kyndryl. Early-career professionals from both organisations participated in a panel discussion, enriched by Q&A sessions and speed-dating style networking.



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#### **Citations**

1. [Kyndryl UK named to the 2025 UK's top 100 Most Loved Workplaces® list](#), Kyndryl Newsroom, February 2026
2. [Gender pay gap report 2025](#), We Are Tech Women, October 2025
3. [Gender pay gap in the UK: 2025](#), Office for National Statistics, November 2025