



## Gender Diversity

At the end of the 2019/20 financial year there was:

- One female non-executive director (20 per cent of the Board)
- Three female executive leadership team members (43 per cent of the team)

### Employees by Gender (as at 28 March 2020)

Male	1,684 (69%)
Female	748 (31%)
Total	2,432

### Senior Managers by Gender (as at 28 March 2020)

Male	17 (65%)
Female	9 (35%)
Total	28

### Executive Management by Gender (as at 28 March 2020)

Male	4 (57%)
Female	3 (43%)
Total	7



## De La Rue Gender Pay Gap Report 2020

De La Rue's gender pay gap data for 2020 is shown in this report. These statistics are drawn from data referencing a snapshot date of 5 April 2020. The gender pay gap looks at UK based jobs at all levels (as compared to equal pay, which is concerned with addressing pay issues of men and women performing the same or similar work). We are required by legislation to report only on employing entities with more than 250 employees. For De La Rue, this requires us to reference the 1,132 UK based employees who were part of the entity known as De La Rue International Limited, as at the snapshot date.

### Understanding De La Rue's Gender Pay Gap

Our gender pay gap has continued to show positive improvement, this has primarily been driven by the significant organisational changes which have reduced the number of higher paid males in the business, consequently the number of women in higher paid roles represents a larger proportion of the total workforce compared to previous years. However we believe it is still premature to draw any firm conclusions on trends.

The Gender Pay Gap for the snapshot date of April 2020 was 12.8% (median) and 9.3% (mean) while the industry average is currently 15.6% (median) and 13.2% (mean) (ONS, Manufacturing, 2019).

We are confident that we do not have issues of equal pay and remain committed to continuing to increase the number of women in senior roles.

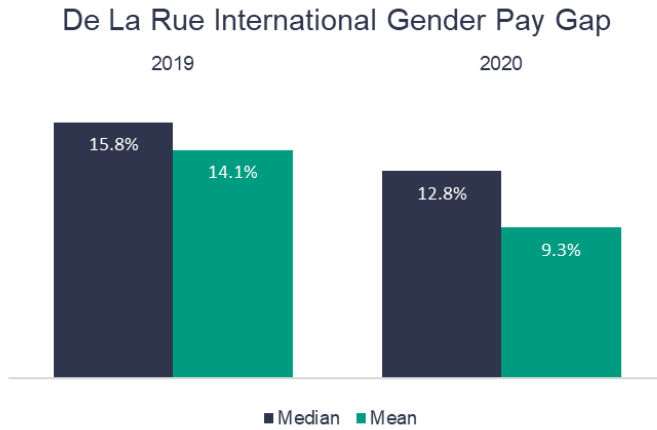
De La Rue now has an Executive Committee comprised of a gender ratio of 50:50 and the number of women occupying senior roles in the business and subsequently in the upper quartiles of pay has continued to increase, moving us closer to our target of being proportionate to the workforce (currently 70:30 male: female).

Our focus remains on improving the diversity of our shortlists through our internal talent and the use of robust succession planning and development processes and externally working with recruitment partners.

We can confirm that the data published in this report satisfies the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

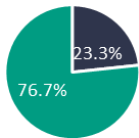


## Gender Pay Gap 2020



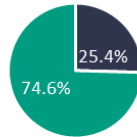
## Gender distribution by pay quartiles

Upper Quartile Pay



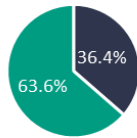
■ Female ■ Male

Upper-Mid Quartile Pay



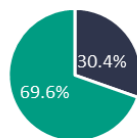
■ Female ■ Male

Lower Quartile Pay



■ Female ■ Male

Lower-Mid Quartile Pay



■ Female ■ Male

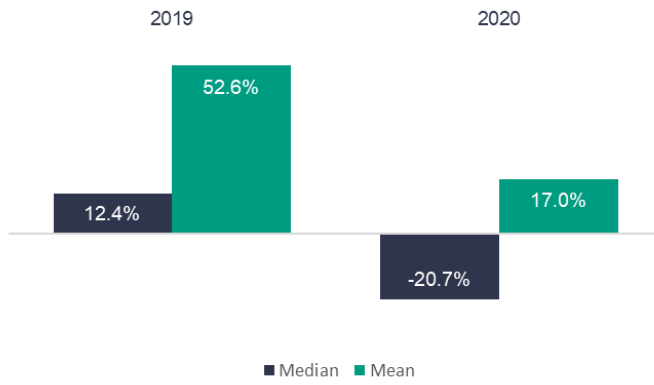
Bonuses were not paid under the Company’s main annual incentive scheme and as a result, the average bonus size for male recipients occupying senior positions was lower, contributing to a downturn in the Bonus gaps.

In the lower pay quartile, a fixed ‘site bonus’ was paid leading to a greater overall proportion of males receiving a bonus in 2020.

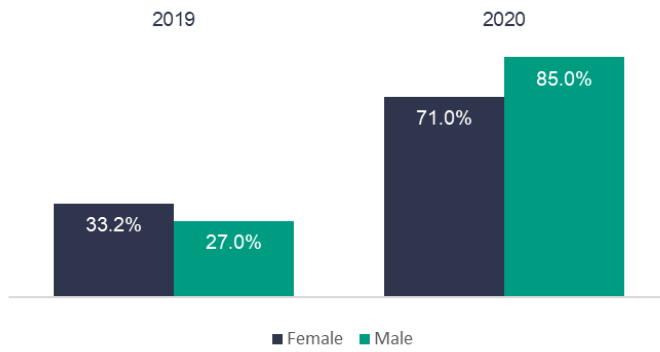


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### De La Rue International Bonus Gap



### De La Rue International Bonus Proportions



**Clive Vacher, CEO**

**January 2021**