



Gender Diversity

As at 1st April 2021:

- The male/female ratio for the Board is 50:50
- The male/female ratio for the Executive Leadership Team is also 50:50

Employees by Gender – global (as at 27 March 2021)

Male	1,545 (71%)
Female	639 (29%)
Total	2,184

Senior Managers by Gender - global (as at 27 March 2021)

Male	26 (67%)
Female	13 (33%)
Total	39

Executive Management by Gender – global (as at 27 March 2021)

Male	3 (50%)
Female	3 (50%)
Total	6



De La Rue Gender Pay Gap Report 2021

De La Rue's gender pay gap data for 2021 is shown in this report. These statistics are drawn from data referencing a snapshot date of 5 April 2021. 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 relevant 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

Since we began reporting on our gender pay gap in 2018, we have seen improvement each year. However due to organisation changes in prior years it was not possible to draw firm conclusions on trends. This year we believe our report reflects the positive effect of our diversity initiatives, as more and more women are being appointed to senior roles from both internal and external candidate pools.

In 2020, the proportion of women in the highest paid roles (upper quartile) was 23%, shifting to 28% in 2021. As at the April 2021 snapshot date, De La Rue International Limited has a male to female ratio of 72:28 meaning that women are now represented in the most senior positions in keeping with their overall representation in the workforce.

The Gender Pay Gap for the snapshot date of April 2021 was 4.6% (median) and 5.2% (mean) while the industry average is currently 15% (median) and 9.8% (mean) (ONS, Manufacturing, 2020).

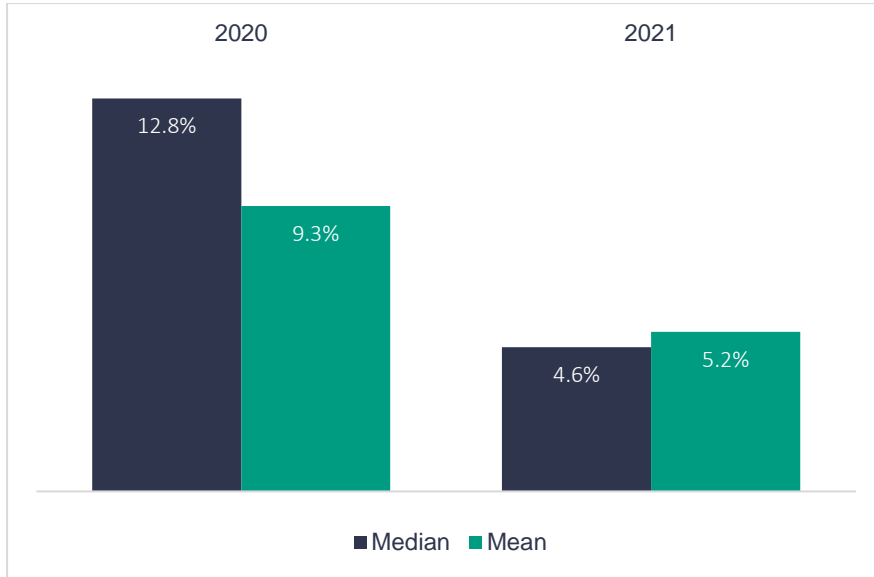
Our gender ratio on the Executive Committee remains at 50:50 and the appointment of Ruth Euling to the Board of Directors in April saw our gender ratio for Directors also move to 50:50 (F:M).

We are pleased with the progress we are making in relation to gender diversity and remain confident that we do not have issues of equal pay. We will continue to focus on increasing diversity of all types through proactive initiatives including training and continued robust recruitment, succession and development practices. We are confident that this will help maintain the low gender pay gap we have achieved.



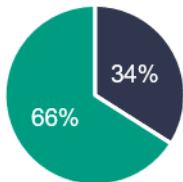
We can confirm that the data published in this report satisfies the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gender Pay Gap 2021



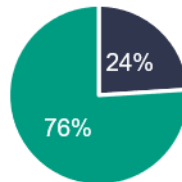
Gender distribution by pay quartiles

Lower quartile pay



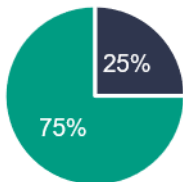
■ Female ■ Male

Upper-mid quartile pay



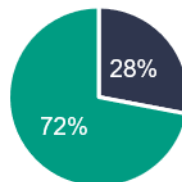
■ Female ■ Male

Lower-mid quartile pay



■ Female ■ Male

Upper quartile pay

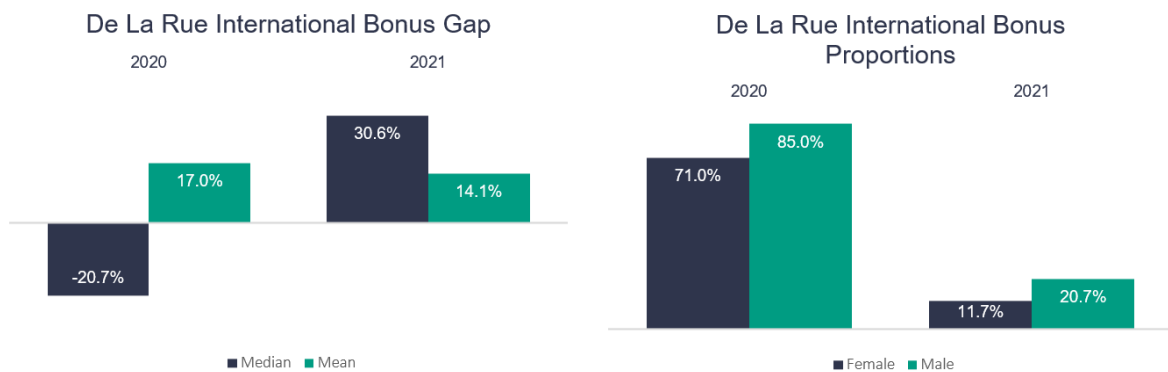


■ Female ■ Male



Bonuses were not paid under the Company’s main annual incentive scheme and in 2020 a fixed ‘site bonus’ was paid out leading to reduced bonus proportions across both genders.

Due to the bonus snapshot looking back to a period before women had a higher representation in senior roles, larger and more bonuses were paid to men in the reported period. Additionally more men occupy sales roles where commission was payable, further impacting the gap.



Clive Vacher, CEO

January 2021