

Gender Diversity

At the end of the 2018/19 financial year there was:

- One female non-executive director (12.5 per cent of the Board)
- Two female executive leadership team members (28.6 per cent of the team)

Approximately 31 per cent of the workforce and 19 per cent of managerial grade employees are female (see tables below)

Employees by Gender (as at 31 March 2019)

Male	1,929	(69%)
Female	853	(31%)
Total	2,782	

Senior Managers by Gender (as at 31 March 2019)

Male	29	(76%)
Female	9	(24%)
Total	38	

Executive Management by Gender (as at 31 March 2019)

Male	5	(71%)
Female	2	(29%)
Total	7	

De La Rue Gender Pay Gap Report 2019

De La Rue's gender pay gap data for 2019 is shown in this report. These statistics are drawn from data referencing a snapshot date of 5 April 2019. 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 1,492 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

This year's gender pay gap is 14.10% (mean) or 15.78% (median) and the bonus gap is 52.62% (mean) or 12.44% (median). Analysis has shown us that changes since the pay gaps were first reported in 2017 are due primarily to a number of significant organisational changes during this period that have impacted the figures making it premature to draw any conclusions on trends.

We are confident that we do not have issues of equal pay and remain committed to increasing the number of women in senior roles which we believe to be the underlying reason behind the gap. The male to female ratio for Senior Leaders as quoted in our 2019 Annual Report is 76:24 and we continue to strive towards a ratio that is reflective of the overall UK workforce of 70:30. Our focus is maintained on improving the diversity of our shortlists through our talent and succession planning processes and work with our 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.

Clive Vacher, CEO

January 2020

