



Gender Pay Gap Report 2024

At De Lage Landen Leasing Limited (DLL), we are many things. We are team members, family members, community members, members of society, members of different cultures and nationalities. We each have different beliefs, passions, viewpoints, talents, and interests. We come from different backgrounds, cultures, nationalities, and histories. But for all our differences, we share one thing in common: each of us are Members of DLL.

DLL is committed to creating a diverse workforce that reflects the society we live in. We promote an inclusive culture where diversity is celebrated and the skills, attributes and ideas of all Members are put to best use. Our Members feel engaged and appreciated and are encouraged to be themselves.

Pay and Bonus Gap

Pay and bonus gap between males and females		
	Mean	Median
Hourly Pay	41.14%	40.75%
Bonus Award	46.14%	49.69%

The table above shows DLL's overall mean and median gender pay gap, based on rates of pay and bonuses awarded as of the 5 April 2023. When comparing with the benchmark provided by the Office for National Statistics for Finance and Insurance companies, at 41.14%, we recognise that our gender pay gap slightly widened in 2023 and our mean gender pay gap remains higher than the gender pay gap for the industry of 24.7%.

Our mean gender bonus gap of 46.14% sees a slight closing of the gap compared to last year.

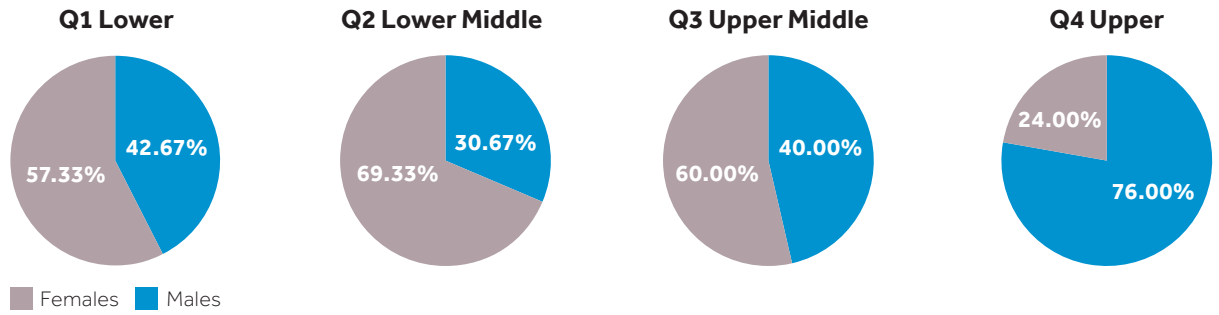
DLL's commitment to Diversity, Equity, and Inclusion (DE&I) is held as a strategic priority and one of our goals is to be a purposeful and inclusive place to work. DLL has completed an internal gender pay analysis by comparing pay rates between males and females of the DLL UK

population. After positive improvements in previous years, this year we have seen a slight increase in the gender pay gap.

We have been working on the difficulty of hiring females into commercial roles as we know that having a lack of females in senior commercial roles is a big contributing factor to our gender pay gap. Typically, there is a small pool of commercial women within our industry. Whilst we have made positive steps to improve the pipeline of females in commercial roles, progression and seeing them move into senior roles is going to take time.

We continue to take steps to reduce this gap by looking at initiatives to encourage more females into commercial roles, promoting females internally, benchmarking comparable roles held by males and positively adjusting any potential gender discrepancies at the outset. During recruitment, offers of employment have been benchmarked internally across males and females doing similar jobs.

Percentage of males and females in each hourly pay quartile



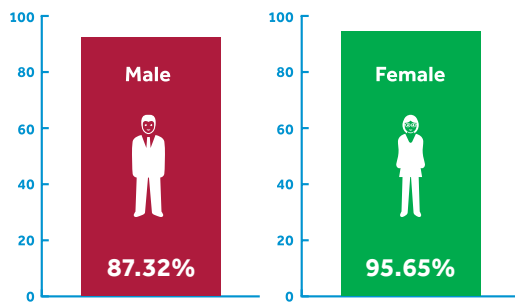
The pay quartiles above show that there is a higher ratio of men to women in the upper quartile. Predominantly these are senior management, commercial and international positions.

There is a higher proportion of men than women in commercial roles, particularly in senior commercial

roles which contributes significantly to DLL's Gender Pay Gap.

Conversely, there is a good ratio of women to men in the first three quartiles and there are more women than men in non-commercial roles which is reflected in the lower quartiles.

Proportion of males and females receiving a bonus for performance year 2022



The figures set out above and left have been calculated using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Tanya Lyall – Head of HR UK&I



The nature of our industry continues to challenge us with closing the pay-gap. We see this particularly with the hiring of specialist roles within emerging areas such as energy transition and leadership positions

that require deep industry knowledge. It is top of mind to source female candidates for all new senior roles, but we do struggle to find female candidates for many of these, thus widening the gap.

We are happy and confident that we are developing a strong pipeline of homegrown female talent in most areas of the business, and we know for the long term, we are building the foundations for a future that provides for gender equity at every level in the organisation. We are delighted that we will have a new female CEO at DLL in May 2024 and whilst she will not be based in the UK, she will be a role model for ambitious aspiring female talent and perceived barriers will be lifted.



Great Place to Work

We were pleased to rank in the top 50 in The Best Workplaces™ for Women employer awards for large employers for the third year running. The Best Workplaces™ methodology is one of the most rigorous and highly sought after – and regarded as the ‘gold standard’ of employer awards. This demonstrates amongst other criteria that as an organisation we have a minimum of 1+ women on the board of directors, 20% women in management positions (front-line and mid-level), a confidence level of 95% (+/-5%) and a Trust Index© for women population above Best Workplaces™ thresholds. Our position on this prestigious list is driven by our annual employee engagement survey which measures the extent to which women report their organisations create a Great Place to Work For All™ – for example, whether people trust each other, and employees are able to reach their full human potential, no matter who they are or what they do. As an organisation, we continue to be committed to ensuring employees are able to reach their full potential, no matter who they are or what they do and one of the key aims of our people strategy is to embed inclusion in everything we do.

Flexible and Hybrid Working

At DLL, there are policies in place to ensure all Members have equal opportunities. Most Members use flexible working, either by informal agreements with line managers or in some case, formal documented changes.

How we plan to reduce the gender pay gap

Members are able to glide their working hours to allow for school drop offs or other childcare responsibilities. This is taken seriously by all Members, so any training or meetings planned are adapted to Members’ schedules where possible. Our Flexible Working approach also includes hybrid working for all Members, this again helps with childcare responsibilities, work-life balance and recruitment.

Enhanced Shared Parental Leave Pay

Since making a change to our Shared Parental Leave pay policy last year in order to encourage and increase the ability for men to take shared parental leave we have seen our first few Members take advantage of this positive change. Although shared parental leave was introduced in the UK in 2015 many new fathers have found that their employers are not that supportive in terms of how much time they take off to care for a new baby. We wanted to incentivise the men in our business to take shared parental leave helping to create further equality between men and women. This will also go a long way towards helping to close the Gender Pay Gap.

Talent Acquisition

We continue to make further improvements to our talent acquisition strategy in alignment with our Global HR Strategy. We have rolled out unconscious bias training and inclusive recruitment skills training, for hiring managers in the UK and globally. Job descriptions and job advertisements are reviewed and improved using gender bias decoding. Our talent acquisition team seek balanced shortlists, compiling an even mix of male and female candidates where possible.

During the recruitment process, employment packages are benchmarked internally across males and females doing similar jobs with the intention of equal pay from day one.

We are implementing a global Talent Management team who will have a focus on succession planning which will have a strong emphasis on diversity and inclusion.

Succession planning and career progression

We review our succession plans with the objective of creating a pipeline of ready-made successors for senior roles. It is DLL's aim that there are female candidates in the succession plan for every management team role. Coaching and mentorship programmes are also available to our Members to help them with their growth and career development.

To address the need for gender balance in commercial roles, we are further reviewing our

high potential Members and proactively target the development of females for this business area. A new initiative that took place to support this was our 'commercial awareness day' which was held to give Members a better insight into a career in a commercial role and what it takes to succeed. The attendees for the day were mostly female and we addressed many of the misconceptions about what is needed to succeed in a commercial role and got valuable feedback on some of the barriers our female Members see preventing them from taking this route.



Declaration

I confirm that De Lage Landen Leasing Limited's pay gap data has been collected and presented within this report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in white ink on a blue background.

Duncan Hullis
General Manager, Northern Europe

About DLL

DLL is a global asset finance company for equipment and technology with a managed portfolio of more than EUR 40 billion.

Founded in 1969 and headquartered in Eindhoven, the Netherlands, DLL provides financial solutions to the Agriculture, Food, Healthcare, Energy Transition, Construction, Transportation, Industrial, Office Equipment and Technology industries in more than 25 countries.

DLL partners with equipment manufacturers, dealers and distributors, as well as end-customers on a direct basis, to enable businesses to more easily access equipment, technology and software. The company also delivers insights and advice to

partners and customers that drive smarter and more economical methods of use. DLL combines customer focus with deep industry knowledge to deliver sustainable solutions for the complete asset life cycle, including commercial finance, retail finance and used equipment finance. DLL is a wholly owned subsidiary of Rabobank Group.

To learn more about DLL, visit www.dllgroup.com.