



Gender Pay Gap Report 2025

De Lage Landen Leasing Limited (DLL) is a welcoming, purposeful, and inclusive place to work. A global company where employees can unleash their full potential while we support them in balancing their work-life commitments. At DLL, you don't just work for our company. You become part of our company. That's why we call our employees "Members". Membership means you join us on a journey to create impact. For yourself. For our customers. For our company. For our communities. For the world around us.

Around the world, we employ more than 5,500 people from over 75 nationalities. When you join DLL, you become part of a culture that welcomes diverse ideas and opinions. We are also proud of our informal culture, where doors are always open. We strive to create a safe, supportive environment where you are encouraged to be your authentic self and share your best ideas.

Pay and bonus gap

Differences between Males and Females		
	Mean	Median
Hourly Pay	34.48%	38.42%
Bonus Award	39.20%	45.54%

The table above shows DLL's overall mean and median gender pay gap, based on rates of pay and bonuses awarded as of the 5th April 2024. At 34.48%, we recognise that whilst our gender pay gap closed slightly in 2024 compared with the previous year, when comparing with the benchmark provided by the Office for National Statistics for Finance and Insurance companies, our mean gender pay gap remains slightly higher than the gender pay gap for the industry of 30.5%.

Our mean gender bonus gap of 39.20% sees a bigger closing of the gap compared to previous years.

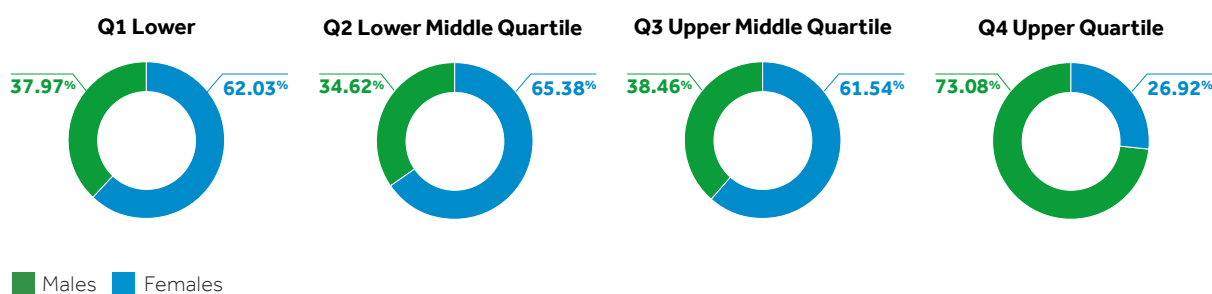
DLL's commitment to Diversity, Equity, and Inclusion is held as a strategic priority and one of our goals is to be a purposeful and inclusive place to work. We are delighted that the various initiatives we have worked on look to have had a positive impact and that this year we have seen a slight

decrease 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 still 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.

Awareness and accountability within HR and Management is an ongoing priority and we must work in collaboration in order to reduce the gap. Creating an inclusive environment where our employees can reach their full potential is part of the vision of our people strategy and we want to continue to drive a truly inclusive culture that allows diversity to thrive.

Percentage of males and females in each hourly pay quartile



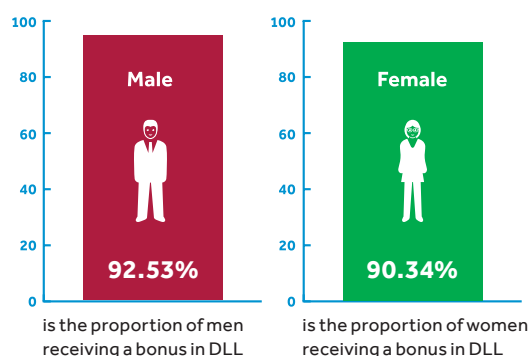
The pay quartiles above show that there is a higher ratio of men to women in the upper quartile. Predominantly these are senior management, commercial and international positions.

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 2024



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. 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 were delighted that we welcomed a new female CEO at DLL in May 2024 and whilst she is not based in the UK, she is already a role model for ambitious aspiring female talent, helping lift perceived barriers. Our DLL Executive Board is currently a 50/50 split of male and female which has been a positive shift over recent years."

How we plan to reduce the gender pay gap

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 fourth 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 unleash their full potential, no matter who they are or what they do, and one of the key aims of our people strategy is to create an inclusive workplace that allows this.

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. Members are able to glide their working hours to allow for school drop offs or other childcare responsibilities. 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 in 2023 in order to encourage and increase the ability for men to take shared parental leave we have seen an increase in Members taking 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 align our talent acquisition strategy with our Global People Strategy, "To be a purposeful and inclusive place to work."

We create an inclusive hiring culture through various methods including providing Inclusive hiring training for hiring managers. Job descriptions and advertisements are reviewed to ensure inclusive language. We strongly encourage diverse applicant pools, striving for diverse representation in shortlists. We also strongly encourage diverse interview panels.

Throughout the recruitment process, we benchmark compensation packages internally using fair pay tools to ensure pay equity and fairness from day one for all new joiners and internal moves. Additionally, we collaborate with our Global Talent Management team, who are committed to inclusive succession planning and talent development practices.

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. We also recently held an internal careers event where Members could learn more about all roles across the business and the types of skills required to be successful in these roles.

This gave Members the opportunity to explore job roles they may not have thought about before as well as hear career stories from some of our senior managers, including a female Member of our management team.



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 blue ink.

Duncan Hullis
General Manager, UK & Ireland

About DLL

DLL is a global asset finance company for equipment and technology with a managed portfolio of more than EUR 44 billion.

DLL provides financial solutions within the Agriculture, Construction, Energy Transition, Food, Healthcare, Industrial, Office Equipment, Technology, and Transportation industries in more than 25 countries. We partner with equipment manufacturers, dealers, distributors, as well as end users, to enable businesses to access equipment, technology, and software more easily.

DLL is committed to a more sustainable future for the environment and the communities in which it operates. To advance on this commitment, we have embedded sustainability into our business strategy. DLL combines customer focus

and industry knowledge to provide financial solutions for the complete asset life cycle, including commercial finance, retail finance and used equipment finance.

With more than 55 years of industry experience, we understand the unique needs of our partners and customers around the world and work hard to provide flexible solutions to meet their objectives and to be a transition partner for a better world. Headquartered in Eindhoven, the Netherlands, DLL is a wholly owned subsidiary of Rabobank Group.

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

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