



Gender Pay Gap Report 2025

DLL Leasing DAC (DLLI) is a welcoming, purposeful, and inclusive place to work where people can unleash their full potential while we support them in balancing their work-life commitments. At DLLI, you don't just work for a company. You are part of the Company, and it becomes our Company. That's why we call our employees "Members", and 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, DLL Group (DLL) employs 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.

Understanding the Gender Pay Gap

The gender pay gap is the difference in average pay between men and women, regardless of job role, level, experience, seniority or contractual arrangements. It measures the difference between what is earned on average by women and men based on average gross hourly earnings of all paid employees. It is important to note that this does not measure equal pay as that's already required by law. Instead, it highlights potential structural gender imbalances across the workforce.

Pay and Bonus Gap

Differences between Males and Females		
	Mean	Median
Remuneration	31.72%	32.52%
Bonus*	65.28%	70.61%

*Bonus is also included in the remuneration calculation in the above table

The table above shows DLLI's overall mean and median gender pay gap, based on hourly rates of pay and bonuses on the snapshot date of 30 June 2025.

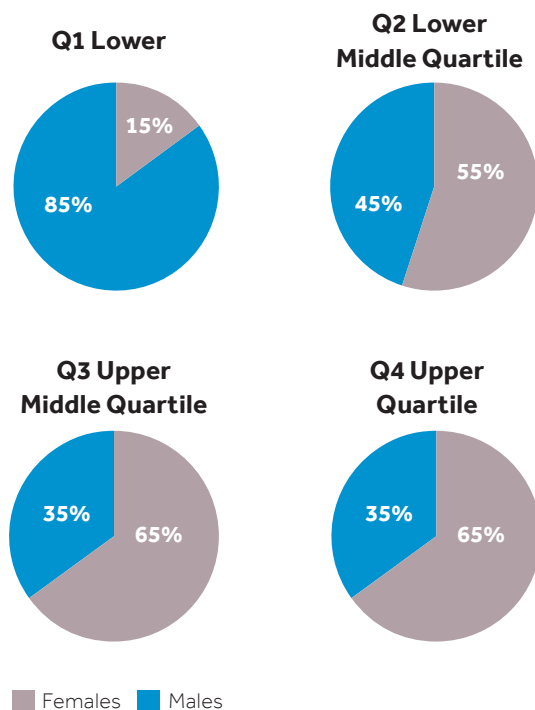
DLL's commitment to Diversity, Equity and Inclusion is held as a strategic priority and one of our goals is to be a purposeful and inclusive place to work. At 31.72% (mean) and 32.52% (median), we recognise that a gap exists. Our gap is driven by a higher ratio of men to women in our upper quartile. Particularly, there is a higher proportion of men than women in commercial roles, particularly in senior commercial roles which contributes to our Gender Pay Gap. Bonuses for those employees in commercial roles represent a higher proportion of their remuneration than those in non-commercial roles which leads to our gap on bonus remuneration. Our commercial activities are significantly weighted towards the Agri sector, which as an industry has a higher ratio of men to women in senior roles. Typically, there is a small pool of commercial women within this industry. Whilst we have made positive steps to improve the pipeline of females in commercial roles internally, progression and movement 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. 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.

At 30 June 2025, we had no male part-time employees so no comparison is possible. We had a small number of temporary male and female employees with a mean and median gap of -237% and -219% respectively (meaning women have higher rates of pay in these roles than males).

Percentage of males and females in each hourly pay quartile

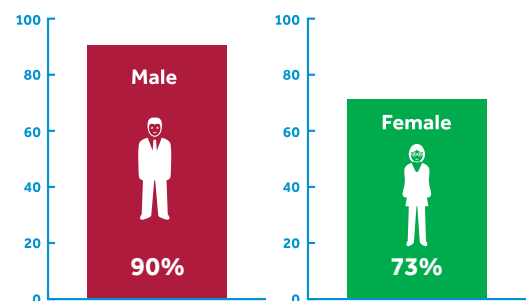


The pay quartiles above show that there is a higher ratio of men to women in the upper quartile. Predominantly these are senior management, commercial and international positions.

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.

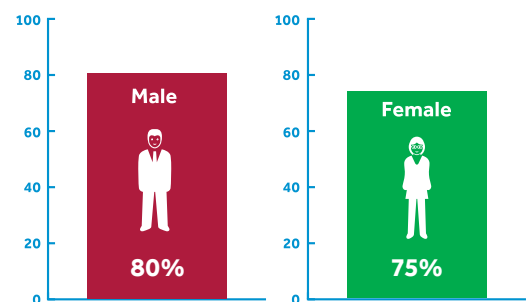
Conversely, there is a good ratio of women to men in the first three quartiles and there are more women than men in non-commercial roles which is reflected in the lower quartiles.

Proportion of males and females receiving a bonus for performance year 2024



All permanent employees who were employed by DLLI at 30 September 2024 received a bonus in respect of the year ended 31 December 2024. Those who did not receive a bonus were either employees who joined DLLI after 30 September 2024 or those on temporary contracts which typically do not include a bonus.

Proportion of males and females receiving BIK in DLLI





How we plan to reduce the gender pay gap

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 can manage 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.

Talent acquisition

We align our talent acquisition strategy with DLL's 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, and job descriptions and advertisements are reviewed in advance or publication to ensure it contains inclusive language. We strongly encourage diverse applicant pools, striving for diverse representation in candidate shortlists. 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 DLL's 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 DLLI'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 actively reviewing our high potential Members and proactively target the development of females for this business area.

About DLL

DLLI is an asset finance company based in Ireland and is part of the DLL Group, which is a global asset finance company for equipment and technology with a managed portfolio of more than EUR 44 billion. Headquartered in Eindhoven, the Netherlands, DLL is a wholly owned subsidiary of Rabobank Group. DLL provides financial solutions within the Agriculture, Clean Energy, Construction, 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, DLLI has embedded sustainability into our business strategy. DLLI 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, DLL understands the unique needs of its 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.