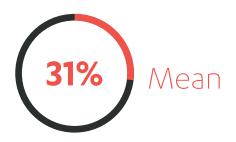
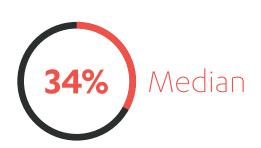




DNEG's mean gender pay gap in the UK is 31%. This figure is calculated in line with the UK Government guidelines using a snapshot date of the 5th April 2020, and shows the difference in average hourly pay between men and women at DNEG. This should not be confused with equal pay, which refers to paying male and female employees the same amount for the same role.





QUARTILES

LOWER QUARTILE





LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



BONUS

Mean 36% Median 30%

Proportion of males and females receiving a bonus payment (last 12 months)

Male 3% Female 2%

Current Make Up of DNEG London
Male 70.7% Female 29.3%





WORKING TO CLOSE THE GAP

DNEG strives to take a holistic approach to gender equality. Industry data from professional bodies shows us that our industry and therefore our talent pools remain male dominated especially at the senior levels, which is also reflected in our snapshot data.

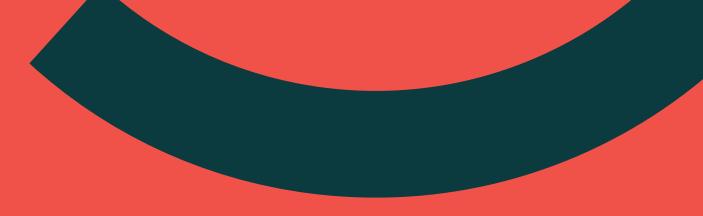
We recognise that we need to expand our plan of action to include targeted short term initiatives that will reduce the gender gap at senior levels, whilst still continuing to focus on attracting, developing and retaining female talent at all levels to ensure we have robust female representation across our business. In doing so, we hope that will also encourage and attract more female entrants into VFX and Animation.

We are committed to creating a gender diverse workforce. That requires a continued and sustained focus on multiple initiatives that will provide access to, and career pathways for, female talent.

ACTION PLAN

We have in place, or will be putting in place, the following actions:

- DNEG attendance at industry events including women representatives in attendance, or as speakers, at high profile events such as FMX and Annecy, as well as representatives attending Women in Tech events and career fairs.
- Ensuring our early learning programmes for Interns, Apprentices and Graduates strives for a 50/50 split with female representation on interview panels.
- Focusing on more female representation in senior roles through succession planning, internal mobility, and external hiring to improve our gender gap at those levels.
- Launching a Parental Coaching Programme to support returners to work, and reintegration into the workplace.
- Launching a Career Coaching Programme with mentoring and support including navigating career breaks.
- Promotion of employee resource groups, run by employees for employees, including 'dnWomen' a channel for female colleagues to connect across our business.
- Company-wide diversity training.



This report contains an overview of a number of efforts that we have undertaken or are undertaking in order to promote diversity and inclusion in all areas, including gender, at DNEG. Although we acknowledge there is more to be done, we remain committed to taking positive action to further close our gender pay gap, and to encourage and support women through every stage of their careers at DNEG.

I confirm the figures in this report to be accurate.

Namit Malhotra

Chairman and Chief Executive Officer DNEG