



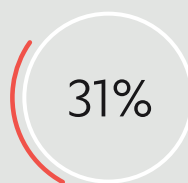


WHAT IS OUR GAP?

DNEG's mean gender pay gap in the UK is 29%. This figure is calculated in line with the UK Government guidelines using a snapshot date of the 5th April 2021, 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.



Mean
hourly pay gap



Median
hourly pay gap

QUARTILES



LOWER QUARTILE
♂ 53% ♀ 47%



LOWER MIDDLE QUARTILE
♂ 67% ♀ 33%



UPPER MIDDLE QUARTILE
♂ 84% ♀ 16%



UPPER QUARTILE
♂ 83% ♀ 17%

Bonus

Mean **17%** | Median **15%**

Proportion of males and females receiving a bonus payment in the last 12 months

Male **8%** | Female **9%**

Current Make Up of DNEG London

Male **71.5%** | Female **28.5%**



WORKING TO CLOSE THE GAP

DNEG remains committed to creating a gender-diverse and inclusive talented workforce. We all do better when we work together. The pandemic has been a very challenging time for us both as individuals and for our industry. We recognise the impact it has had on our workforce and now, with increasing talent mobility, as an industry leader we have to continue to create sustainable entry points and career pathways at all levels within our business to attract and retain a pipeline of emerging and senior female talent.

ACTION PLAN



During the challenging times of this period, we were proud to:

- Include DNEG women representatives, in attendance or as speakers, at high profile events such as 'Trojan Horse was a Unicorn'.
- Partner with VFX and Animation academies to provide training and career advice to the next generation of industry talent.
- Focus on proactive initiatives to increase female representation and address our gender pay gap at senior levels through internal mobility and external hiring.
- Launch our Parental Coaching Programme to support return to work and reintegration into the workplace.
- Review our pay and bonus policies to ensure fairness and transparency.
- Plan for our return to the office, offering hybrid and flexible working opportunities.
- Further expand our Career Coaching Programme to develop leaders and support the potential of our employees.
- Plan a programme of unconscious bias, harassment and diversity training.

Whilst there have been some small improvements since the 2020 report, we acknowledge we need to remain focused and committed to taking positive action to further close our gender pay gap.

I confirm the figures in this report to be accurate.

A handwritten signature in black ink, appearing to read 'Namit Malhotra', with a large circular flourish on the left side.

Namit Malhotra

Chairman and Chief Executive Officer
DNEG