

## Drive culture change



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### Valuing and respecting our people

We know that diverse organisations perform better and are more engaging places to work.

During the year, we launched our first inclusion and diversity strategy, which aims to ensure that all our people feel they have a perspective that is valued and a voice that is listened to and respected. Our first action was to increase awareness of unconscious bias – what it is, why we have it, and where we see it in De La Rue. Among other initiatives, we've also identified and implemented changes in our recruitment methods to remove barriers to inclusion. For example, we've started to reviewed job descriptions and adverts to remove any language or tone that may create a barrier.

We have a number of specific programmes around gender diversity, including a target that women should account for 25% of our senior leadership team by 2020. For the last financial year, that figure was 18%. We've also established a Women's Network to explore potential benefits of greater inclusion. Specific initiatives include: supporting managers to enable them to champion flexible working; reviewing our existing flexible working policies; and establishing a culture of flexible working through our employee value proposition to attract talent to De La Rue.

We recognise that we're just starting out on this journey – as we learn we'll develop our strategy further.

8 DECENT WORK AND ECONOMIC GROWTH



5 GENDER EQUALITY



10 REDUCED INEQUALITIES

