

## Resources and relationships

# THE RESOURCES WE RELY ON

Here, we look at the resources and relationships we rely on to provide solutions to our customers' challenges – as summarised in the left hand 'inputs' column of our business model on pages 18 and 19.

### Our people

Our business depends on the skills, experience and commitment of over 2,827 employees at 22 locations. We're careful to maintain a blend of 'home grown' talent and people from outside our industry – as the external hires bring a range of skills and perspectives that can add a new dimension to our business.

We take on talented people and reward them through a performance based incentive scheme.

We also offer every employee the opportunity to develop their knowledge and ability through a range of training and development programmes. We encourage people to care about both our company and our local communities – an approach we hope will flourish in our supportive, open and collaborative working environment. We have high ethical standards alongside extensive health, safety and wellbeing programmes.



Find out more about our business  
[www.delarue.com/ar2019](http://www.delarue.com/ar2019)



### Intellectual property and shared knowledge

Innovation is the driving force behind De La Rue. Over 200 years, we've amassed a huge store of expertise in how to stay ahead of the counterfeiter, which now includes digital security solutions. We add to that resource every day, and have doubled our R&D spend in the last four years. We have more than 1,000 current patents, with another 600 pending. With our increased investment in, and focus on, R&D, we're launching more products and services, faster and more regularly. We also accelerate product development through partnerships and, where appropriate, mergers and acquisitions.

Our aim is to develop once but use many times, by sharing technology across our three segments using a platform based approach. This means all our customers can benefit from our innovation. We also provide our expertise to customers, regulators and policymakers, through forums such as the International Civil Aviation Organisation, World Customs Organisation and the Global Compact for Migration, as well as through industry affiliations such as the Secure Identity Alliance, and collaborations such as our Joint Charter with the Bank of England. In doing so, we create a more secure world for everyone.



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