INTRODUCTION

We are delighted to present our 2019 UK Gender Pay Gap Report. Detailed in this report are the required metrics for our two relevant UK entities – Deluxe Media Europe Ltd and Deluxe 142 Ltd.

The pay data is based on a snapshot taken on 5th April 2018, and the bonus data covers the period 6th April 2017 to 5th April 2018.

In a year marked by significant transformation and disruption felt across our industry, we continue to report a pay gap below the national average, and are closing the gap in the proportion of our male and female employees receiving bonuses.

As a leading technology business in the media and entertainment industry, we remain dedicated to creating an inclusive work environment where equal opportunities are provided for all.

Stefanie Liquori  
Executive Vice President, General Counsel and Chief Administrative Officer
WHAT IS THE DIFFERENCE BETWEEN GENDER PAY & EQUAL PAY?

The gender pay gap is the difference in the average pay between men and women in the workforce. If all employees formed both a female line and a male line, from lowest paid to highest paid, the median gender pay gap compares the pay of the male and female in the middle of their line. Different jobs pay differently, and the number of men and women performing these jobs isn't always the same, hence a gender pay gap exists.

The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company. This is different from equal pay.

Equal pay is a comparison between the pay of men and women who carry out the same jobs, similar jobs, or work of equal value.
OVERVIEW

Our results are broken down per UK entity. We are pleased that our results for both Deluxe Media Europe Ltd and Deluxe 142 Ltd remain lower than the current UK national average mean gender pay gap of 17.9%, and we will continue to strive to reduce the gap.

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<tr>
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<th>DELUXE MEDIA EUROPE LTD</th>
<th>DELUXE 142 LTD</th>
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<tbody>
<tr>
<td>Mean pay gap</td>
<td>7.45%</td>
<td>12.89%</td>
</tr>
<tr>
<td>Median pay gap</td>
<td>6.02%</td>
<td>12.04%</td>
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DELUXE MEDIA EUROPE LTD % OF EMPLOYEES PER PAY QUARTILE

**Lower**
- Women: 37.3%
- Men: 62.7%

**Lower Middle**
- Women: 41.3%
- Men: 58.7%

**Upper Middle**
- Women: 35.8%
- Men: 64.2%

**Top**
- Women: 20.2%
- Men: 79.8%
DELUXE 142 LTD % OF EMPLOYEES PER PAY QUARTILE

- Lower
  - Men: 62.5%
  - Women: 37.5%

- Lower Middle
  - Men: 60.0%
  - Women: 40.0%

- Upper Middle
  - Men: 71.2%
  - Women: 28.8%

- Top
  - Men: 75.9%
  - Women: 24.1%
BONUSES

Gender Pay Gap - Bonus Pay

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<tr>
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<th>DELUXE MEDIA EUROPE LTD</th>
<th>DELUXE 142 LTD</th>
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<tbody>
<tr>
<td>Mean bonus gap</td>
<td>-70.80%</td>
<td>26.97%</td>
</tr>
<tr>
<td>Median bonus gap</td>
<td>-25.76%</td>
<td>-3.87%</td>
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Proportion of Employees Receiving a Bonus

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<th>DELUXE MEDIA EUROPE LTD</th>
<th>DELUXE 142 LTD</th>
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<tbody>
<tr>
<td>Male Employees</td>
<td>13.0%</td>
<td>29.2%</td>
</tr>
<tr>
<td>Female Employees</td>
<td>12.7%</td>
<td>30.0%</td>
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THE FUTURE

Following our 2018 Gender Pay Gap report, we have taken and will continue to take steps to reduce our gender pay gap.

- Continuing to review our policy on bonus payments, in an effort to narrow the gap between the proportion of men and women receiving bonuses.

- Implementing initiatives to improve support for women returning from maternity leave, to increase their chances of career progression further down the line, including flexible working arrangements and return to work payment incentives.

- Running international ‘Deluxe Lunch & Learn’ sessions, moderated by leading company male and female figures, under the Women@Deluxe banner aiming to connect, develop and retain female talent.

- Taking part in global and national celebrations of the role and importance of women in the workplace, as part of International Women’s Day. This year we promoted and celebrated female talent in our organisation via a #HelloDeluxe social media campaign.

- Continuing our support of industry organisations such as Women in Film and Television (WFTV). Employee membership to WFTV has more than doubled in comparison to last year.

- Continuing to support of industry mentorship schemes such as RISE, and encouraging our employees to take part, both as mentors and mentees.