

Our 2021 Gender Pay Gap Report

It is a legal requirement for any organisation with over 250 employees to report their Gender Pay Gap. The Gender Pay Gap is the difference between the average rates of pay between men's and women's hourly pay across our organisation, expressed as a percentage, that is reported as a mean average and median average. In our 2021 report for dormakaba UK Limited, we are reporting mean and median pay gaps below the national average yet will still have differences between the genders.

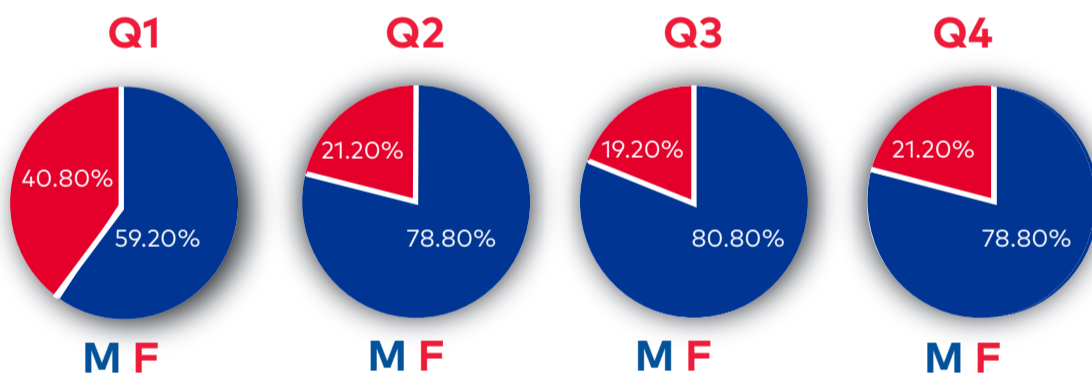
	Mean	Median
Hourly Pay	10.3%	9.8%
Bonus Pay	55.8%	52.1%

As we operate with a large field-based engineering team, in a male dominated sector, we still face the challenge of attracting female talent into the business. This said, we made changes to our employer branding to attract and retain female talent within our organisation and we have improved the male to female ratio by 3%, which has positively impacted on the overall mean pay gap decreasing it by 2.3% to 10.3%.

As part of our gender diversity initiative, we continue to utilise the feedback from our diversity survey conducted in January 2020, to create a plan of interventions to support the talented women in our business to thrive and progress within the organisation. In September 2020, we launched the Female Leaders Network across EMEA, led from the UK, which improved networking and provided senior women with mentoring and personal development. But we're not stopping there, Gender Diversity will become a key part of our sustainability strategy in the UK and throughout EMEA.

QUARTILES

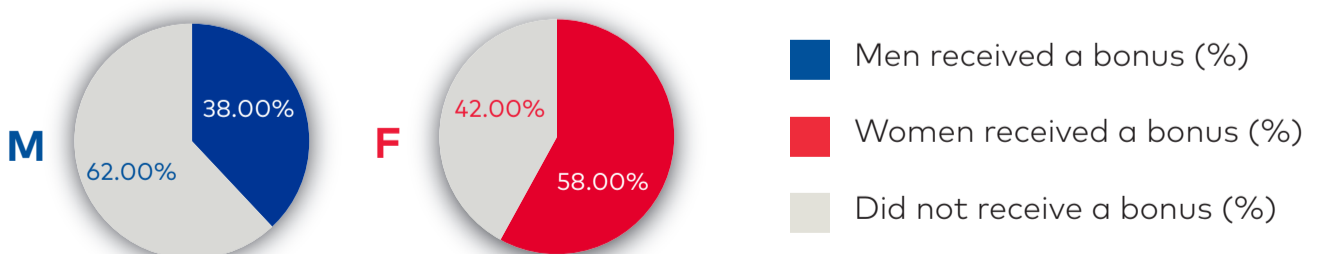
The following illustrates the proportion of men and women in each of the four equally sized quartiles required for Gender Pay Gap reporting requirements.



Female employees are 26% of our total workforce. We believe that the gap in hourly pay is caused by an under representation of females in Q2 - Q4, for the reasons described above, albeit we have increased the proportion of women in Q4 by 3.4%. We still have an overrepresentation of women in Q1, due to most administration roles sitting within this quartile, which historically attract more female applicants.

BONUS of our workforce

Over recent years we have been standardising our bonus offering across the business, as a result, we have seen an increase in the proportion of women receiving a bonus to 58% in this report.



I confirm that the information contained within this report is accurate.



Juan Andres Arias Maestro
Senior Vice President UK,