

2017 UK GENDER PAY GAP REPORT

At De Beers we are committed to building a stronger business by creating an inclusive culture where diversity of all forms is highly valued.

Embracing and valuing diversity of thought, skills and experience will enable us to build an even stronger business, and ensure we attract and retain the best people. Our initial focus in this effort has been on gender diversity. Women make up 50 per cent of the global talent pool, but with only 24 per cent of our workforce being female we know we are missing out on the brilliant contribution of talented women in our organisation.

We know we must be better and bolder in the advancement of women in our business and, in light of this, we welcome the introduction of gender pay gap reporting in the UK and the transparency it demands, and we are committed to addressing any gap that exists.



Bruce Cleaver

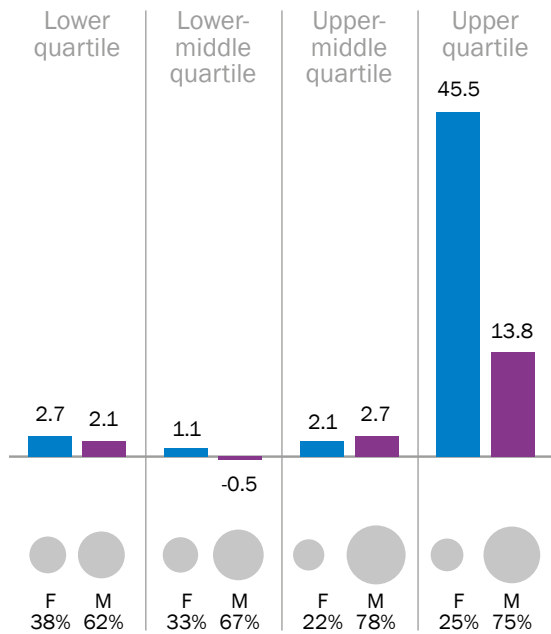
CEO, De Beers Group

UK GENDER PAY GAP

KEY: % mean pay gap ■ % median pay gap ■

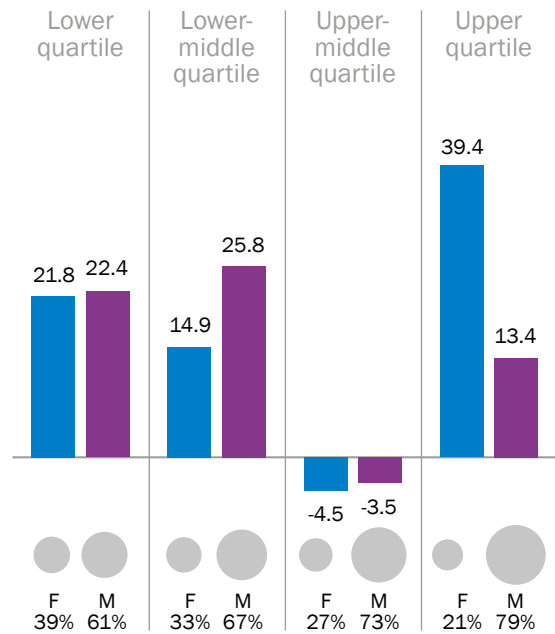
NOTE: Snapshot of 5 April 2017

DE BEERS UK: PAY (255 EMPLOYEES)



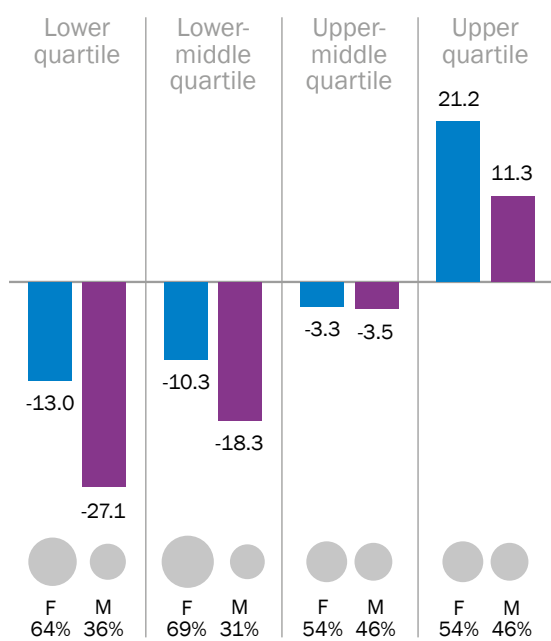
All employees: Mean 32.8 Median 12.7

DE BEERS UK: BONUSES (208 EMPLOYEES)



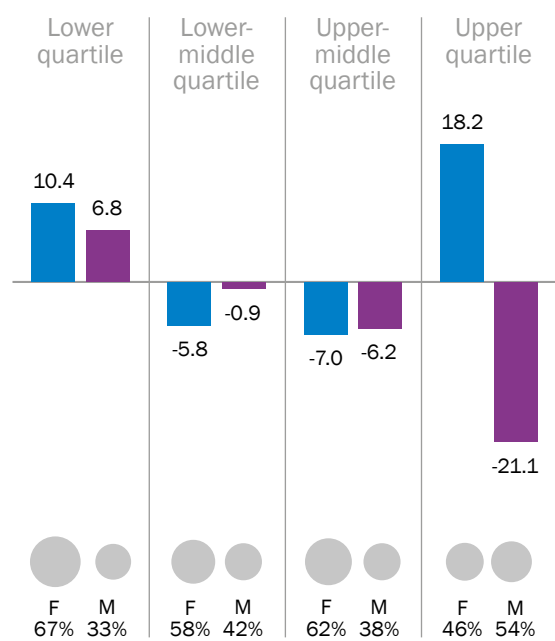
All employees: Mean 42.8 Median 35.2

FOREVERMARK UK: PAY (53 EMPLOYEES)



All employees: Mean 14.2 Median 6.4

FOREVERMARK UK: BONUSES (50 EMPLOYEES)



All employees: Mean 28.4 Median 9.8

UNDERSTANDING OUR RESULTS

The data shows how the gender pay gap varies across the different pay quartiles (importantly, not across bands) and between De Beers UK and Forevermark UK. It illustrates how the pay gap correlates closely with female representation rates (and in the case of Forevermark, male representation rates).

For bonus data, the gaps are larger at the lower quartiles due to a significant number of employees in different bands, with different bonus target opportunities, being in the same quartile.

For both De Beers UK and Forevermark UK, it is the upper quartile where the gaps in pay and bonus become significant. This is due to lower numbers of women at the highest levels of both organisations, including our ExCo who, as at April 2017, were all men. Since then, three women have been appointed to the De Beers Group ExCo.

The data reinforces and provides further evidence around the importance of our gender diversity and inclusion work, and our focus on increasing the number of women in senior leadership. Having a balanced representation throughout the organisation, including at the senior level, will address the gap of earnings between men and women.



“Improving the prospects for women and girls advances an entire society and organisation, as everyone benefits from the increased diversity of experience, skills and insight that greater representation of women delivers. We are in the early stages of our journey toward gender parity and we know that achieving our goals will require a dedicated and ongoing focus that continues well beyond our initial 2020 target.”

Bruce Cleaver *CEO, De Beers Group*

GENDER DIVERSITY AND INCLUSION AT DE BEERS

De Beers has made a strong commitment to gender equality and standing with women and girls, and in September 2017 launched a three-year global partnership with UN Women, which includes the following three commitments:

Achieving parity* in the appointment of women and men into senior leadership positions by 2020

- Over the last 12 months our progress includes the launch of a Gender Diversity Steering Group, a review of talent attraction and development processes, the rollout of unconscious bias training, the establishment of a senior management-led reciprocal mentoring programme and the review of best-practice policies and recruitment guidelines. We have also appointed three women to the De Beers executive committee.



Alessandra Berridge
Executive Vice-President,
Commercial and Partnerships



Ann Cormack
Executive Head,
Human Resources



Nancy Liu
Chief Operating
Officer, Forevermark

* UN Women use the IMF definition of parity as 40-60 per cent

Investing US\$3 million to advancing women and girls in our producing countries

- In southern Africa, we will be running programmes focused on accelerating the growth of women-owned micro-enterprises to enhance the capacity of women entrepreneurs to grow their businesses, increase their income and create sustainable jobs for themselves and their communities.

In Canada, we are working with the University of Waterloo to provide scholarships and mentoring to young women and girls from underprivileged communities who want to pursue studies in Science, Technology, Engineering and Mathematics (STEM).



Nkata Seleka, founder of Sleek Foods, supported by the Tokafala programme.

Ensuring our brand is a positive force for supporting gender equality, and eradicating gender stereotypes, through our marketing campaigns

- Our consumer brands, Forevermark and De Beers, are working with UN Women to identify and discard gender stereotypes, and running creative campaigns to serve as a positive force for the elimination of gender stereotypes in marketing.

