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DUNNHUMBY GENDER PAY REPORT

dunnhumby's spirit of community and the diversity of our people's skills, backgrounds and experiences makes us stronger. We continuously seek to build an environment of inclusion, equality and respect because we know that will make us the best business we can be.

dunnhumby



At dunnhumby we are committed to building an environment that reflects the societies in which we operate and where every individual can be at their best. This is so collectively we make better-informed decisions, boost our innovation and address challenges from different perspectives.

Monitoring our gender pay data, and more importantly, understanding the factors that contribute to differences can help us achieve that. Our gender pay gap of 19.9% is slightly above the UK average of 18.4%, and is in line with the technology sector average. Our analysis shows two key drivers impacting our current gap:

A lower proportion of women than men in senior roles. We are actively working to make progress in this area. Since November 2017 we have kicked off a number of initiatives, and have now launched further projects for the next financial year – all with the purpose of reducing the disparity in the number of women and men in senior roles.

Career and lifestyle choices. Personal choices our people make around their working patterns are another reason for our gender pay gap. Male employees are more likely to work full time hours, and we have more female colleagues who work flexible hours.

This level of pay gap is not where we want to be, and understand that in order to close the gap we need to make long-term and sustainable change, as the right thing to do for our future success as a business. We are confident that by understanding what's driving the pay gap and responding with clear, positive and inclusive actions that are guided by our values, we will even further create a community of inclusion and respect. We want the diversity of skills, backgrounds and experiences to drive a culture that supports all our people to fulfil their career potential and be paid fairly.

I can confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Guillaume Bacuvier
dunnhumby Chief Executive Officer

UNDERSTANDING GENDER PAY GAP DATA

The UK government has introduced a requirement for all employers to publish their gender pay gap data by April 2018. We are required to ascertain a percentage difference in pay between male and female employees across the entire workforce, regardless of job role or grade.

In this report, we are sharing our gender pay gap data for the 12 months to April 2017. To calculate our gender pay gap, we have taken the pay data of 623 colleagues from our UK business.



WHAT IS THE GENDER PAY GAP?

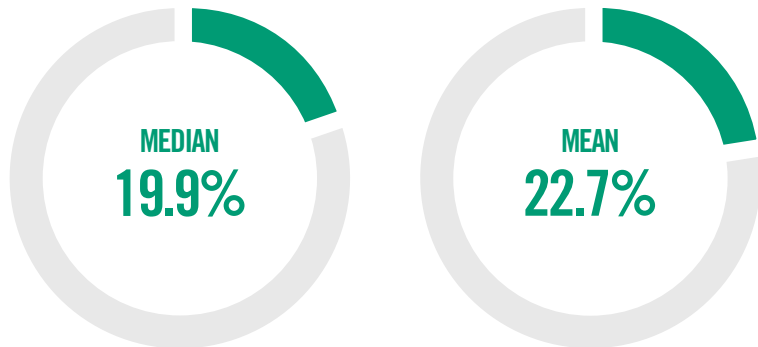
The gender pay gap measures the difference between men and women's earnings across the business by expressing women's pay as a percentage of men's pay.

This is different to equal pay. Equal pay refers to men and women receiving equal pay for equal work.

The data below has been calculated for the UK business only: total dunnhumby population of 623 with a M/F split of 361 (58%) / 262 (42%).

DUNNHUMBY'S GENDER PAY GAP

Percentage difference between male and female colleagues



*UK national median gender pay gap is 18.4% (Office of National Statistics)

In 2017, our median (middle) gender pay gap was 19.9% and our mean (average) gender pay gap was 22.7%.

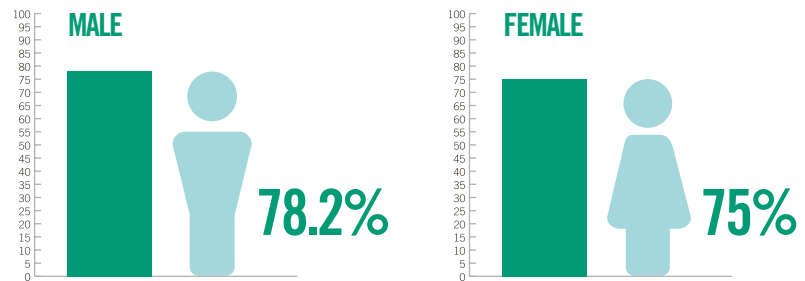
Our mean and median pay gaps are relatively similar because the pay distribution appears to be broadly the same for males and females across the workforce, which indicates it's less likely there is an equal pay concern for those doing the same or similar role.

BONUS GAP

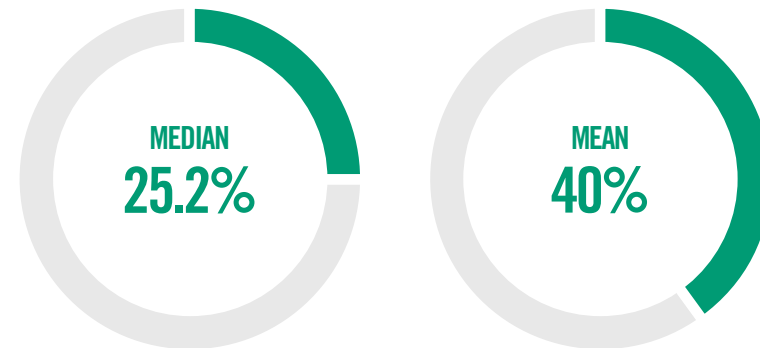
dunnhumby runs a bonus programme for all permanent employees*. We believe we work best when we work together. If we align our personal objectives with the business goals, strategies and measures, we will help deliver value and we want to ensure our people are rewarded fairly for their efforts in doing this.

*Employees who join less than three months before the end of the financial year will be eligible in the next financial year.

PERCENTAGE OF EMPLOYEES RECEIVING A BONUS



BONUS GAP

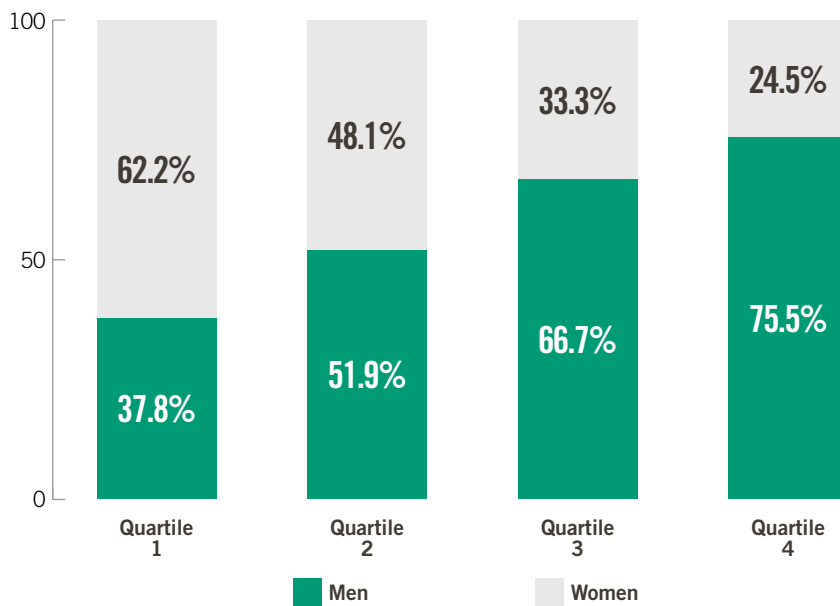


The total UK dunnhumby population is 499 who received a bonus in 2017 with a M/F split of 283 (57%) / 216 (43%).

dunnhumby has a higher proportion of male employees in senior roles. These roles reward a higher bonus in percentage terms. This highlights that we need to do more to support and encourage women to fulfil their career potential.

PAY QUANTILES

The pay quartiles chart ranks all our colleagues pay from lowest to highest and then divides it into four equal groups with the first group (Quartile 1) being the lowest paid. This analysis shows that there are proportionally more male colleagues than female colleagues in the highest paid quartile, a key driver of our gender pay gap. Female colleagues are concentrated in the lowest quartiles (just over a third sit in the first quartile), nearly a third of males sit in the highest quartile occupying the highest paid roles. Male pay is a fifth higher than female pay, primarily because a higher proportion of males occupy the highest paid roles.



This highlights that we need to do more to support and encourage women to fulfil their career potential and reach senior roles at dunnhumby.

OUR ACTIONS

To build a more inclusive and diverse organisation, and in turn close the gender pay gap, we are taking a number of actions focussing initially on gender equality. To make real, tangible change we are concentrating on specific workstreams and geographies over the next few months, with a view to rolling out globally in future. Some of the initiatives we have undertaken are described here:

LAUNCHED A DIVERSITY & INCLUSION VISION

ESTABLISHED A DH WOMEN'S NETWORK FORUM

ESTABLISHED DH WOMEN'S NETWORK DATA GATHERING / REPORTING WORK TEAM

TRAINING AND DEVELOPMENT

- Unconscious bias training

EMPLOYEE ACQUISITION AND ADVANCEMENT

- Changes to our recruitment processes
- Focused efforts on getting a gender balance of high quality CVs for all roles
- Launch of our STEM female internship programme

JOB DESIGN, FLEXIBILITY AND COMPENSATION

- Annual Diversity & Inclusion metrics measurement
- Job design and flexibility review
- Maternity, paternity and shared parental leave review

WORKING CLOSELY WITH INDUSTRY PARTNERS TO ALIGN WITH BEST PRACTICE

DUNNHUMBY REPRESENTATION AT, AND SPONSORSHIP OF, EVENTS THAT SUPPORT OUR DIVERSITY & INCLUSION VISION



dunnhumby

THE WORLD'S FIRST CUSTOMER DATA SCIENCE PLATFORM

dunnhumby is a leading customer data science company. We analyze data and apply insights from nearly one billion shoppers across the globe to create personalized customer experiences in digital, mobile, and retail environments. Our strategic process, proprietary insights, and multichannel media capabilities build loyalty with customers to drive competitive advantage and sustained growth for clients. dunnhumby employs over 2,000 experts in offices throughout Europe, Asia, Africa, and the Americas and works with a prestigious group of companies including Tesco, Monoprix, Meijer, Raley's, Michael Kors, Procter & Gamble, and Coca-Cola.

Learn more at

www.dunnhumby.com