

dunnhumby

Gender Pay Report

2022

At dunnhumby, we improve the lives of people by helping businesses engage them as individuals and supporting them to put their customers first.





Our vision is to create a workplace where every dunnhumbyan can bring their true self to work. This sense of belonging enables us to engage the full potential of our people, harnessing diversity of thought in an inclusive environment where everyone feels welcome and valued.

Gender pay gap reporting plays a key role in this by supporting our drive to improve gender diversity across every level of our business. This is our sixth year publishing our dunnhumby Gender Pay Gap Report and I can confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our gender pay data this year shows that our mean gender pay gap decreased from **20.9%** to **20.7%** while our median gender pay gap increased from **21.1%** to **24.7%**. Through our analysis, we know that the main driver of our gender pay gap is our higher proportion of men than women in more senior roles.

Fostering a diverse and inclusive culture is a continuous journey and we're building programmes, policies and benefits to ensure that all dunnhumbyans are comfortable to be their authentic self at work and are empowered to fulfil their personal and professional potential.

Defining the gender pay gap vs equal pay

The gender pay gap

The gender pay gap measures the difference between men and women's average pay within an organisation, regardless of their role or work level. In detail, it is the percentage difference between the gross hourly earnings for all men and the gross hourly earnings for all women. The pay gap is expressed as women's pay as a percentage of men's earnings. The data is calculated by grouping all male and all female pay together (i.e. all grades and job roles) to find the median and mean hourly rate.

Equal pay

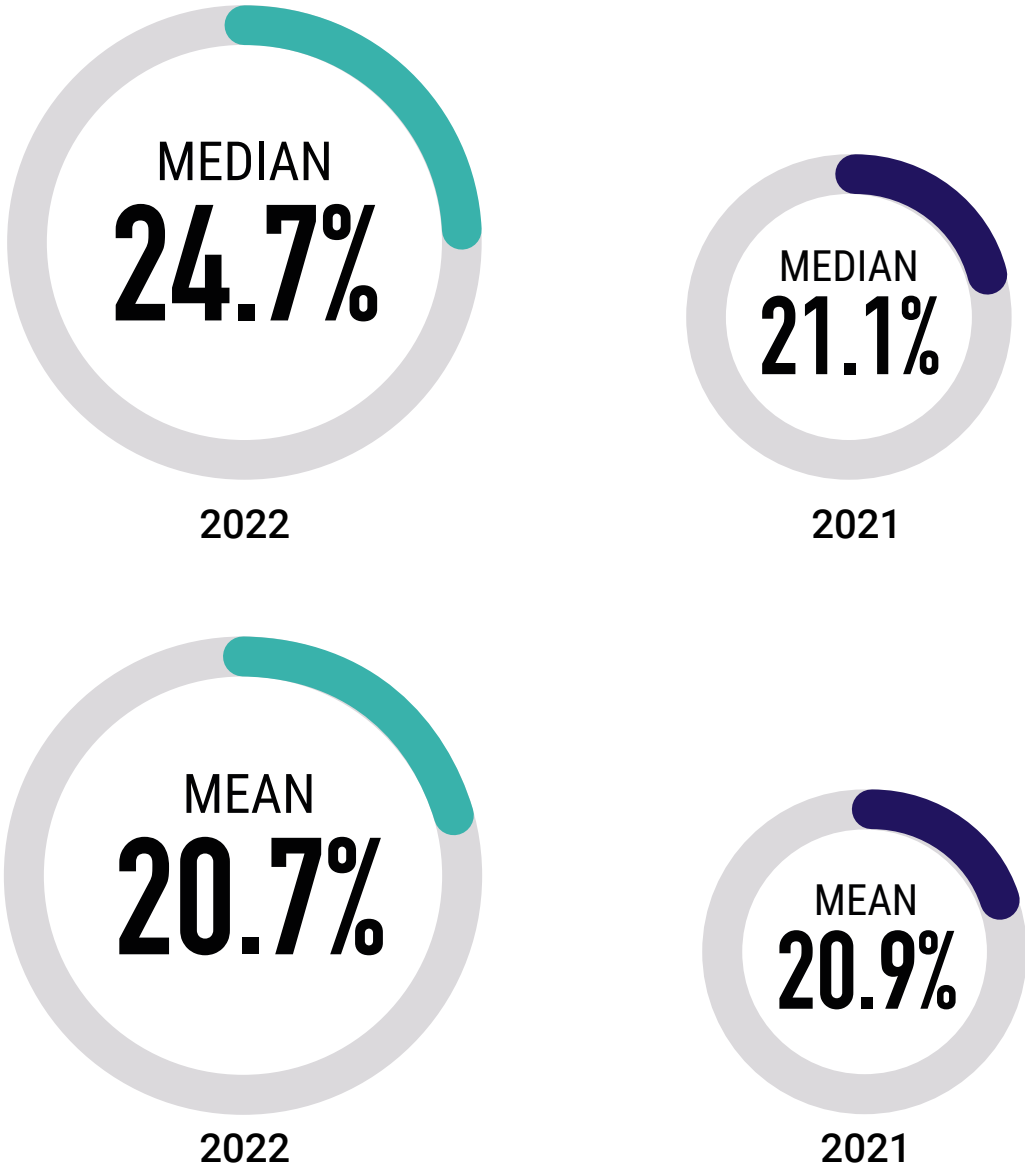
Measuring equal pay compares the pay of men and women who perform the same role or roles of equal value. During the dunnhumby annual salary review, we actively check job families and job roles to ensure dunnhumby pays all colleagues performing the same or equivalent roles equally.

Dan Olley

Chief Executive Officer

Our UK gender pay gap

Gender pay gap information is based on a data snapshot from April 2022 and has been calculated using the pay data for 754 dunnhumby UK colleagues, 52% of whom identify as female.



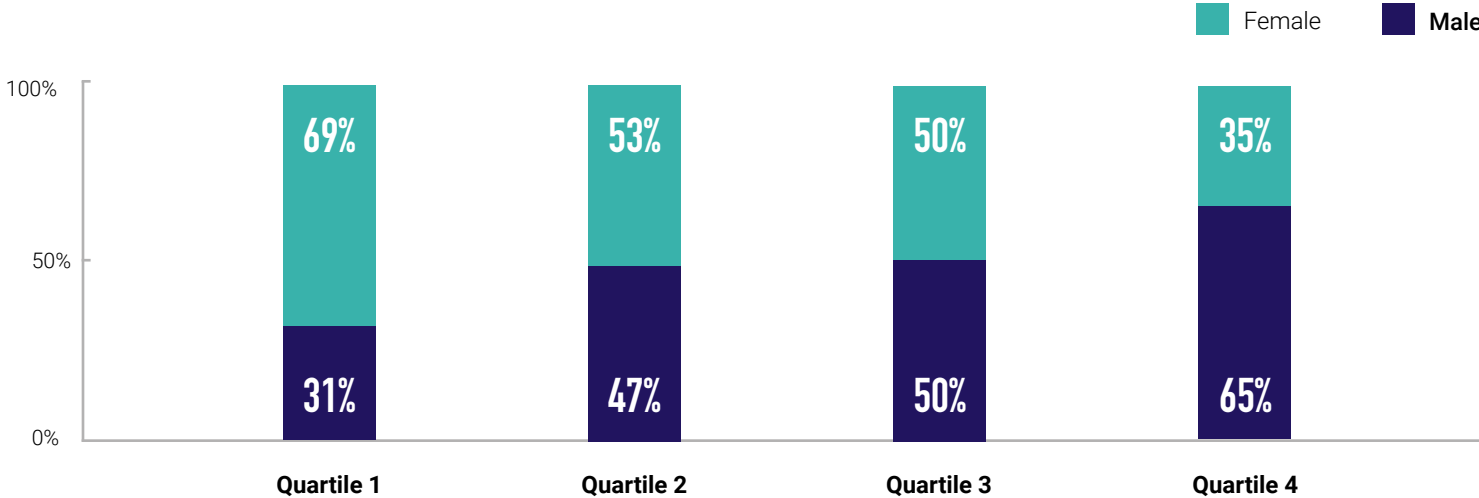
*UK national median gender pay gap is 14.9% (Office of National Statistics).

Proportion of men and women in each quartile pay band

The figures opposite show our gender pay gap as a percentage in both median and mean pay. Our mean gender pay gap has decreased for a second year in a row but our median pay has increased.

Through our analysis, we know that our gender pay gap is driven primarily by a higher proportion of men in senior roles. For the fifth year in a row, we've seen a continued increase of female representation in our top and upper middle quartiles. However, our recruitment stats show that more of our new female hires have been at lower grades which has increased the proportion of women in the lower quartile. Additionally we hired a new male CEO and both elements have contributed to an increase in our median pay gap.

We are committed to increasing the percentage of women in our more senior roles. As of October 2022, over 38% of our UK based Executive and Leadership teams are women and we will continue to drive female representation across all roles to close the gap.



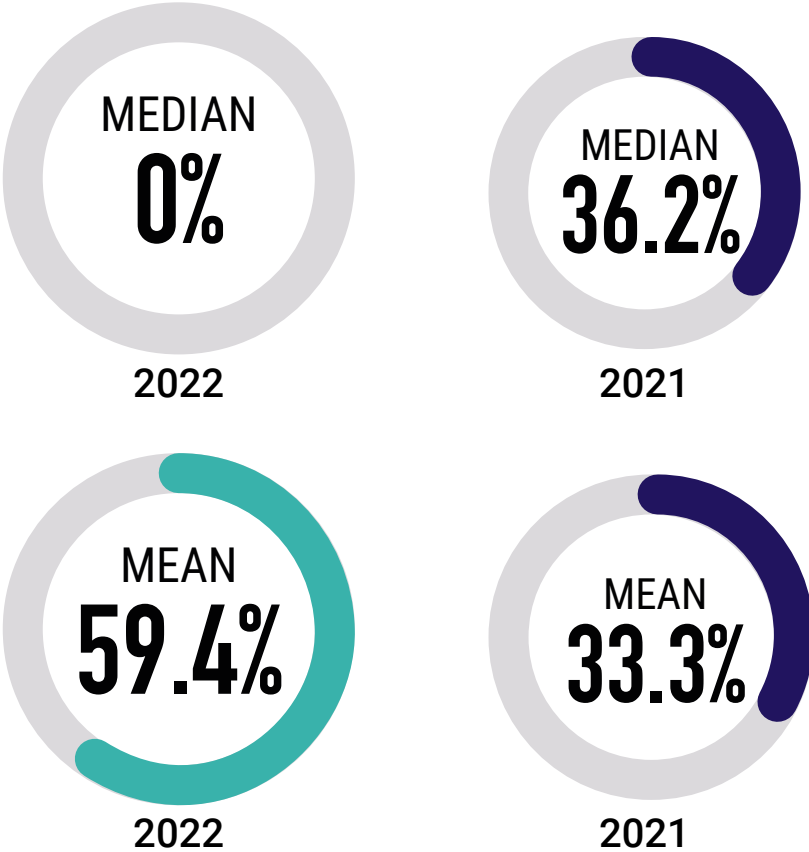
Our UK gender bonus gap

The figures show the percentage of men and women who received a bonus payment in the year ending 5 April 2022, as well as the percentage difference in bonus amount.

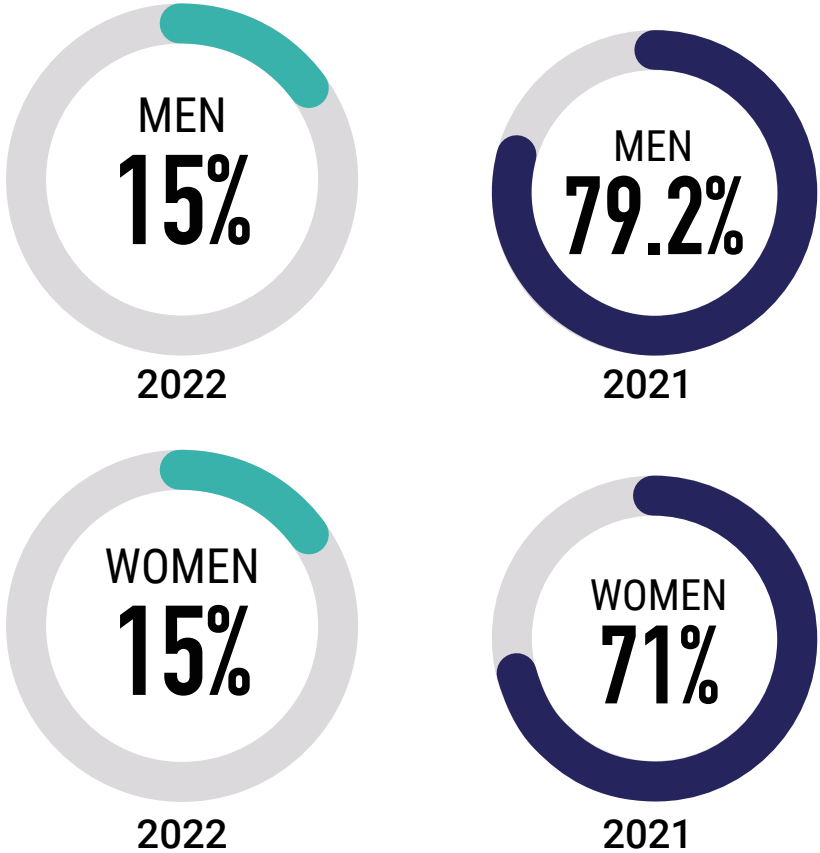
This was an anomalous year for dunnhumby as due to difficult trading conditions during the pandemic we did not pay an annual bonus for FY 2020/21. Therefore, this year's bonus gap only relates to other qualifying payments such as long term incentive/reward payments, sales incentives and non- standard and one-off payments tied to hiring and investment.

The gap in our mean bonus is largely due to 2021 being the pay-out year for LTI (Long Term Incentive) awards at senior levels where we have a higher proportion of men. We do not differentiate by gender for bonus payments, and regularly review our proposed performance data for potential gender, grade and age skews.

Median and mean dunnhumby UK bonus gap



Men & women who received a bonus

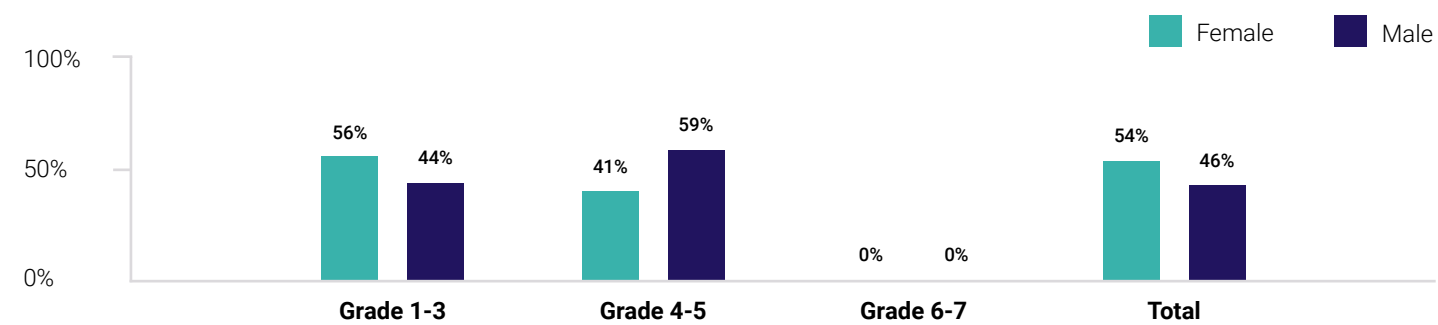


Attracting and developing diverse talent

Our strategies to address our gender pay gap cover a range of policies, processes and programmes but some of the most impactful activities are centred around our attraction and development

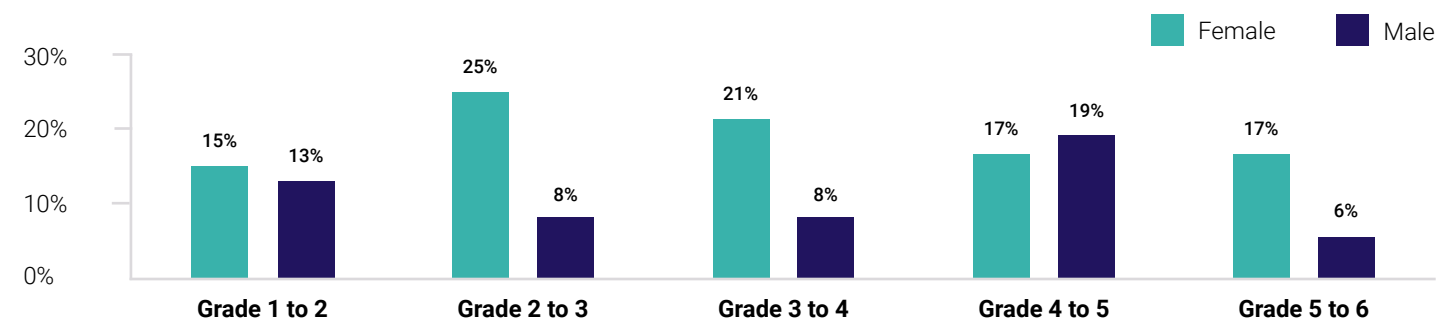
Hiring by grade

Over the period of May 2021 to April 2022, we hired 94 women and 79 men. However the data shows that more women were hired at junior rather than senior grades, which contributed to a widening of our gender pay gap.



Promotions by grade

Promotions are shown as a proportion of the pool per gender, not of the total employee population. For example, 25% of all UK females at grade 2 were promoted to grade 3 during this period. While we've seen an increase in the number of women promoted to our senior grades compared to last year, we know that we need to continue to accelerate this trend to address our gender imbalance at senior levels.





Our Actions

To help us close our gender pay gap and build a more inclusive business for everyone, we are taking tangible, sustainable actions to improve our culture so everyone can bring their true self to work. We know that this will take time, and we're continuing to focus our efforts to champion greater diversity in our teams.

Sustaining a culture of belonging

Belonging@dunnhumby

Our flagship inclusion programme, Belonging@dunnhumby, is open to all dunnhumby employees and is a key part of our diversity and inclusion strategy. Our expectation is that all our people contribute to building an inclusive culture, where you feel a sense of belonging and are free to be your authentic self at work. The programme launched in 2021 with a series of global summits and has continued into the Embed phase as we entrench inclusive behaviours into our day-to-day working by acting with integrity, empathy and courage.

Lead and role model inclusion

The foundation of our Leadership Ethos is the ability to bring diverse opinions and styles together to strengthen our collective thinking and performance. We know that leaders who are true to themselves create a greater likelihood of encouraging and accepting others' authentic behaviour and experience and our leadership programme, Leader Labs, is an immersive and experiential programme designed to help individuals become authentic impactful and agile leaders.

Gender Equality Network (dh GEN)

Membership of the dh GEN employee network group continues to grow, providing a place where our female and non-binary colleagues feel confident and empowered to share their views, and fulfil their career potential.

Inclusive hiring and representation

Inclusive recruitment

Inclusive recruitment is the backbone of our hiring practices. We've set 50/50 shortlist requirements for both our internal and external recruitment partners. We closely track our new hire gender split and are proud that 54% of our new joiners in the year to 5 April 2022 have been women.

Our partnerships with inclusive and accessible jobs platforms Vercida and Evenbreak help us engage with candidates who have placed diversity and inclusion at the top of their agenda. We also use augmented writing tools to ensure gender neutral and non-biased wording within our job adverts. We regularly survey both candidates and hiring managers to learn how we can improve our hiring experience further.

Women Returners programme

Our dunnhumby Returners Programme is now in its third year. This partnership with Women Returners offers those who have been out of the workplace a route back via a five-month placement that can evolve into a permanent role at the end of the programme. To date we've welcomed women back into our Technology, Data Science and Media businesses and benefit from the wealth of industry and personal experience they bring to their new roles at dunnhumby.

This has been so successful we've expanded to a further programme in India, partnering with Jobs for Her.

Driving female representation in senior roles

As part of our commitment to increasing diverse representation at a leadership level, we have set targets to increase female representation of our global senior leadership to 35%. This is in addition to a target of 40% female representation at all management levels. Tracking against these goals provides focus for the initiatives to reduce the gender disparity at the root of our gender pay gap.

Understanding the diversity of our colleagues

In 2021, we launched a new campaign with colleagues, asking them to voluntarily disclose their personal diversity information, including gender and ethnicity. This data will help us to identify areas of improvement, enable us to make more inclusive decisions, and allow us to participate in future legislative reporting.



Supporting all our colleagues in the workplace

Policies to support families

dunnhumby is a family-friendly employer, and we recognise the challenges of balancing work with family responsibilities and their disproportionate impact on women in the workplace. Our Shared Parental Leave policy offers the same amount of paid time off for employees regardless of gender, gender identity or sexual orientation and allows every parent to have the opportunity to spend quality time off with their new family from birth or adoption.

This year we've also introduced new policies supporting those who experience pregnancy loss or infertility ensuring that all our people have access to paid time off and get the necessary support. All our policies use gender neutral language throughout and support primary and secondary parents and caregivers, irrespective of gender; sexual orientation; or how and when a colleague chooses to start a family.

Embracing more flexible ways of working

We're committed to creating an environment where everyone can balance a successful and fulfilling career with their commitments and interests outside of work. All employees can take advantage of our informal hybrid working approach balancing time at home with time in the office. Our new Flexible Working policy covers the different options available to colleagues on a more permanent basis and has been enhanced so everyone can apply for flexible working from their first day.

Prioritising wellbeing at work

The health and wellbeing of our people remains our top priority. This year we've instigated positive action to raise awareness of the menopause and perimenopause amongst all employees and managers. Our focus has been on practical support, education and increasing workplace conversations to destigmatise the impact on the health and careers of those who experience menopause.

Our dh Thrive network support our mental health and wellbeing programme with a series of talks and panel sessions on resilience, self-care, suicide prevention, financial wellbeing and mental health in the workplace.

Supporting colleagues with disabilities

As part of our commitment to the Disability Confident scheme we've updated our workplace adjustments approach to ensure that both colleagues and managers feel comfortable in talking about any necessary changes to improve accessibility at work. We're also working with our partner Evenbreak to review the accessibility of our recruitment practices and widen our reach to talented candidates with a disability.



Appendix

Understanding how we calculate our gender pay and bonus gap

What is the gender pay gap?

The gender pay gap measures the difference between men and women's average pay within a business or organisation, regardless of their role or grade. This is different to equal pay, which compares the pay of men and women who perform the same role or roles of equal value. There are two ways we must report and calculate our gender pay gap - as a median percentage and as a mean percentage.

Median: The median is the figure that falls in the middle of a range when all hourly pay is stacked from lowest to highest. The median gender gap is the difference between the middle figure for all women's hourly pay and the middle figure for all men's hourly pay.

Mean: The mean is the average figure when you consider the hourly pay for all men and all women. The mean gender pay gap is the difference between the average hourly pay for all women and the average hourly pay for all men

Calculating our pay quartiles

The pay quartiles measure how many men and women are represented in each quarter of the business when all men and women's hourly pay is stacked from lowest in Quartile 1 to highest in Quartile 4. Each quartile shown contains an equal number of colleagues.



Calculating the gender bonus gap

The gender bonus gap measures the difference in total bonus payments between all women in a business and all men in a business. There are two ways we must report this, as a median percentage and a mean percentage. We also must report the proportion of men and women who received a bonus payment. It is calculated before deductions are made at the source, but after salary sacrifice, and includes remuneration relating to performance, profit sharing, incentives such as referral fees and commission.

Median: The median is the figure that falls in the middle of a range when all bonus payments are stacked from lowest to highest. The median gender bonus gap is the difference between the middle figure for all women's bonus payments and the middle figure for all men's bonus payments.

Mean: The mean is the average figure when you consider the bonus payments for all men and all women. The mean gender bonus gap is the difference between the average bonus payment for all women and the average bonus payment for all men.

Proportion of colleagues to receive a bonus:

The proportion of women who received a bonus is shown as a percentage of all women in the business and the proportion of men who received a bonus is shown as a percentage of all men in the business.

More information on these calculations can be found on the [government website](#).



dunnhumby is the global leader in Customer Data Science, empowering businesses everywhere to compete and thrive in the modern data-driven economy. We always put the Customer First. Our mission: to enable businesses to grow and reimagine themselves by becoming advocates and champions for their Customers.

With deep heritage and expertise in retail — one of the world's most competitive markets, with a deluge of multi-dimensional data — dunnhumby today enables businesses all over the world, across industries, to be Customer First.

The dunnhumby Customer Science Platform is our unique mix of technology, software and consulting enabling businesses to increase revenue and profits by delivering exceptional experiences for their Customers — in-store, offline and online. dunnhumby employs over 2,000 experts in offices throughout Europe, Asia, Africa, and the Americas working for transformative, iconic brands such as Tesco, Coca-Cola, Meijer, Procter & Gamble, Raley's, L'Oreal and Monoprix.



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