



dunnhumby

# **Diversity, Equity & Inclusion Annual Progress Report 2023:**

*A Place Where Everyone Belongs*

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



## Foreword

**We're building a workplace where all dunnhumbyans can be their authentic selves, fostering a culture of belonging that empowers our people to realise their full potential. We celebrate diverse perspectives, encouraging an inclusive culture where all colleagues are embraced and appreciated.**

This sense of belonging is part of the fabric of who we are: we empower businesses to engage their customers as individuals (and this starts with empowering our own teams and colleagues as individuals). We're really proud of our culture at dunnhumby – and culture is felt through the behaviours that are reinforced or discouraged on a day-to-day basis in our teams.

Our gender pay gap is one measure of the progress we're making on diverse representation. This year our mean gender pay gap reduced to 15.9% (down from 20.7 in 2022). Our median gender pay gap also decreased to 18.8% (a drop of 5.9%). It's important to reiterate that we don't pay people differently based on their gender, ethnicity or any other diverse characteristic. The gender pay gap is caused by us having a lower proportion of women in leadership roles and a higher proportion in more junior roles.

Nurturing a culture of belonging and inclusion is an ongoing commitment, and we are actively developing programmes, policies, and benefits to create an environment where everyone can feel at ease bringing their true selves to work and are empowered to achieve their personal and professional aspirations.

While there is still work to do, we are moving in the right direction, and we are absolutely determined to build on the progress we have made so far.

**Josh Bottomley**  
Chief Executive Officer





## Diversity, Equity & Inclusion at dunnhumby

We continuously seek to cultivate an environment of inclusion that represents and celebrates our diverse workforce, so that every dunnhumby can bring their true self to work every day.



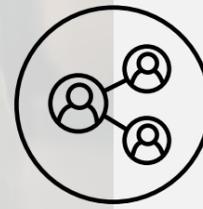
### Advancing diverse representation

We prioritise diverse talent within our teams, striving to create an inclusive and supportive environment where colleagues can authentically express themselves. Through our leaders, managers, and people teams, we actively seek to attract, nurture, and empower individuals of all genders, abilities, and backgrounds.



### Inclusion in everything we do

Fairness and equity are integral to our DNA and we're embedding inclusion at all stages of our colleague lifecycle. Ensuring our policies and practices are fully inclusive highlights the importance of diversity and belonging for all colleagues.



### Culture of belonging

At dunnhumby belonging is our superpower; it's the glue that holds our global culture together. We believe when people feel acknowledged, respected, and safe, they are empowered to be themselves.

## Advancing diverse representation

### Gender diversity in leadership

Diverse representation contributes to more informed decision-making, improved innovation, and a stronger, more inclusive workplace culture. Our Gender Acceleration plan sets out the steps we're taking to attract, develop and support female colleagues. To hold ourselves to account we've established targets to raise female representation within our global senior leadership to 35%, complemented by a goal of 39% female representation at all management levels. In the year from May 2022, 56% of all promotions were female and 44% of new joiners were women.

We've been holding listening sessions with women from across our business, covering all regions and seniority levels. The insight from these sessions is informing our continuing work to support women at dunnhumby and has already led to improvements in maternity leave offerings and the relaunch of our parental leave buddy scheme.

### Developing diverse talent

Catalyst, our Inclusive Sponsorship programme has proven popular with our colleagues, connecting those from diverse groups with senior leaders for career sponsorship. Fifteen of our people have also joined the Tesco Group Diverse Talent Communities, a programme designed to address barriers to career progression, providing colleagues with the tools, support and visibility to drive their career forwards. These programmes are a demonstration of our committed, proactive action towards growing our internal talent and supporting our work around inclusion.

### Collecting diversity data

In 2021, we launched a new campaign with colleagues, asking them to voluntarily disclose their personal diversity information, including gender and ethnicity. We've now expanded this to include information on disabilities and neurodiverse conditions. This data helps us track against our targets, identify areas of improvement and enables us to make more inclusive decisions.



## Inclusion in everything we do

### Inclusive recruitment

Incorporating inclusivity into our recruitment is a fundamental aspect of our hiring processes. We've established specific candidate shortlist targets for each job function, introduced inclusive hiring manager training, and created a guide to reasonable adjustments for candidates at interview stage.

**We also work with several key partners helping us connect with diverse candidates:**



- Our Returnship programme, run in partnership with Women Returners, offers women who have been out of the workplace a route back to work via an initial five-month placement that can evolve into a permanent role at the end of the programme. The success in the UK has led to the introduction of a further programme in India, partnering with HerKey.
- We recently started working with Code First Girls who offer women the opportunity to develop the right skills to work in Software Engineering. Participants complete a 16-week training programme before joining our Technology team on a permanent basis. We're expecting 10 new joiners in 2024, and our partnership also includes sponsorship to help 125 other women complete their course.
- Our collaboration with the Ministry of Defence and their Career Transition Partnership allows us to support ex-service personnel in the UK to find work after leaving the forces.
- Our partnership with VERCIDA, the world's largest diversity job board, allows us to share our culture, values, and career opportunities with a hugely diverse audience. We were proud to support them in 2023 in launching the first ever UK Diversity Index, which provided a comprehensive review of the diversity landscape for job seekers in the UK.

### Inclusive Policy Approach

To underpin our belonging culture, we've introduced new policies and practices which enable our people to bring their whole selves to work. These policies cover topics such as Pregnancy Loss, IVF & Fertility Treatment, Domestic Violence, and Menopause, and serve to reduce the stigma and uncertainty around certain topics, support colleagues with diverse characteristics, and create a culture where everyone is able to speak openly about their experiences.

Our UK Shared Parental Leave policy supplements our maternity and paternity leave policies and offers the same amount of paid time off for colleagues regardless of gender, gender identity or sexual orientation, enabling every parent to have the opportunity to spend quality time off with their new family from birth or adoption.

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 starts a family.

Our Flexible Working policy explains the different options available to colleagues on a permanent basis, and all employees can take advantage of our informal blended

working approach, balancing time at home with time in the office. This enables us to cultivate an environment where everyone can balance a successful and fulfilling career with their commitments and interests outside of work.

Detailing our offerings in policies and guidance creates consistency and demonstrates our collective willingness to lean into these conversations and understand challenges faced by our people outside work. For those who are experiencing some of these changes in their lives, they have clarity of approach and can be confident that dunnhumby is a place that leads with compassion and care.



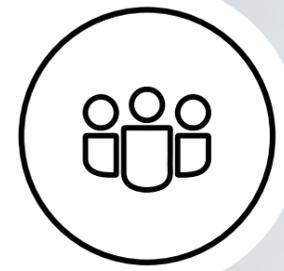
## Creating an accessible workplace

We're proud that we've now been certified as Level 2 Disability Confident Committed Employer as part of a voluntary UK Government scheme which encourages the employment of those with disabilities. We apply the principles of the Disability Confident framework globally and it's enabled us to identify opportunities to improve our workplace adjustments approach, introduce our Disability Fundamentals training and launch our new dh Enabled employee network group.

Our partners at Evenbreak, a charity supporting those with disabilities into employment, have conducted a review of our hiring process and provided us with recommendations on how to remove and reduce accessibility barriers.

## Neurodiversity@dh

As a customer data science organisation, we recognize the power of neurodiversity to bring more innovation, diversity of thought, experience and creativity to all our products and services. This year we hosted several sessions on neurodiversity to create more awareness and understanding of the unique strengths and needs of neurodiverse individuals. Our aim is to have an open dialogue with our leaders and line managers on how we can tap into the immense potential of our neurodiverse colleagues and create a culture of inclusion and belonging through workplace adjustments.



## Culture of belonging

A key part of our diversity and inclusion strategy is cultivating a culture of belonging. We're committed to improving the diversity of our workforce, and at dunnhumby this starts with everyone feeling a sense of belonging that enables and empowers you to be your authentic self at work.



### Our Belonging vision:

*Belonging is our superpower; it's the glue that holds our global culture together.*

We believe when people feel acknowledged, respected, and safe, they are empowered to defy expectations.

Belonging goes beyond protected characteristics – it is a universal experience. Belonging is part of the fabric of who we are: we empower businesses to engage their customers as individuals - and this starts with empowering our teams/colleagues as individuals. We're

really proud of our culture at dunnhumby – and culture is felt through the behaviours that are reinforced or discouraged on a day-to-day basis on teams.

Our inclusive behaviour programme 'Belonging@dunnhumby' is a global initiative designed to reset behavioural expectations, educate and upskill our colleagues on how to work inclusively. The focus is on driving actionable behavioural change rather than just raising awareness and equips our people to address instances of exclusion for

themselves and others. To date we've run global Belonging summits, introduced team based Embed sessions and recently launched our online Belonging learning journey so that all new dunnhumbyians can understand our expectations around inclusion.



## Spotlight on our diversity networks

Our employee network groups share our ambition of an inclusive workplace. Led by dedicated colleagues, these network groups serve as platforms for sharing experiences, educating allies, and collaborating with the people team to enact change.

Each network group works with Executive sponsor who is committed to understanding their challenges and advocating for their interests in broader discussions.



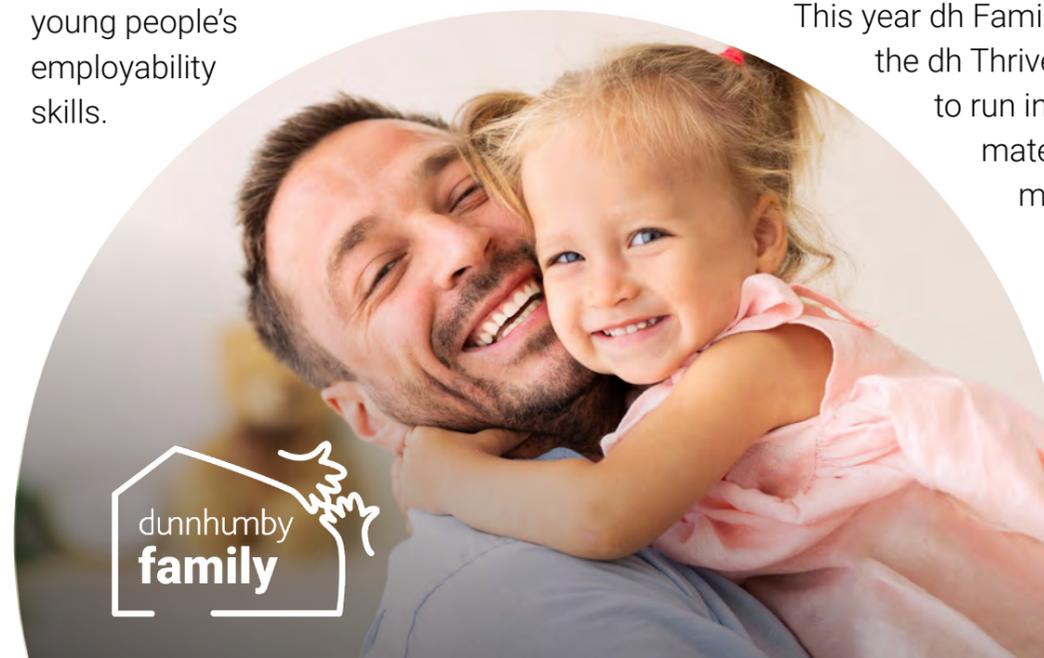
gender  
equality  
network  
dunnhumby

### dh GEN

dh Gender Equality Network (GEN) is a network dedicated to advancing gender parity to enable all dunnhumbyians to fulfil their career potential, with a focus on creating equality for women and non-binary people.

Their flagship event for International Women's Day (IWD) was an insightful panel with internal and external speakers bringing to life the complex subject of equity. The panellists' stories of how equitable measures had enhanced their careers in a range of ways included experiences of our returners programme, support with menopause and a male perspective on shared parental leave. The event also encompassed the 3rd annual dunnhumby IWD Awards, recognising standout female dunnhumbyians across categories such as resilience, innovation and courage as well as celebrating male allies who have championed gender parity.

A focus this year has also been on promoting dunnhumby as a place to foster great experiences for women in Technology, culminating in our inaugural Women in Tech event. We were joined by Ravneet Shah from Allica Bank, Corie Hawkins from Google and dunnhumby Chair of the Board, Julie Woods-Moss, who shared their personal career stories and insight into how they'd overcome adversity. The event was supported by our partners at Hackajob, CodeFirstGirls, Women Returners and Spark UK, one of dunnhumby's charity partners, whose mission is to enhance young people's employability skills.



dunnhumby  
family

### dh Family

Our dh Family network is all about balance, enabling our people to be at their best by balancing the interdependent demands of family, work and community. Their work focuses on improvements to family related policies, creating supportive content and raising awareness of other related topics.

The network has been instrumental in consulting on our new policies which recognise the different journeys people go on to grow their family as well as working with the HR teams to improve processes around family leave.

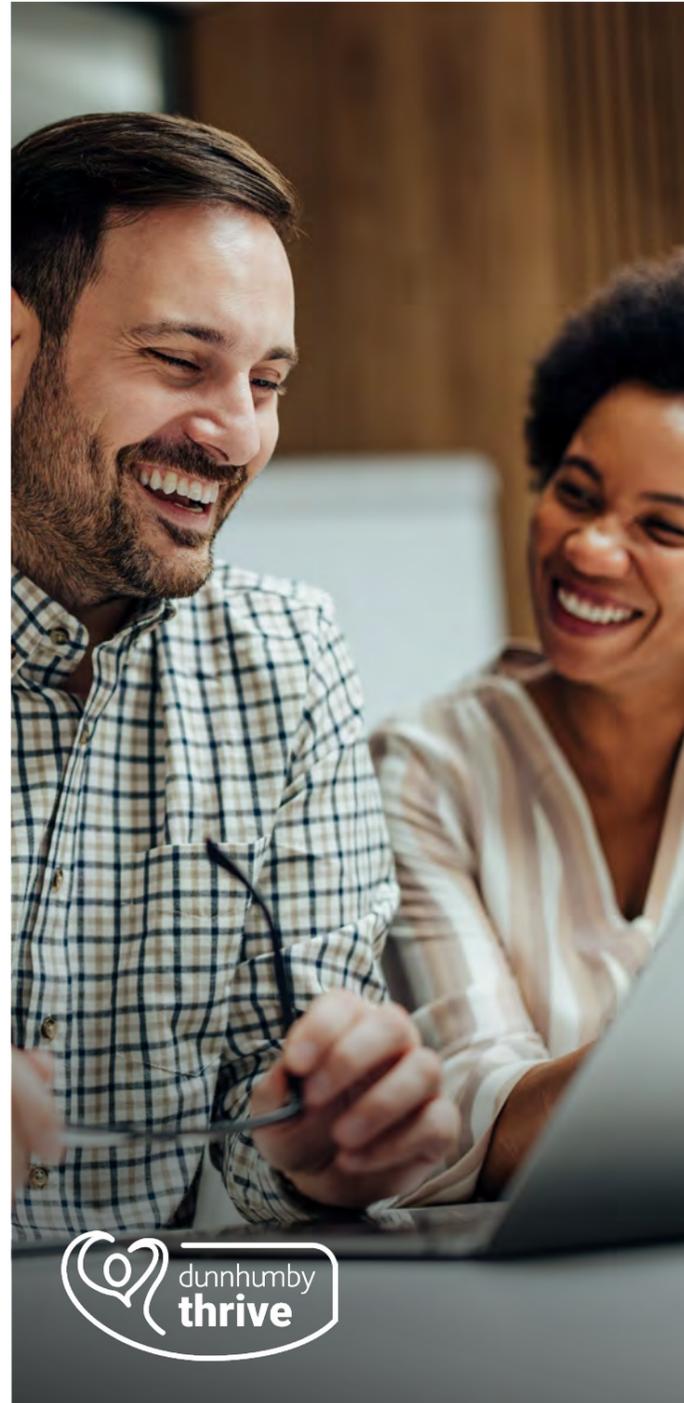
This year dh Family have partnered with the dh Thrive and dh GEN networks to run intersectional events for maternal mental health and men's health and shared parental leave.

## dh Thrive

dh Thrive aims to create an environment that empowers our colleagues and their families to make proactive choices about their health and wellbeing to thrive at dunnhumby. To achieve this, they have a four-pronged strategy that includes listening, upskilling, educating, and building a culture of openness around mental health.

This year dh Thrive have focused on upskilling managers and colleagues with a series of bespoke team workshops focusing on real-life scenarios, online learning to support colleagues through sensitive and difficult situations, as well as a refresh of our Mental Health Awareness training module.

The network has a full global events and communications calendar focusing on education and awareness as well as running intersectional events such as our World Mental Health Day panel event in collaboration with dh One and dh Proud. The powerful Sharing Stories initiative encourages colleagues to share their mental health journey and its impact has been recognised with three Highly Commended awards at the [This Can Happen Awards](#).



## dh Proud

dhProud was established to create an inclusive accepting culture within dunnhumby that enables LGBTQ+ colleagues to realise their full potential by living authentically. The network is open to all LGBTQ+ community and allies working across four pillars: Proud to be, Proud to Ally, Proud to Work and Proud to support.

Highlights for dh Proud in 2023 included celebrating “Wear It Purple” day where dunnhumbyans from all our global offices showed their solidarity with pride by wearing purple. We also participated in the London Pride March and celebrated key events such as LGBTQ+ history month with virtual activations creating awareness of queer heroes and a panel discussion around representation of LGBTQ+ community in media.

The dh Proud India chapter also launched this year, a vibrant space for our LGBTQ+ colleagues and allies to celebrate their identities and share their stories. Our leadership team showed their solidarity and support creating an [ally video](#) and our ally pledge wall in the office was a rainbow of affirmation and allyship



## dh One

dh One is dunnhumby's multicultural employee network and aims to foster a safe space for creativity and idea exchange, irrespective of race, ethnicity, language, culture, beliefs or religion.

This year dh One have focused on celebrating and sharing stories of the different cultures represented across dunnhumby. Christarose Maphosa from Tesco and The Gym Kitchen's founder Segun Akinwaleola joined us for our **Travel the World with dhOne: Food** event promoting diversity in the commercial retail world and healthy eating habits. Our series **Let Me Take You to My Roots**



offers a virtual journey across continents and cultures, showcasing unique cultural aspects and stories from our colleagues.

For Black History Month, dh One celebrated the exceptional achievements of black women. The theme, **Saluting our Sisters**, highlighted the crucial role that black women have played in shaping history, inspiring change, and building communities. We also participated in the #MyNamels campaign encouraging colleagues to add the phonetic pronunciation of their name to their email signature.

In recognition of its efforts, the dh One network was spotlighted by Race Equality Matters during Race Equality Week, an event aimed at addressing workplace race inequality and emphasising the need for majority involvement in organisational change.

## dh Enabled

Our newest employee-led network, dh Enabled, launched this year and has been created to support colleagues with disabilities or those who care for people with disabilities. The network aims to help tackle the stigma of disability in the workplace and ensure that dunnhumby is a safe, welcoming and accessible space for all.

We marked the dh Enabled launch with a kick-off event which consisted of an open panel discussion about individuals' experiences of working or looking after those with a disability. In addition, the group sponsored a series of webinars through NeuroGifted, on neurodiversity in the workplace.



## dh Unity

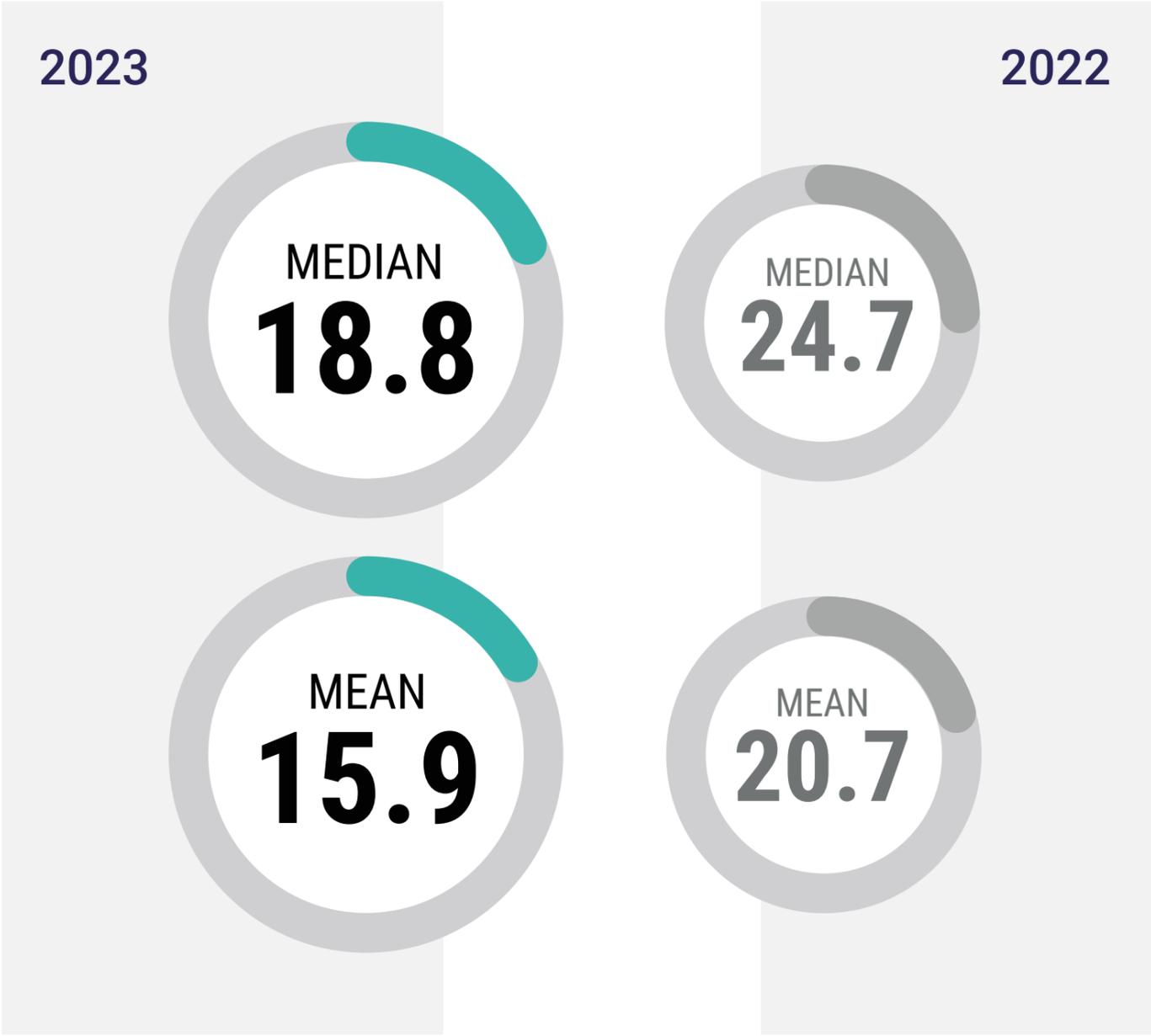
Unity means to be joined as a whole; this North America-based network reflects, combines, and celebrates all our different network groups, with a vision of cultivating an open and embracing culture. The network raises awareness about varying topics, educational campaigns and are a beacon of support for those in our North America region.

This year, dh Unity marked a special "Wellness Week", dedicated to promoting mental and physical health in our workplace, which included lean-in sessions, guided meditation, and desk yoga. As part of the advocacy and allyship objectives a Women in Leadership and Allyship Panel session featured five leaders from dunnhumby who addressed key questions about effective allyship for women.

As a cross-network group dh Unity focus on intersectional activities working with other DEI groups across our business. Their popular Lean In sessions address sensitive topics affecting people locally and globally and create a safe space for people to share their views and understand different perspectives.

# Our UK gender pay gap

Gender pay gap information within this report is based on the data snapshot of April 2023 and has been calculated using the pay data for 744 dunnhumby UK colleagues, 49% of whom identify as female.



Gender pay gap reporting plays a key role in creating more transparency and accountability on group efforts on gender equality. This is our seventh year publishing our dunnhumby Gender Pay Gap Report and our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

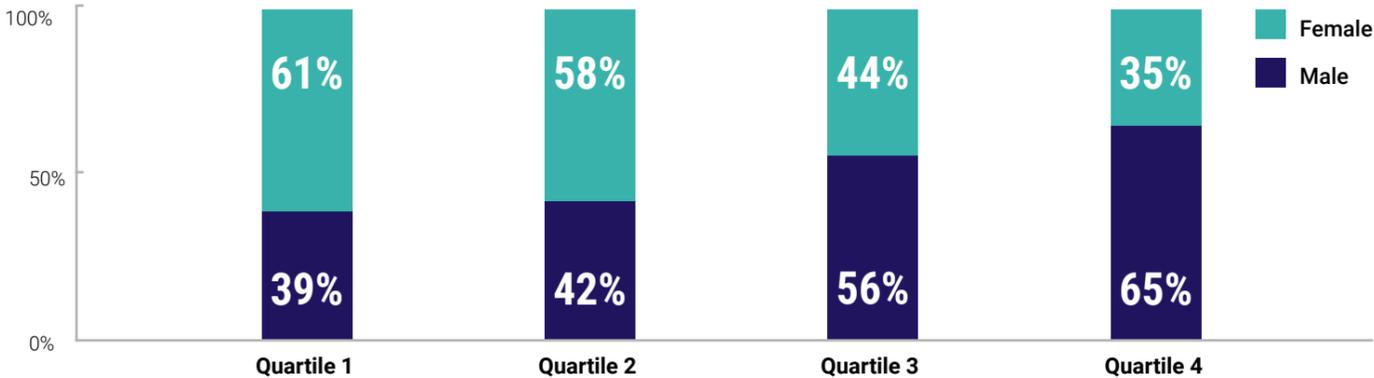
The figures show our gender pay gap as a percentage in both median and mean pay. We are pleased to report that for 2023, both our mean and median gender pay gap have reduced significantly by 4.8% and 5.9%, respectively. A lower mean pay gap signifies that the overall average pay for women is closer to that of men, when compared with last year. Combined with the reduction in the median pay gap, this indicates that rather than being caused solely by extreme outliers of high or low earners, these improvements

represent an overall positive shift in pay equity between men and women throughout the organisation. Both figures are among our lowest since we started reporting and show our dedication to equality across our business.

Our gender pay gap is driven primarily by a higher proportion of men in senior roles as shown by our quartile analysis. For the sixth year in a row, we've seen an improvement in female representation in the top quartile and this, along with reduction of women in the lowest quartile, is driving the reduction of our gender pay gap.

We continue to support colleagues across our business and remain committed to increasing the percentage of female colleagues in our more senior roles. Over 35% of our UK based Executive and Leadership teams are women, but we know we can do more.

## Proportion of men and women in each quartile pay band



# Our UK gender bonus gap

Our bonus scheme is open to all colleagues in an eligible role, and those at the same grade or in the same job role have the same bonus opportunity.

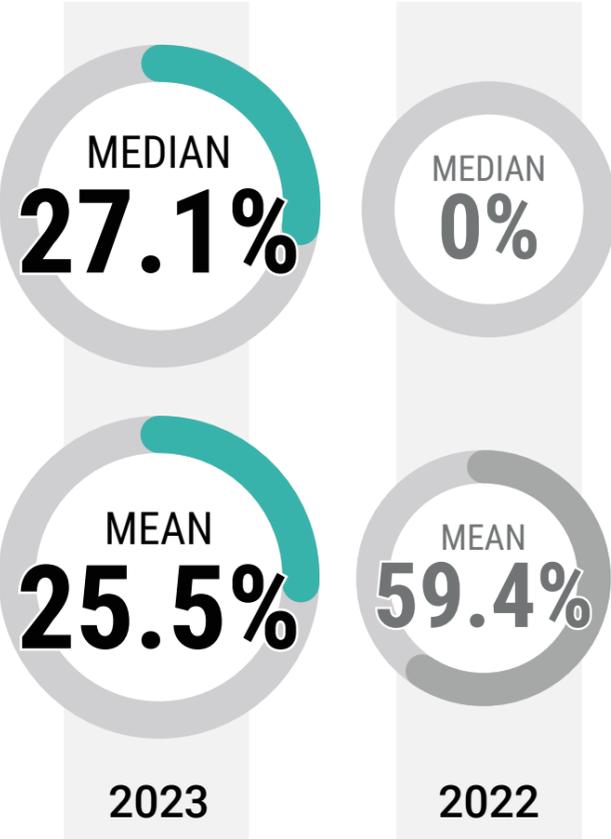
The figures show the percentage of men and women who received a bonus payment for the year ending 5 April 2023, as well as the percentage difference in bonus amount.

The dunnhumby UK bonus pay gap was calculated using the annual bonus data captured from the 2021/22 performance year (paid in May 2022), as well as other qualifying bonus payments made between 6 April 2022 and 5 April 2023 (including long term incentive/reward payments, sales incentive, non-standard and one-off payments tied to hiring and investment). For the annual bonus period 2021/22, all eligible employees received a bonus.

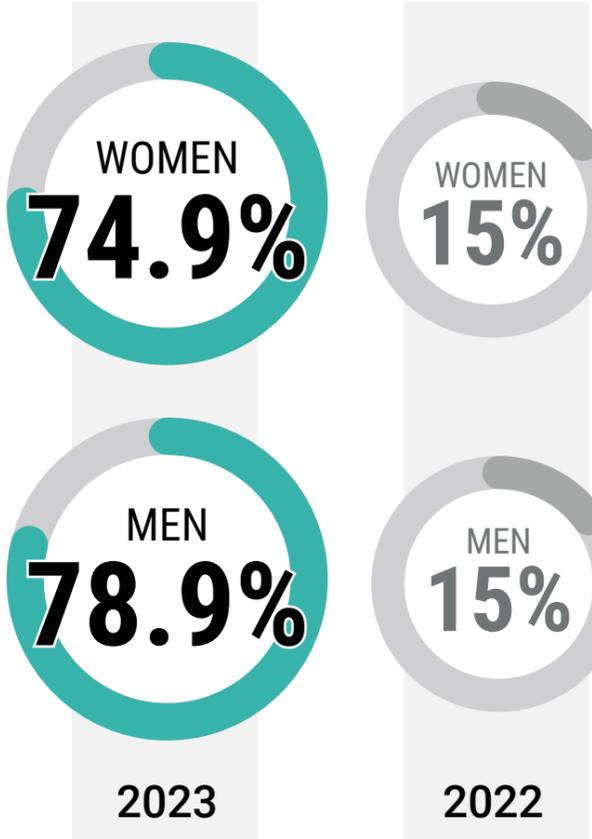
Our median bonus gap has increased to 27.1% and our mean bonus gap decreased to 25.5%. 2022 was an anomalous year for dunnhumby as due to difficult trading conditions during the pandemic we did not pay an annual bonus for FY2020/21, but notably this is also a reduction from our 2021 median and mean bonus gaps.

We do not differentiate by gender for bonus payments, and regularly review our proposed performance data for potential gender, grade and age skews. The difference in percentages of those who received a bonus is due to eligibility – such as new joiners for the period, those on a fixed term contract or underperformance.

## Median and mean dunnhumby UK bonus gap



## Men & women who received a bonus



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## 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.

**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.

#### 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

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 and L'Oreal.



Connect with us to start the conversation

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