

dunnhumby

Ireland Report

Gender Pay Gap

2025



At dunnhumby we believe that fostering a culture of belonging, where every colleague can bring their true self to work, is essential to our success. We value diverse perspectives, recognising that different experiences and viewpoints drive innovation and growth.

This year marks a significant milestone for dunnhumby as we publish our inaugural Ireland Gender Pay Gap Report. Gender pay gap reporting is a vital step in our ongoing commitment to transparency, accountability, and advancing gender equality across all levels of our organisation. At dunnhumby, we want every colleague to feel fully supported throughout their career journey with us. We believe in providing equal opportunities and fair rewards for all. Our goal is for every individual to bring their authentic self to work, confident that they are valued, respected, and empowered. This report also highlights some of our global diversity, equity and inclusion activity that underpins our ambition to create a truly inclusive workplace.

For our first year of reporting in Ireland, we are pleased to share that our mean hourly pay gap stands at 10.5%, and our median hourly pay gap is -7.5%. These figures reflect a largely balanced pay structure across genders, demonstrating the progress we have made to build a fairer, more inclusive workplace. They validate our continued commitment to equal pay and representation.

We look forward to continuing this journey, fostering a culture of fairness and opportunity for all dunnhumby colleagues in Ireland and beyond.



Josh Bottomley
Chief Executive Officer





Our DE&I Ambition

We believe diverse representation contributes to more informed decision-making, improved innovation, and a stronger, more inclusive workplace culture. We continue to make progress towards becoming a more diverse and inclusive business, and to hold ourselves to account we've established targets to raise female representation within our global senior leadership to 37%, complemented by a goal of 43% female representation at all management levels.

Our Gender Acceleration Plan focuses on attracting, developing, and supporting female talent at all levels. To develop female talent, we are reviewing and refreshing talent pools and succession plans, enabling

career growth through strategic talent moves, providing coaching and mentorship, and ensuring transparent and fair promotion processes. We have embedded gender and unconscious bias in talent review and promotion processes and decisions.

As a result of our ongoing commitment and targeted initiatives, women now comprise 47.2% of our global workforce (as of 1 March 2025), with 49.6% of all promotions and 45.6% of new joiners in the year from June 2024 being female. This marks real progress on our journey toward a more gender-diverse and inclusive future.

Creating an accessible and inclusive workplace

This year, we proudly achieved **Disability Confident Level 3 certification**, as part of a voluntary UK government scheme that recognises employers who lead the way in disability inclusion. While the scheme originates in the UK, we have adopted its principles globally to ensure equitable support for all our colleagues with disabilities. Evenbreak, a leading charity for disabled employment, conducted a thorough audit of our recruitment approach, talent processes, and initiatives. Through this, we've identified important opportunities to improve accessibility, from hiring and retention to workplace adjustment, ensuring an equitable experience for all colleagues.

Embedding equitable growth for our diverse communities

Our Catalyst programme is a cornerstone of our commitment to advancing diverse talent. This global, 12-month career sponsorship initiative connects our high-potential individuals from underrepresented groups with senior leaders who actively support their development and progression. In the 2025 cohort alone, we paired twenty-three talented individuals with senior sponsors, helping create clear pathways to leadership and empowerment.





Fostering allyship and belonging

Our Allyship@dunnhumby programme empowers colleagues to become strong allies through live workshops and self-paced learning modules on our learning platform. By linking this learning with our employee networks, we nurture a vibrant and supportive community dedicated to inclusion.

Complementing this, our Belonging@dunnhumby initiative focuses on resetting behavioural norms to foster a genuinely inclusive culture. This global programme drives actionable behavioural change, equipping our people to recognise and address exclusion for themselves and others, not just raising awareness but inspiring real change.

Broadening access to opportunity: breaking barriers in recruitment

In addition to our talent-building partnerships, we collaborate with VERCIDA, the world's largest diversity job board and actively post our opportunities on Evenbreak, an award-winning disability job platform. These channels allow us to share our culture, values, and inclusive career opportunities with a broad and highly diverse audience.



Policies rooted in equity, respect, and intersectionality

We have implemented a suite of inclusive policies designed to help every colleague bring their authentic self to work and feel supported through significant life experiences.

All our policies are thoughtfully drafted through an inclusive and intersectional lens, consciously considering the interconnected impacts of disability, gender, race, and sexuality. This ensures we address the diverse realities and unique challenges faced by our colleagues. Our policies

address areas such as pregnancy loss, IVF and fertility treatment, menopause, domestic abuse, and gender identity, ensuring that colleagues receive the care, flexibility, and guidance they need.

By reducing stigma and uncertainty around these topics, we aim to support colleagues with diverse needs and create an open, supportive environment where individuals can share their experiences without hesitation. Last year, we launched our global transgender, non-binary, and gender-fluid policy at dunnhumby providing support and practical guidance for colleagues and managers. As part of our policy, we offer **3 weeks of paid leave for employees to attend transition-related appointments and treatments.**

In addition, we have made a further commitment to supporting the financial wellbeing of our colleagues by enhancing our family leave policies. In addition to government entitlements, such as 26 weeks of paid maternity leave and 2 weeks of paternity leave at state benefit rates, we offer enhanced benefits including up to 52 weeks of maternity leave with an extended period of full and half pay, 4 weeks of paternity leave with 2 weeks at full pay, and up to 40 weeks of adoption leave.

These policies are designed to help all parents balance family and work, and to promote gender balance in career progression and retention.





Empowering connection and driving change: our colleague network

At dunnhumby, we are deeply committed to building lasting initiatives that support our diverse communities and drive meaningful social impact. Internally, we cultivate an inclusive culture where colleagues feel empowered to connect, grow, and thrive—brought to life by our 12 dedicated colleague networks.

Through the collective passion and talent of our people across the globe, we have the opportunity to lead in social impact by addressing important challenges and building trust in society.

Our colleague networks build bridges across dimensions of identity and experience, including gender, family, LGBTQ+, ethnicity, disability, and local community needs. They offer critical platforms to:



Listen to and amplify the voices of our diverse workforce, helping us better understand our colleagues' needs.



Proactively advise and influence business decisions to foster belonging and inclusion for all dunnhumbyans.



Celebrate and educate on the rich variety of cultures, identities, and perspectives that make up our vibrant workplace.

Together, these networks help us create a culture where everyone feels **seen, supported, and inspired** to contribute their best.

Our networks empower colleagues to contribute to our culture of belonging



Our network for LGBTQ+ colleagues and allies



Our colleague network focused on Diversity and Inclusion in the NAM region



Our mental health and wellbeing champions' network



Our charity committee that empowers colleagues to support causes they care about



Our colleague network focused on D&I initiatives in India



Our ethnicity and multicultural allyship network



D&I Brazil is a colleague network focusing on D&I in Brazil



Our passionate group of dunnhumby changemakers dedicated to tackling urgent environmental challenges



Our women network focused on gender equality



A colleague network championing inclusive work practices for working parents at dh



Our colleague network for colleagues with disability, caregivers and allies



Our colleague network responsible for planning and coordinating social activities in our offices

Our Ireland Gender Pay Gap

Our Gender Pay Gap reporting is a crucial step toward fostering transparency and accountability in our commitment to gender equality. This marks our first publication of the dunnhumby Ireland Gender Pay Gap Report, with our data calculated in line with the requirements of the Gender Pay Gap Information Act 2021.

Gender pay gap information within this report is based on the data snapshot of 15 June 2025 and has been calculated using the pay and benefits data for 62 dunnhumby Ireland colleagues, **74% of whom identify as female**. The gender balance is skewed towards women, which has positively influenced dunnhumby Ireland's pay gap metrics.

In our first year of reporting, we're pleased to share that our **mean hourly pay gap is 10.5%** and our **median hourly pay gap is -7.5%**. These figures reflect a largely balanced pay structure across genders. For this reporting year, there are no male-female comparators

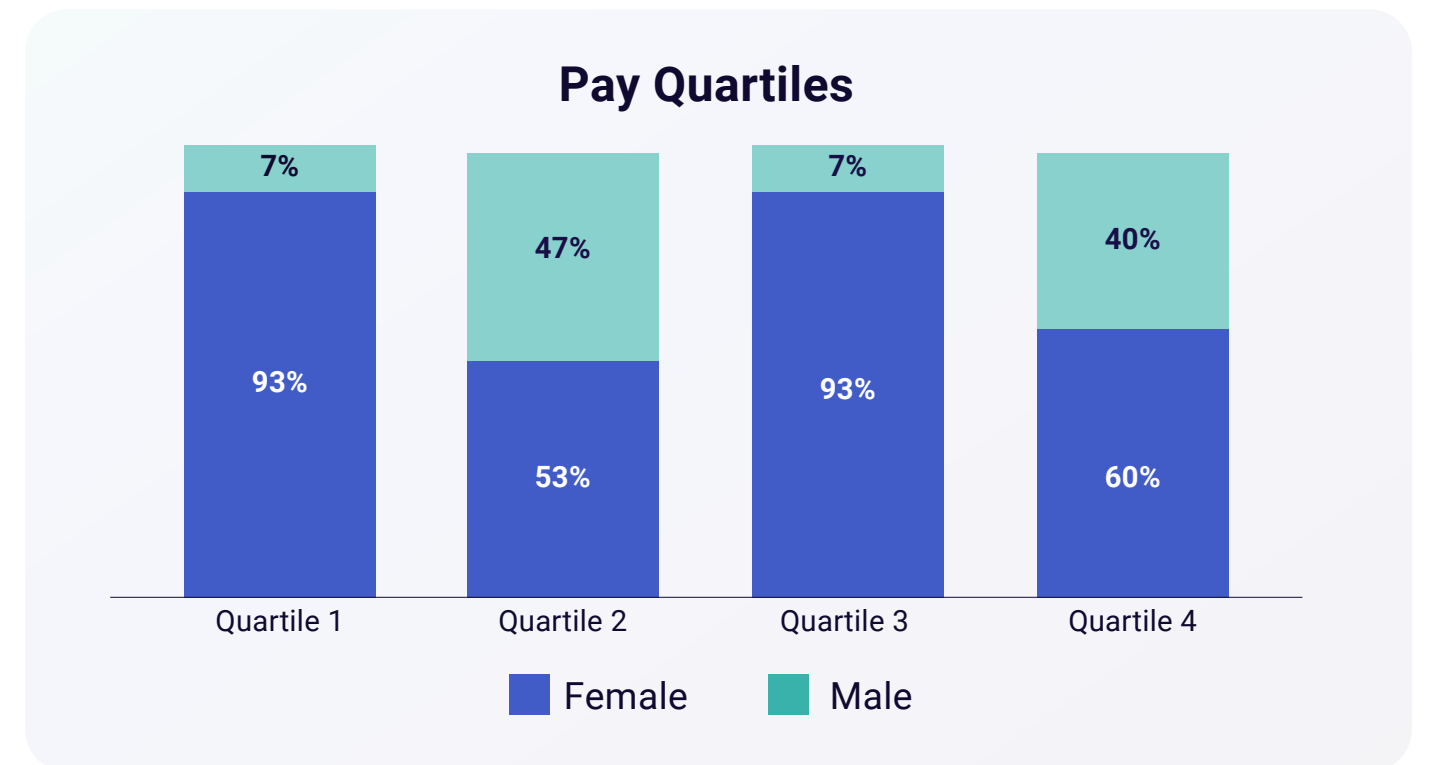
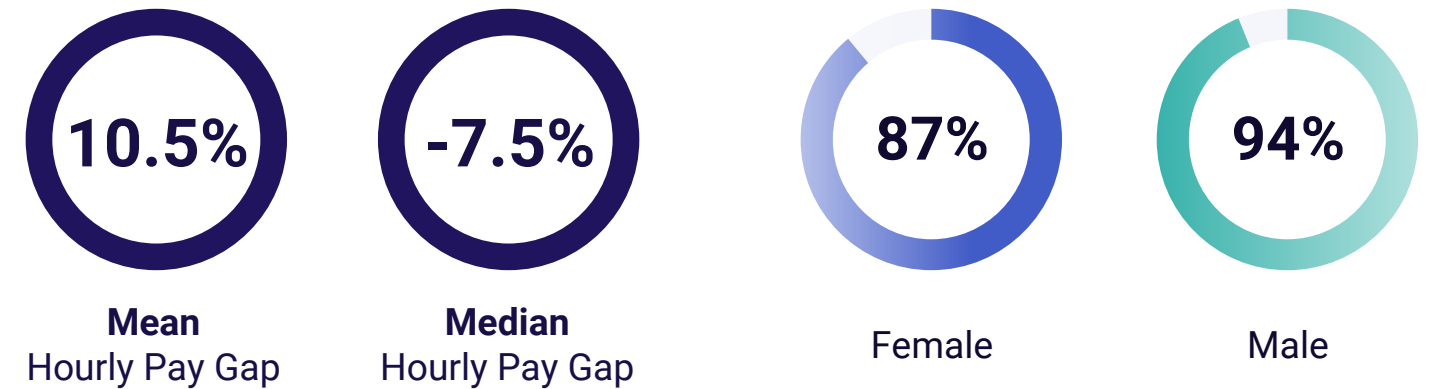
in part time roles or on temporary contracts. As such, these elements are not included in our published figures.

Analysis of our pay quartiles shows women are well represented in every quartile but the higher female representation in quartile 1 is contributing to our mean pay gap. We view these results as a positive starting point. They reflect the impact of inclusive hiring, equitable pay practices, and strong female representation across the organisation. At the same time, they highlight areas where we can continue to improve, particularly in ensuring balanced representation across all grades.

Benefits in kind

The figures opposite show the percentage of men and women who received a benefit in kind for the year ending 15 June 2025.

Our 2025 Gender Pay Gap Figures



Gender Bonus Gap

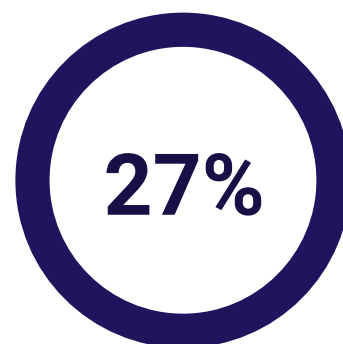
Our bonus scheme is open to all colleagues in an eligible role, and those in the same grade or in the same job have the same bonus opportunity.

The dunnhumby bonus pay gap was calculated using the annual bonus data captured from the 2024/25 performance year (paid in May 2025), as well as other qualifying bonus payments made between June 2024 and June 2025 (including long term incentive/reward payments, sales incentive, non-standard and one-off payments tied to hiring and investment). For the annual bonus period 2024/25, all eligible employees received a bonus.

In 2025, the **mean bonus pay gap was 27.0%**, indicating that, on average, male employees received higher bonus payments than female employees. In contrast, the **median bonus pay gap was -5.5%**, meaning that the middle bonus amount received by women was higher than that received by men.

The bonus pay gap reflects a combination of structural and timing related factors, and these elements have been the primary contributors to the overall bonus gap, despite strong female representation across the organisation.

Our 2025 Gender Bonus Pay Gap Figures



Mean
Bonus Pay Gap



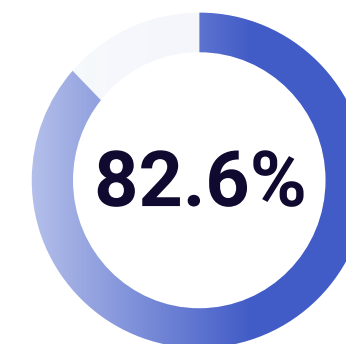
Median
Bonus Pay Gap

Percentage of men and women who received a bonus

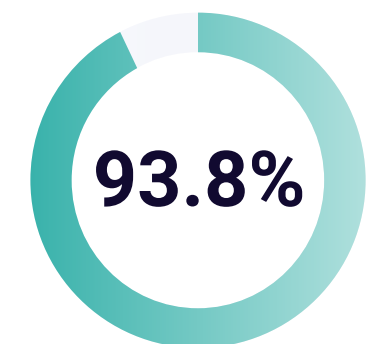
In 2025, **82.6% of female employees** received a bonus compared to **93.8% of male employees**.

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 largely due to eligibility – such as new joiners in the period.

Receiving Bonus



Female



Male



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.

Appendix

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 proportion of males and females in receipt of a benefit in kind

Benefit in Kind (BIK) is anything a colleague receives other than the regular salary that has a value, for example Health Insurance. The proportion of women who received a benefit in kind is shown as a percentage of all women in the business and the proportion of men who received a benefit in kind is shown as a percentage of all men in the business.

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, 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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