

dunnhumby

DE&I Annual Progress Report

2025

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



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.

We're pleased to present our DE&I Annual Progress Report which incorporates our UK Gender Pay Gap Report. Our goal is for every individual to bring their authentic self to work, confident that they are valued, respected, and empowered. This report highlights some of our global diversity, equity and inclusion activity that underpins our ambition to create a truly inclusive workplace.

This year, we are especially proud to have been recognised as a Disability Confident Leader, as part of the UK government's voluntary scheme that celebrates employers leading the way in disability inclusion. This recognition is particularly meaningful, as disability is a dimension of diversity that can affect anyone and often intersects with other aspects of identity, reinforcing why inclusion must be embedded across all areas of our business.

Our 2025 gender pay gap data shows a median gap of 18.5% and a mean gap of 18.2%. Encouragingly, the median gap has decreased by 2.2 percentage points compared to last year, indicating that the midpoint of women's earnings is moving closer to that of men. However, the mean gap has increased slightly, suggesting that men continue to be more frequently represented in the most senior positions.

This year we are publishing dunnhumby's first ethnicity pay gap report as part of our commitment to transparency and inclusion. Reporting on ethnicity pay matters because it helps us understand how representation and reward differ across roles, identify gaps, and uphold equity in how talent is developed and recognised.

Our pay structures are designed to ensure equity and transparency, but the data shows that we can still make improvements, particularly in increasing female representation at senior levels.

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



**Josh
Bottomley**
Chief Executive
Officer

A handwritten signature of Josh Bottomley in black ink.



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**.

Improving gender diversity in leadership

Our Gender Acceleration Plan encompasses attraction, development and support for female talent at all levels. As a result of our ongoing commitment and targeted initiatives, women now comprise 47.1% of our global workforce (as of 1 April 2025), with 45.8% of all promotions and 49.6% of new joiners in the year to April 2025 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.



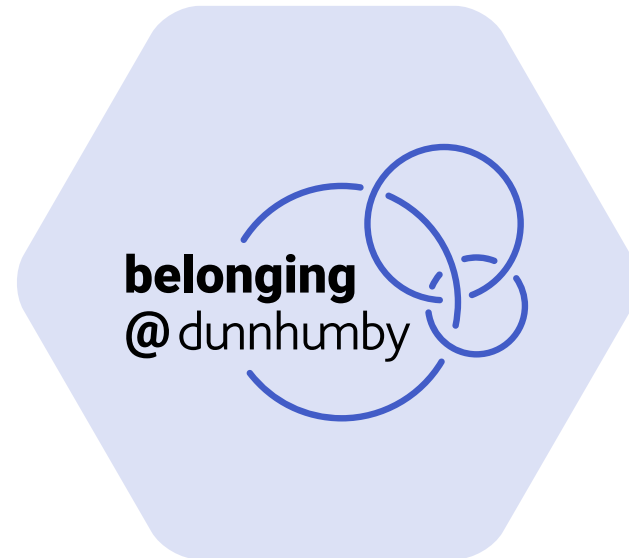
Fostering allyship and belonging

We started our **Belonging@dunhumby** initiative focusing 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.

Complementing this, our **Allyship@dunhumby** workshops empower colleagues to become strong allies through interactive sessions and self-paced learning modules on our learning platform. By linking this learning with our colleague networks, we nurture a vibrant and supportive community dedicated to inclusion.

This year we've also introduced **Leading with a Difference** training, run in conjunction with Tesco

Group colleagues, to help leaders and managers strengthen inclusive behaviours, foster meaningful human connections, and lead with empathy and authenticity.



Building a strong, diverse pipeline of future tech leaders

Our partnership with **Code First Girls (CFG)** is a flagship initiative in advancing women's representation within technology. Through this programme, women develop foundational and advanced software engineering skills via an intensive 16-week CFG training, followed by permanent roles on dunhumby's Technology team. This year we welcomed our second cohort and have now supported 28 women into new careers in technology and sponsored an additional 360 other women complete their CFG courses. By supporting talent in both entry and development stages, we are actively dismantling barriers and empowering women to build rewarding, long-term careers in tech, helping shape the next generation of leaders in data science and technology.

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.**





Empowering connection and driving change: Our colleague networks

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

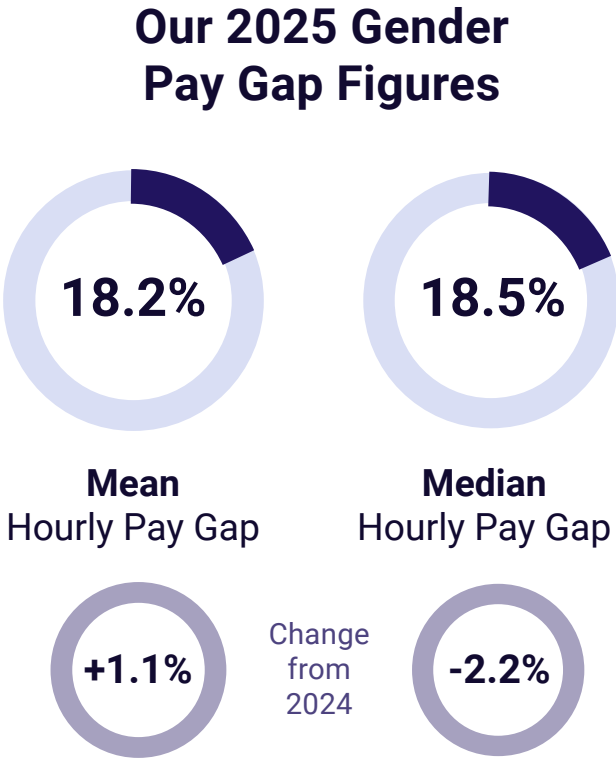
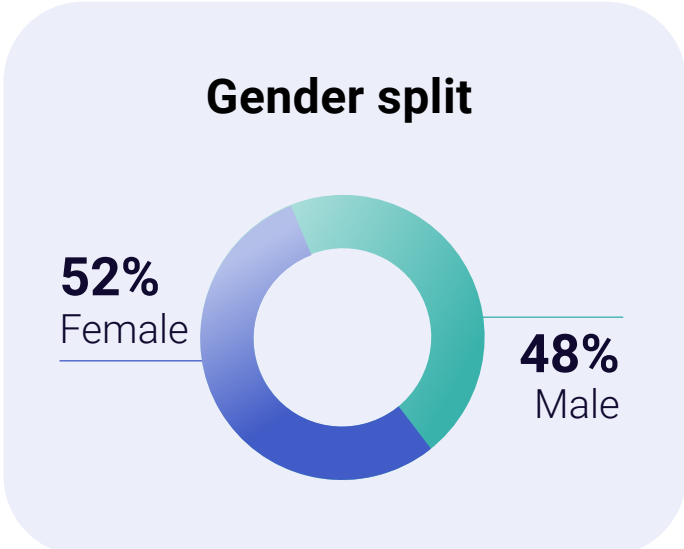


Our colleague network responsible for planning and coordinating social activities in our offices

UK gender pay gap

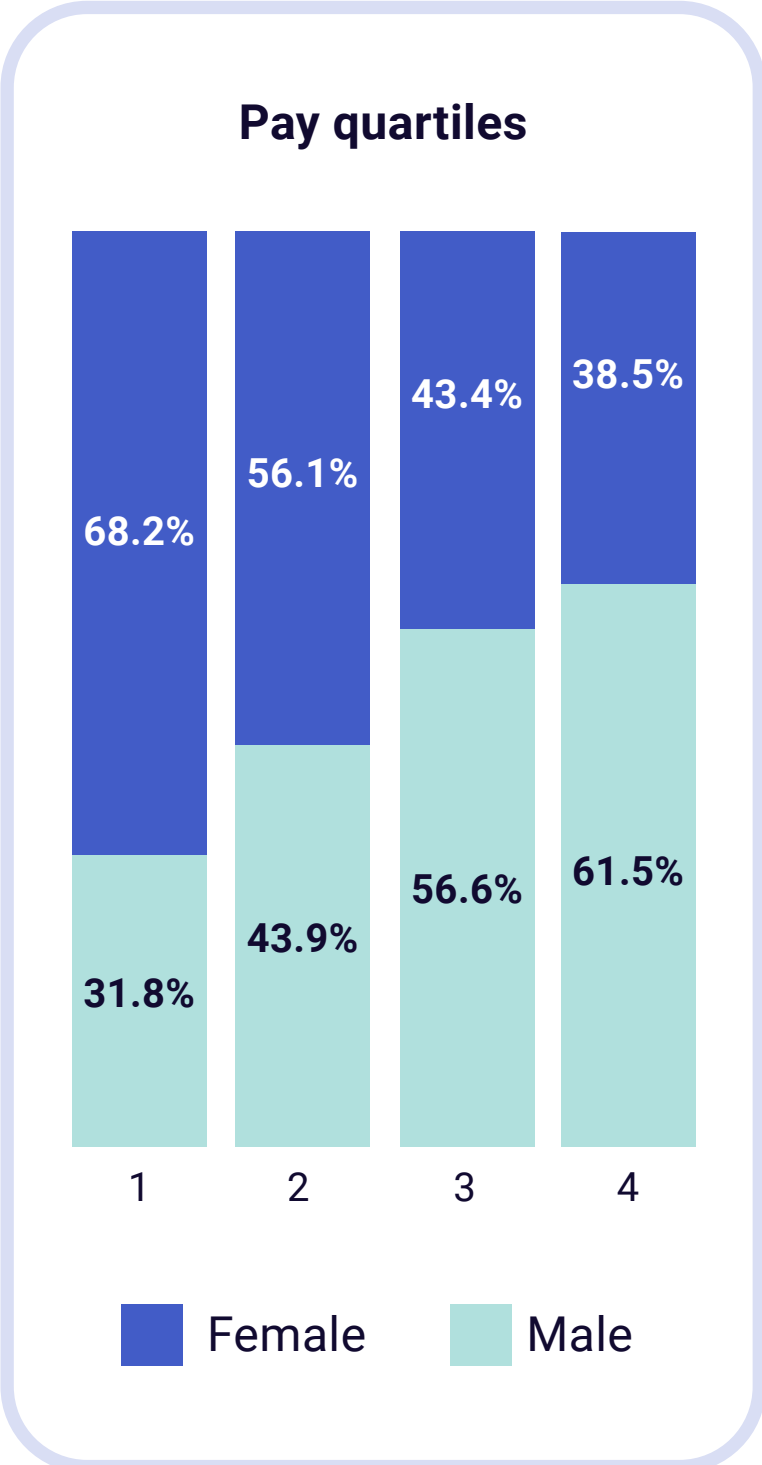
Our UK Gender Pay Gap reporting is a crucial step toward fostering transparency and accountability in our commitment to gender equality. This is our ninth year publishing our dunnhumby Gender Pay Gap Report and our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gender pay gap information within this report is based on the data snapshot of April 2025 and has been calculated using the pay and benefits data for 977 dunnhumby UK colleagues, **52% of whom identify as female**. The gender balance is skewed towards women, which has positively influenced dunnhumby UK's pay gap metrics.



This year, we've continued to make substantial investments in expanding and strengthening our technology teams, supporting the development of advanced consumer insights products, AI-enabled data science initiatives, and digital retail services. The technology sector tends to be characterised by an underrepresentation of women, especially at senior levels, and this industry-wide talent imbalance has contributed to our gender pay gap.

Our quartile analysis illustrates the impact of our focus on diverse senior hiring with positive improvement in **female representation increasing in both Quartile 3 and 4**, which has contributed to a narrowing of our median pay gap.



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 UK bonus pay gap was calculated using the annual bonus data captured from the 2023/24 performance year (paid in May 2024), as well as other qualifying bonus payments made between 6 April 2024 and 5 April 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 2023/24, all eligible employees received a bonus.

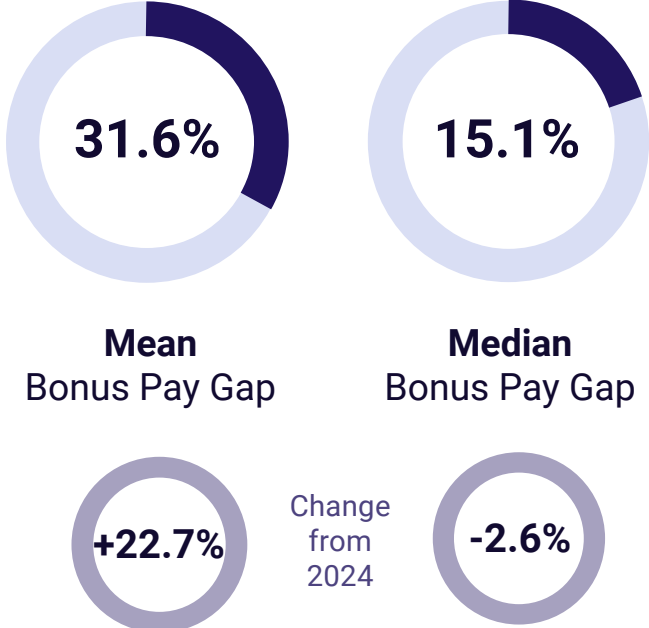
In 2025, the mean bonus pay gap was 31.6% and the median bonus pay gap was 15.1%. This gap reflects structural factors such as representation of men and women in senior roles, rather than equal pay issues.

We do not distinguish bonus payments based on gender and routinely assess our performance data to identify any potential disparities related to gender, grade, or age. Variations in the percentage of employees receiving bonuses are attributable to eligibility factors, such as recent hires during the period or instances of underperformance.

The mean bonus pay gap is influenced by the distribution of roles across the organisation, with male employees more frequently represented in positions that typically carry higher bonus earning potential, often linked to seniority, commercial impact or strategic responsibilities.

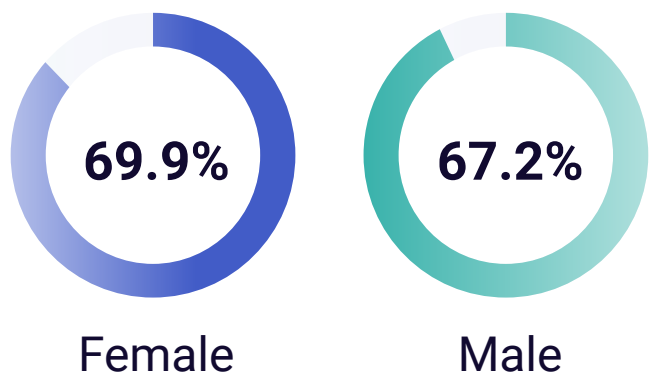
Variations in the gap year on year reflect performance of the annual bonus and the changing makeup of the male and female populations within different grades.

Our 2025 gender bonus pay gap figures



Receiving bonus

Percentage of men and women who received a bonus



Ethnicity Pay Gap

Building a workplace where everyone can thrive starts with understanding our reality. This year we are publishing dunnhumby's first ethnicity pay gap report as part of our commitment to transparency and inclusion.

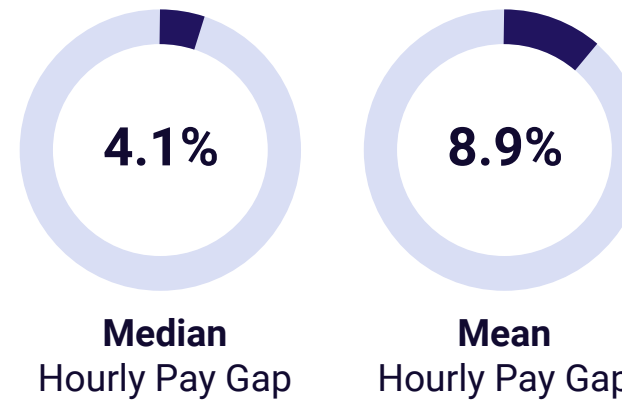


This data gives us valuable insight into the experience of our ethnic minority colleagues and helps us to boost our recruitment efforts.

For this first report, we have used our gender pay gap data set, and included ethnicity from colleagues who chose to share their ethnicity as part of the 'This is Me' questionnaire; as such, the data relates to 70% of our colleagues. Sharing ethnicity information is voluntary, so the data set is not yet complete. These results provide an important baseline but should be interpreted with care. We hope that publishing this report creates transparency and encourages more colleagues to share their data in future, helping us build an even clearer picture and take meaningful action.

We have focused on the Office of National Statistics figures in this report, to compare White and All Other Ethnic Groups Combined.

Ethnicity Pay Gap



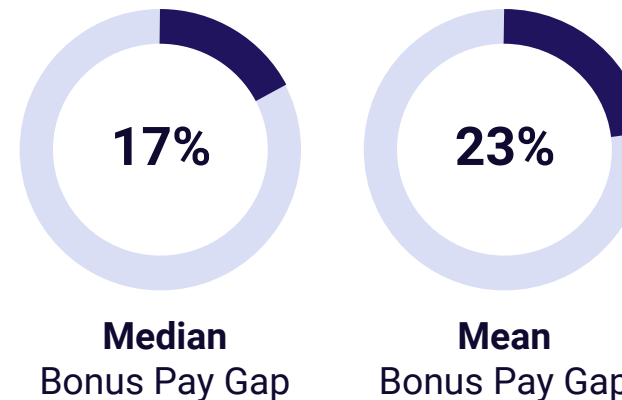
Median

Hourly Pay Gap

Mean

Hourly Pay Gap

Ethnicity Bonus Gap



Median

Bonus Pay Gap

Mean

Bonus Pay Gap

Our analysis shows that colleagues from All Other Ethnic Groups Combined are underrepresented in senior level roles, which contributes to both the pay and bonus gaps. We do not differentiate pay or bonus payments by ethnicity or gender and routinely review performance and reward data to identify any potential disparities related to ethnicity, gender, grade, or age.

To address these gaps, we are focused on **increasing representation in senior roles, strengthening inclusive hiring and progression practices through programmes such as Catalyst as well as enhanced promotion criteria.** These changes, along with more structured reviews, are designed to help create an equitable and more inclusive workplace.



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 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.

Calculating our Ethnicity pay and bonus gap

The methodology for calculating our ethnicity pay and bonus gap mirrors the approach set out in the guidance for gender pay gap reporting. However, rather than reporting on the difference between men and women, the ethnicity pay gap and bonus gap measures the difference between ethnic groups' average earnings across the business or organisation, regardless of their role or work level.

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.

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
[dunnhumby.com](https://www.dunnhumby.com)