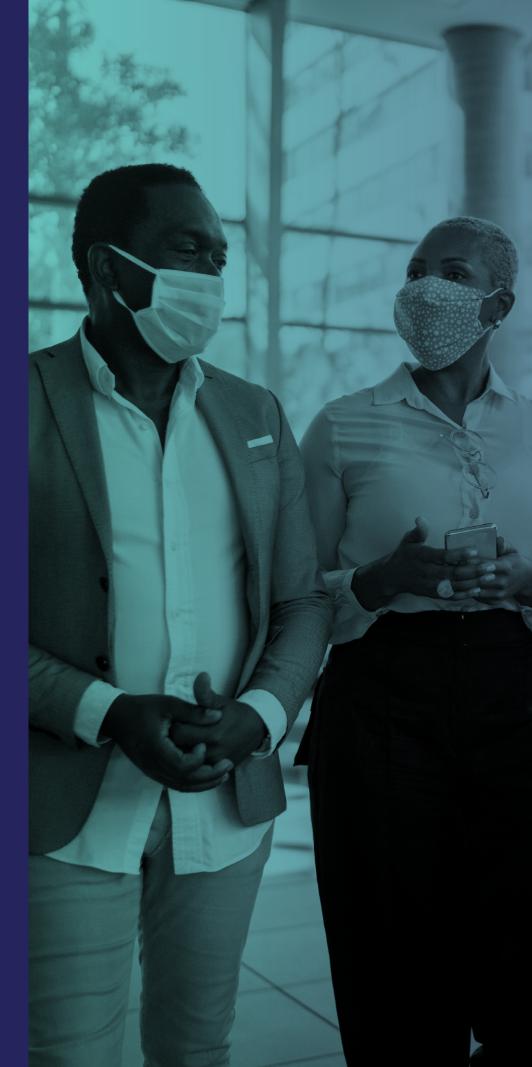dunnhumby

Gender Pay Report
2021

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

Recognising and celebrating individuality starts internally with our own people, and we continue to cultivate a culture of belonging with an inclusive environment that enables every dunnhumbian to bring their whole selves to work every day.

Our gender pay data this year shows that our mean gender pay gap decreased from **22.7%** to **20.9%** while our median gender pay gap increased from **19.7%** to **21.1%**. 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. This is particularly prevalent in our technology teams where we're also susceptible to external forces and salary market pressure.

We chose to report our gender pay data in 2020 as we believe that transparency builds trust in our long-term approach. We remain committed to creating a diverse and truly inclusive workforce built on mutual respect, where everyone can fulfil their personal and professional potential.

We continue to review our people processes and policies to ensure they're inclusive and we're proud of the support we've given our business by further embedding our flagship programmes - such as dh Returners in partnership with Women Returners; Catalyst, our inclusive sponsorship programme and through launching our new Belonging@dunnhumby programme. We are confident that these actions will continue to shift our culture long-term and have a positive impact on our business.

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

Dan Olley
dunnhumby Chief Executive Officer

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.

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Our UK gender pay gap

MEDIAN
21.1%

MEAN
20.9%

*UK national median gender pay gap is **15.4%** (Office of National Statistics).

Our median (middle value) gender pay gap has increased from **19.7%** in 2020 to **21.1%** in 2021 and our mean (average) gender pay gap has decreased from **22.7%** in 2020 to **20.9%** in 2021. The main driver of this gap is the higher proportion of men than women in more senior roles, and a higher proportion of women than men in our more junior roles.
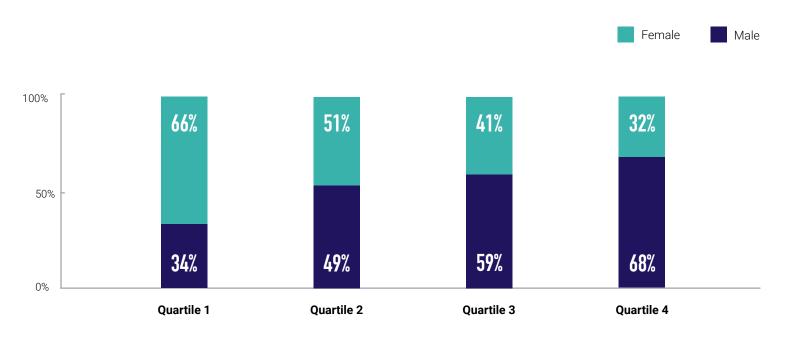
Pay quartiles

The pay quartiles chart ranks all employees pay from lowest to highest, divided into four equal groups - with the first group (Quartile 1) being the lowest paid. The quartiles do generally follow our grading system 1-7, however, we cannot assign grades to each quartile. For example, Quartile 1 is not a direct reflection of G1-2, because our salaries by grade can vary based on skillset and role.

For the 4th year in a row, we've seen a continued increase of female representation in our Top and Upper Middle quartiles. In the Top Quartile we've progressed from **24.5%** female employees in 2017 to **32.4%** in 2021 and in the Upper Middle Quartile we've improved from **33.3%** female employees in 2017 to **41.0%** in 2021.

■ Female ■ Male

	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Female	66%	51%	41%	32%
Male	34%	49%	59%	68%

Understanding the pay data in this report

Pay in this report is defined as: normal pay taken on a snapshot date (salary and allowances) plus any bonus paid to eligible male and female employees during the 12 months prior to the snapshot date. The pay data for those on reduced pay – for example due to parental leave, sabbatical leave, colleagues who joined or left the company during the middle of a month (and therefore received pro-rated payment) is not included in the analysis.

Our gender pay data for this report was taken from the April 2021 payroll. The annual bonus data from the 2019/20 performance year (paid in May 2020) is included in this report, as well as other qualifying bonus payments made between 6 April 2020 and 5 April 2021. To calculate our gender pay gap, the pay data was taken from 752 UK employees, with a male/female split of 394 (**52%**) / 358 (**48%**).
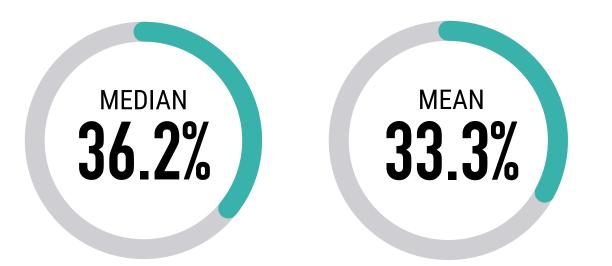
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Our UK gender bonus gap

The dunnhumby UK bonus pay gap was calculated using the annual bonus data captured from the 2019/20 performance year (paid in May 2020), as well as other qualifying bonus payments made between 6 April 2020 and 5 April 2021 (including long term incentive/reward payments, sales incentive, non-standard and one-off payments tied to hiring and investment). For the annual bonus period 2019/20, all eligible employees received a bonus.

Our median bonus gap has increased from **27.0%** in 2019/20 to **36.2%** in 2020/21 and our mean bonus gap increased from **25.0%** in 2019/20 to **33.3%** in 2020/21.

The increase show in this year's data is largely due to 2020 being the pay-out year for LTI (Long Term Incentive) awards at senior levels. The relatively small size of our organisation means we're susceptible to short term fluctuations such as these, and the higher proportion of male employees in senior roles exacerbates the bonus gap. Our focus is on creating long term gender balance at all levels of the business, as we build our future talent pipeline.

Median and mean dunnhumby UK bonus gap

MEDIAN
36.2%

MEAN
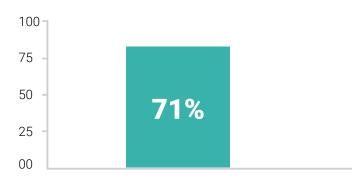**33.3%**

How is UK bonus pay gap defined?

UK bonus pay gap refers to any bonus paid to eligible male and female employees during the 12 months prior to the snapshot date, expressed as a percentage of the bonus paid to eligible male employees. 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.

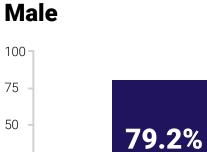dunnhumby

Percentage of UK employees receiving a bonus

The figures show the percentage of male and female employees who received a bonus payment for the year ending 5 April 2020, as well as the percentage difference in bonus amount. Our data shows a higher proportion of men compared to women received a bonus in 2020 (**79.2%** and **71%** respectively).

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.
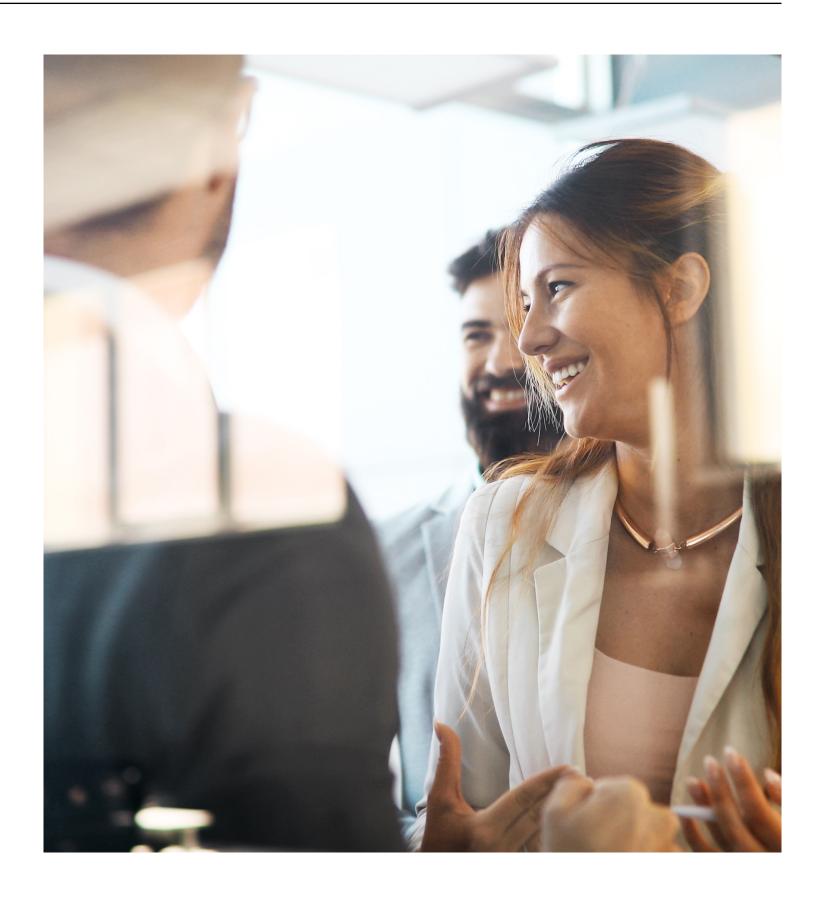
Female

71% were eligible and received a bonus for 2019/20 performance year. The remaining **29%** were primarily new joiners for the period, or a very small proportion were ineligible because they were on a fixed term contract, or due to underperformance.

Male

79.2% were eligible and received a bonus for the 2019/20 performance year. The remaining **20.8%** were primarily new joiners for the period, or a very small proportion were ineligible because they were on a fixed term contract, or due to underperformance.

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UK Recruitment

Over the period of May 2020 to April 2021 we hired 76 female employees and 56 male employees.

We've expanded our Women Returners programme this year, bringing more women into our business areas of technology and data science.
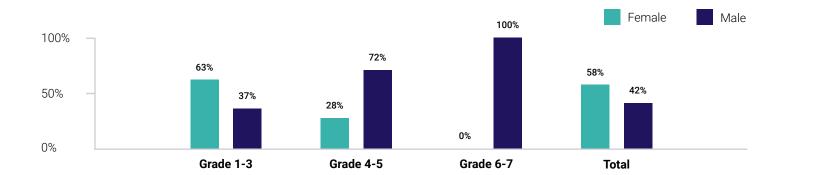
Our data shows that in parallel with increasing female recruitment overall, we need to focus specifically on female representation in our most senior roles, particularly in technology.
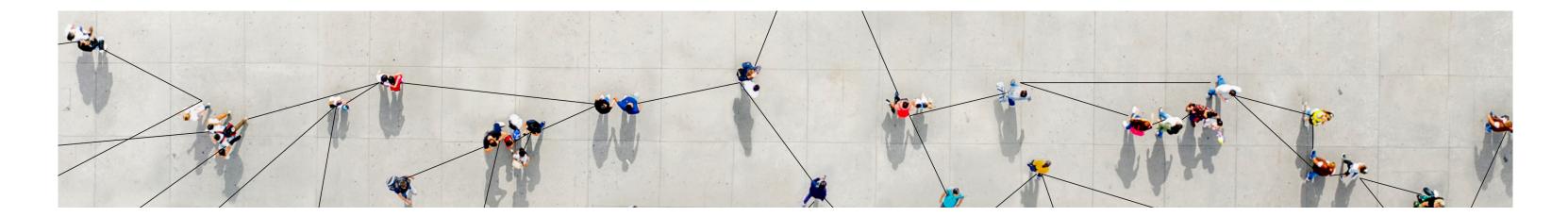
UK Promotions

Promotions in this report are defined as a change in grade and role, and not a change in role within the same grade band.

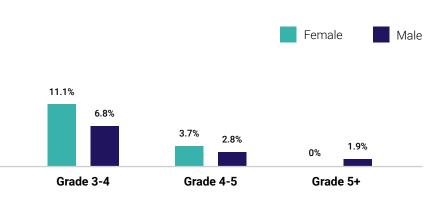Below you can find the proportion of promoted employees from May 2020 to April 2021. The percentages are shown as a proportion of the pool per gender, not of the total employee population. For example, 11.1% of all UK females at grade 3 were promoted to grade 4 during this period.

The impact of promoting and recruiting a higher proportion of women is shown in the shifting balance of our pay quartiles.
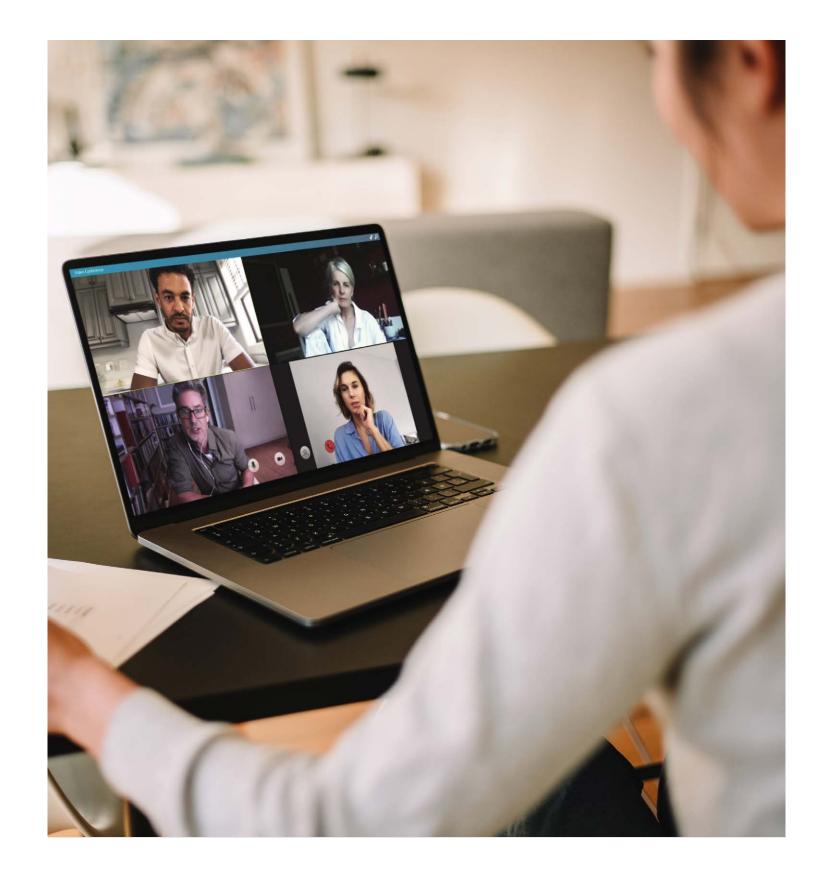
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How do we compare?

We've looked at a selection of more than 10 relevant competitors who made the data available in the Customer Data Solutions, Media and Generalist data and analytics industries to understand how we compare. Note: these are not all necessarily direct commercial competitors but could be viewed as competitive from an employment perspective.

Below you can find how dunnhumby compared to the industry average (taken from the relevant competitors identified). Pay data was taken from the 2019/20 period (reports published in 2020) and reflects the UK region of each organisation included. The pay gap data for all UK companies with over 250 employees is available on the UK Government website.

Gender pay gap comparison with industry average (2019/20 data):

MEDIAN 19.7%	MEAN 21.7%	MEDIAN 19.7%	MEAN 22.7%
Industry average		dunnhumby	

Bonus pay gap comparison with industry average (2019/20 data):

MEDIAN 37.8%	MEAN 46.4%	MEDIAN 27.0%	MEAN 25.0%
Industry average		dunnhumby	

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Belonging@dunnhumby

A key part of our diversity and inclusion strategy is cultivating a culture of belonging. We are committed to changing the make-up of our workforce, and at dunnhumby we view inclusion as much more than just gender. It's about feeling a sense of belonging that enables and empowers you to be your authentic self at work.

This year we launched our inclusive behaviour programme 'Belonging @ dunnhumby. This global initiative is designed to reset behavioural expectations, educate and upskill our employees on how to work inclusively. This builds upon the strong foundation of our Leadership Ethos; leaders who are true to themselves create a greater likelihood of encouraging and accepting others' authentic behaviour and experience. All which underpins our ability to bring diverse opinions and styles together to strengthen our collective thinking and performance.

The programme kicked off with global Belonging summits, where employees at all levels of the business spent time together discussing topics including belonging and its impact; microaggressions; intent and impact; and bias - focusing on tangible and practical ways to work more inclusively and tackle any exclusive behaviours effectively.

belonging
@dunnhumby

"It was so powerful and thought provoking. A must for everyone in the business to attend as it has the power to change how we behave as a company."

The programme continues into the Embed phase by focusing on psychological safety and embedding inclusive behaviours into our day-to-day working, and we continue to link our engagement strategies to belonging centrally.

Launching our global Belonging programme

9 summits	**85%** senior leaders attended
75% global participation	**31** different countries

94%
of attendees felt more confident in building inclusive behaviours into their everyday

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THE WORLD'S FIRST
CUSTOMER DATA SCIENCE PLATFORM

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.

Connect with us to start the conversation
dunnhumby.com