

dunnhumby

Diversity, Equity & Inclusion Annual Progress Report 2024:

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

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.

In this, our second DE&I Annual Progress Report, we will share more about what we have learned on our diversity, equity and inclusion journey and the actions we're taking towards creating a more inclusive, supportive and family-friendly workplace for all colleagues – irrespective of gender, ethnicity, preferences or beliefs.

This year we are particularly proud to have established a new partnership with Code First Girls, who empower women to break down barriers in the tech industry by equipping them with the skills to succeed in software engineering. We are also delighted to have achieved Disability Confident Employer (Level 2) certification to reflect improvements in accessibility and working practices. We also extended our inclusion programme with new Allyship training modules as we embed our culture of belonging.

The report also incorporates our UK gender pay gap analysis. This year our pay gap has widened, which is a disappointing after several years of progress, but we remain committed to implementing strategies to create a more equitable workplace for all. It's important to reiterate that we don't pay people differently based on their gender, ethnicity or any other diverse characteristic. Our gender pay gap is driven by the make-up of our business, with a mix shift towards functions where we have a lower proportion of women in leadership roles and a higher proportion in more junior roles.

Fostering a diverse and inclusive culture is a continuous journey and we are committed to continuing to make progress.



A handwritten signature in black ink that reads "Josh Bottomley".

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

Our commitment to fairness, equity and inclusion is unwavering. We strive to create a workplace where diversity is celebrated and every individual has the opportunity to thrive. By continuously reviewing and refining our policies and practices, we ensure that inclusion is not merely a goal but a reality.



Culture of belonging

At dunnhumby, we harness the power of belonging to unite our global community. We strive to create a workplace where everyone feels acknowledged, respected and empowered to be their authentic selves. By addressing systemic inequalities and fostering a culture of allyship, we ensure that belonging is a reality for all, especially those from historically underrepresented groups.

Our Diversity, Equity & Inclusion journey started in **2017** with an initial focus on gender

Improving gender diversity in leadership

Diverse representation contributes to more informed decision-making, improved innovation, and a stronger, more inclusive workplace culture. To hold ourselves to account we've established targets to raise female representation within our global senior leadership to 36%, complemented by a goal of 41% female representation at all management levels. In the year from May 2023, 39.5% of all promotions were female and 46% of new joiners were women.

Our Gender Acceleration Plan focuses on attracting, developing, and supporting female talent at all levels.

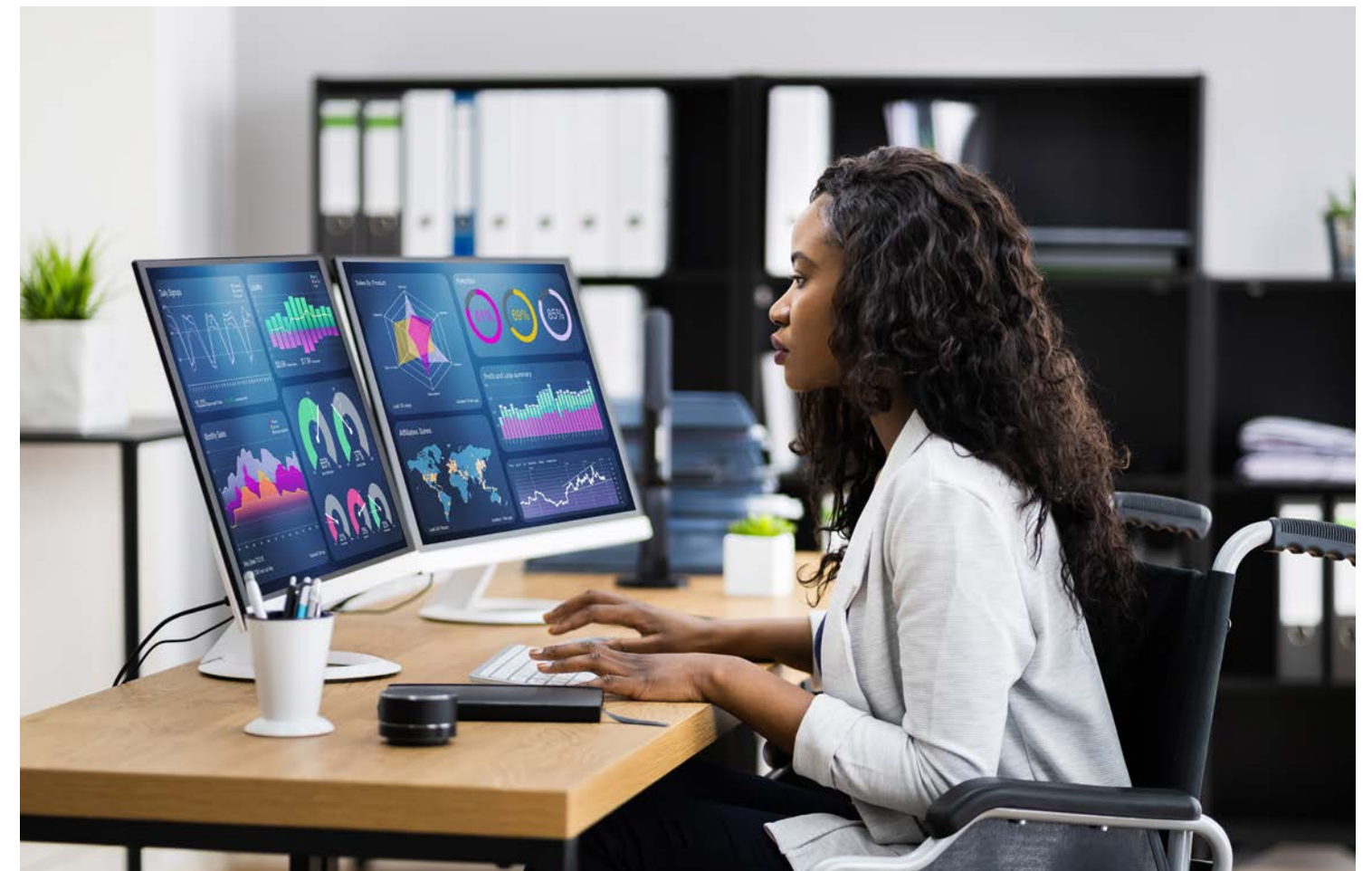
- To attract diverse talent, we are pursuing new channels to reach under-represented groups, launching a new Careers Hub to highlight our commitment to inclusion, refreshing alumni programs, and implementing gender balanced shortlists for senior roles.

- 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, including balanced interview panels for internal roles.
- An inclusive culture and work-life balance is a key cornerstone of our plan. To support work-life balance, we are offering increased support for employees returning from family leave, empowering managers to better support team members on family leave and improving post-family leave retention rates. We are highlighting role models and celebrating key moments, implementing policies to support key life moments, enhancing the culture of belonging through allyship, and providing inclusive recruitment training for managers.

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 an Executive sponsor who is committed to understanding their challenges and advocating for their interests in broader discussions.



2017

Spotlight on our diversity networks: dh GEN



Launched in 2017, the dh Gender Equality Network (GEN) is a network dedicated to advancing gender parity to enable all dunnhumbyans to fulfil their career potential, with a focus on creating equality for women and non-binary people.

This year, we partnered with organizations like EndoBuddies and the Endometriosis Association Ireland to raise awareness about endometriosis and support women affected by this condition. We organized events to educate our employees about how to support themselves, their families, and friends who are dealing with endometriosis.

To mark Menopause Awareness Month, we joined other Tesco Group companies in events aimed at addressing the stigma and lesser-known symptoms. Our 'Empower Her' Interview Series, featuring conversations with Women in Leadership at dunnhumby, aims to celebrate and honor our inspiring female role models.



Mental health and wellbeing have been a core part of our DE&I priorities since **2018**

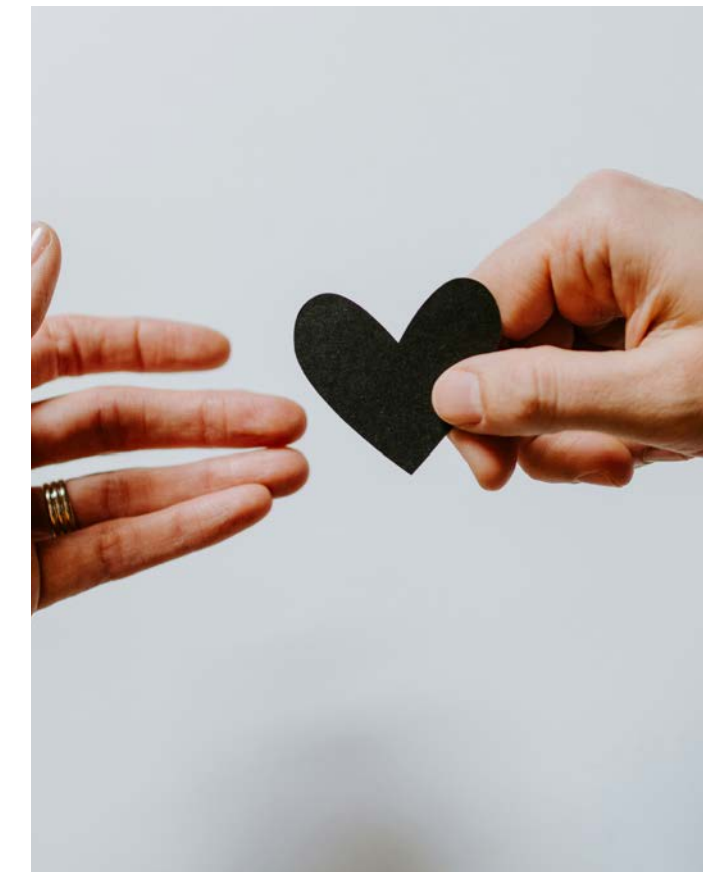
Spotlight on our diversity networks: dh Thrive



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, we 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 and rolling out a Mental Health Awareness training module across the business.

The network has a full global events and communications calendar focusing on education and awareness as well as running intersectional events. This included our *Prioritising Mental Health in the Workplace* World Mental Health Day event featuring Buddhist monk, Geshe Namdak.



In 2019 we enhanced our shared parental leave policy and promoted our flexible working options

Inclusive hiring

Incorporating inclusivity in our candidate journey is a fundamental aspect of our recruitment processes. We have established specific candidate shortlist targets for each job function, introduced inclusive hiring manager training, and highlight the opportunity for reasonable adjustments for candidates at every stage of the hiring process.

We have continued to work with key diversity, equity and inclusion partners to help ensure our recruitment process are as inclusive as possible and that we connect with the most diverse range of candidates:

- Our partnership with Evenbreak supported us to secure Disability Confident (Level 2) status and to complete a full accessibility audit on our end-to-end recruitment process, which will help us towards Disability Confident Leader (Level 3).
- Our Returners programme, run in partnership with HerKey, offers women in India, who have been out of the workplace for several years, a route back to work with an interview and onboarding process aimed at giving them the best opportunity to re-establish their careers.
- 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.



Supporting Work-Life Balance for All

Our UK Shared Parental Leave policy enhances our existing maternity and paternity leave options, providing equal paid time off for all parents, regardless of gender, gender identity or sexual orientation. This ensures that every parent—whether through birth or adoption—has the opportunity to spend meaningful time with their new family.

Our Flexible Working policy outlines a range of permanent options for colleagues, while all employees can benefit from our informal blended working approach, allowing them to balance time between home and the office. This flexibility supports a work environment where individuals can achieve a fulfilling career while managing their personal commitments and interests outside of work.

Our policies are carefully crafted with gender-neutral language and provide equal support to primary and secondary parents and caregivers, regardless of gender, sexual orientation, or the timing and way they grow their family.

Spotlight on our diversity networks: dh Family

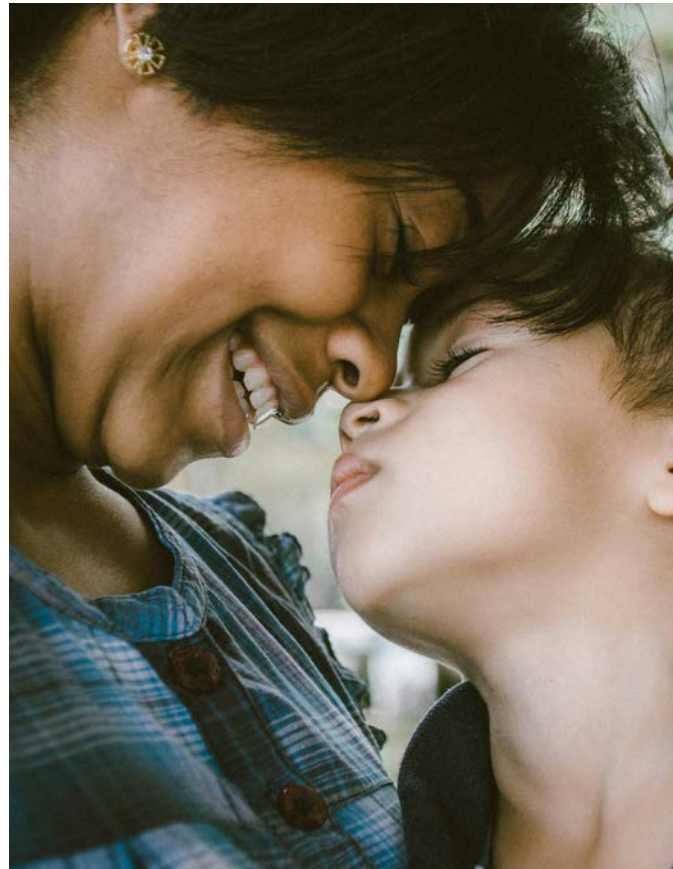


Our dh Family network is dedicated to fostering balance, empowering our employees to thrive by supporting the interconnected demands of family, work and community. The network plays a key role in enhancing family-related policies, creating valuable resources, and promoting awareness on important family-centred topics.

The network has been pivotal in shaping new policies, such as pregnancy loss, IVF and fertility treatment, that acknowledge the diverse paths individuals take to grow their families. Additionally, they have collaborated closely with HR teams to streamline and improve family leave processes, ensuring they are more inclusive and supportive for all.

2019

This year dh Family relaunched the Parental Leave Buddy Scheme, which offers our colleagues a safe space to get advice, tips and support from people who have been through similar experiences navigating new family arrangements. They've also been running manager upskilling sessions sharing feedback and tips to improve the support available for those going on and returning from family leave.



Spotlight on our diversity networks: dhProud



dh Proud was established in 2019 to create an inclusive accepting culture within dunnhumby that enables LGBTQ+ colleagues to realise their full potential by living authentically.

Throughout 2024, dh Proud successfully executed a series of impactful initiatives to celebrate key events. These initiatives included virtual activations raising awareness of global queer icons, policy launches, and community-building activities focused on LGBTQ+ rights, transgender inclusion, and support for individuals facing challenges and biases.

A notable achievement during this period was the launch of our Trans-inclusive policy, aimed at providing comprehensive support for transgender, non-binary, and gender-fluid colleagues worldwide. This policy, developed in collaboration with the People team, aims to celebrate that diversity while also providing practical support for those who need it.



“We are incredibly proud to be nominated for the European Diversity Awards Outstanding LGBTQIA Network of the Year. This recognition is a testament to dh Proud’s unwavering commitment to fostering a safe and inclusive workplace for all employees.”

– Cinthya Quijano Ramos
(dh Proud Co-lead, Change Communications Consultant at dh)



Spotlight on our diversity networks: 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. The community empowers dunnhumby colleagues to bring their authentic selves to work, fostering a more inclusive environment and promoting greater racial and cultural representation at all levels of the organization.

Over the past year, dh One has forged strong partnerships with the Tesco Race & Ethnicity Committee and the Tesco Black Action Plan, actively participating in their initiatives and representing dunnhumby’s interests. dh One has collaborated with People team to share ethnicity statistical data with employees,

promoting transparency, and fostering informed discussions. dhOne has organized numerous successful events, including panel discussions, exhibitions, social gatherings and virtual sharing sessions to celebrate Black History Month, World Mental Health Day, World Coming Out Day, and World Day for Cultural Diversity.

These events have provided platforms for open dialogue, cultural exchange and support. The community has also actively recruited new members and recognized the contributions of its members by nominating and winning awards for their leadership and commitment to diversity and inclusion.



“We’re extremely proud and happy to share that Iysha Stanley, Senior Legal Counsel, and dh One Co-lead has been named in the Empower Future Leaders Role Model List 2024. The global Empower Role Model List showcases individuals who are breaking down barriers at work and smashing the ceiling for people of colour within global business. Through her work with our employee network group dhOne, and her active collaboration with the Tesco Race & Ethnicity Network and Black Action Plan, she helps to contribute and progress our Group-wide DEI initiatives.”

– **Laura Reilly**, Head of Talent, Organizational Development and Talent Engagement



2020 was marked by the launch of our women returnship programme

Breaking Barriers: Our Returnship Program

We believe that normalizing career breaks is crucial for fostering a more inclusive and equitable workplace. By supporting a return to the workforce for women who choose to take time off for personal or family reasons, we are contributing to a culture that values flexibility and work-life balance.



With this vision in mind, we launched our Returnship program in partnership with Women Returners in the UK. This programme offers women who have been out of the workplace on a career break 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 under the name of 'Back to Her Future.'

Over the past few years, the program has demonstrated remarkable success in normalizing career breaks and facilitating a smooth return to work for women. The diverse perspectives and experiences brought by our returning talent have significantly enriched our teams, fostering a more inclusive and supportive work environment.

Since its inception, the program has welcomed 25 women returners; we are proud to have played a role in helping these talented individuals reintegrate into their professional lives

“Second chances aren’t always handed to us; often, we must actively seek and create those opportunities for ourselves. As a mother returning to the workforce after a health-related sabbatical, I consider myself fortunate to have had the unwavering support of dunnhumby. Making a comeback is a journey laden with a complex web of emotions. It’s essential to normalise the need for career pauses to attend to other aspects of our lives.”

- **Shaveta Kapoor**, Global ADS Head of Media Products



2021 was a key year in defining our culture of belonging

Belonging@dh program Launch



2021 marked the launch of our Belonging programme, the cornerstone of our diversity, equity and inclusion strategy. At dunnhumby inclusion starts with everyone feeling a sense of belonging that enables you to be your authentic self at work.

Our inclusive behaviour learning '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. We have started with global summits and have progressed to team-based Embed sessions and online Belonging learning so that all new dunnhumbyians can understand our expectations around inclusion.

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 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.

Collecting diversity data

We also 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.



In 2022, we ignited a new era of inclusive leadership with the launch of Catalyst

Catalyst Inclusive Sponsorship Program Launch



Launched in 2022, Catalyst is our global 12-month program connecting our diverse top talent with senior leaders for career sponsorship. This initiative demonstrates our committed, proactive approach to growing our internal talent and supporting our work around inclusion.

Our career sponsorship program helps us achieve this in the following two ways:

1. Creates structured internal advocacy: It provides a platform for diverse and talented individuals to facilitate their career progression.
2. Offers leadership development: It gives our leaders an opportunity to be reverse mentored by our employees from diverse backgrounds and become more actively involved with their career development.

By doing so, we expand our succession and talent pipelines and ensure equitable opportunities are available to all.

In the 2024 cohort, we paired twenty-three talented individuals from underrepresented groups with senior leaders as their sponsors.

A number of our colleagues 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.



The connection between my sponsor and me, and the opportunities it has opened to connect with other dunnhumbyians. He's opened the door for me to meet new people and also new perspectives. This has been definitely a great learning experience for me. Also, it has helped to push mental and geographical boundaries.

Catalyst 2024 Participant



Embedding inclusion

In our commitment to nurturing a culture where everyone can bring their authentic selves to work, we have introduced new, inclusive policies and practices. These initiatives address significant life experiences such as pregnancy loss, IVF and fertility treatment and menopause. 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.

By clearly outlining these policies and guidance, we ensure consistency and demonstrate our collective commitment to engaging in meaningful conversations about the challenges our people face beyond the workplace. For those navigating these experiences, they can trust that our organization leads with compassion and care, offering clarity and support throughout their journey.

2022

Spotlight on our diversity networks: 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.

In 2024, the network spearheaded several initiatives to enhance employee experience. A significant achievement was the collaboration with HR to develop an industry-leading Family Leave policy for US employees. To foster education and allyship, the network continues to organize monthly forums and celebrations of holidays and cultural events in North America.

To support the expat community and new hires, the network worked closely with HR teams to develop and enhance onboarding materials. Career development remained a key focus, with ongoing mentoring programs, Extended Leadership Team opportunities, and the popular Feedback Forum. Furthermore, the network launched the dhu² program, aiming to connect dunnhumby with a broader set of universities, students, and alumni networks.

In **2023**, we proudly achieved Disability Confidence Level 2 certification

Creating an accessible workplace

We're proud that we've now been certified as Level 2 Disability Confident 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. Evenbreak is also helping us with our continued journey towards Disability Confident Leader (Level 3) accreditation and we are currently running pre-audit that will help us identify actions required for a more inclusive and accessible workplace experience for our colleagues.



Spotlight on our diversity networks: dh Enabled



dh Enabled was formed to support colleagues with disabilities and 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.

Recognizing the diverse needs of each individual, dh Enabled aims to facilitate necessary adjustments to foster a thriving work environment. The network team has worked diligently to understand the specific needs of its members and wider community, running listening sessions to gather insights into the experiences and perspectives of colleagues with disabilities and to identify ways to improve their workplace experience. The feedback from these sessions will contribute to the advancement of the Disability Confident Leader (Level 3) certification.



Domestic Abuse Policy

In 2023, we also developed a domestic abuse policy and manager and colleague guidance to set out the help and assistance available for colleagues if they are experiencing domestic violence or abuse. Our goal is to create a culture where it is safe to talk about these issues and seek support without fear of judgment or stigma.



2024: A year of allyship, policy progress, and regional DEI activations

Allyship



We're committed to building a truly inclusive workplace. This year, we launched Allyship@dunnhumby, a programme designed to empower our colleagues to become powerful allies. The programme includes live training workshops on allyship, followed by online self-paced learning modules on our learning platform, Degreed. Our goal is to equip colleagues with the knowledge and skills needed to support their peers effectively. Additionally, the Degreed pathways are linked to our employee networks, fostering a stronger sense of community and providing opportunities for individuals to become better allies.

Building a Brighter Future for Women in Tech

We recently started working with Code First Girls (CFG) 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 welcomed fifteen new joiners in 2024, and our partnership also includes sponsorship to help 180 other women complete their course. Our new joiners are supported with buddies and a structured induction program designed to enhance their learning and development. We're pleased to share that we have already agreed to renew this program for 2025.



Trans, non-binary and gender-fluid inclusion policy

This year, we launched the transgender, non-binary, and gender-fluid policy at dunnhumby in recognition of the fact that some of our colleagues may identify as transgender, non-binary, or gender-fluid. We recognize that traditional norms may not fully encompass everyone's identity, and this policy aims to celebrate that diversity while also providing practical support for those who need it. The support is available to our trans, non-binary, and gender-fluid colleagues at every stage of their journey. Practical guidance is also provided for anyone who works or may work with trans, non-binary, or gender-fluid colleagues, offering suggestions on how to be an ally and provide support. As part of our policy, we offer 3 weeks of paid special leave for employees to attend transition-related appointments and treatments. Additionally, we provide dedicated social support through a personalized action plan developed in collaboration with the employee's manager and HR.

Spotlight on our diversity networks: dh Harmony



This year, we introduced dh Harmony, our new employee network dedicated to diversity, equity, and inclusion in India. Recognizing the unique needs and perspectives of different regions, dh Harmony aims to foster a more nuanced and tailored approach to D&I in India.

By consolidating our local network chapters, dh Harmony focuses on a wide range of diversity aspects, including gender equity, LGBTQ+, mental health, and disability advocacy. Launched in November 2024 with the support of senior leaders, dh Harmony aims to open up the conversation around diversity, equity & inclusion in India, enhancing our culture and communities.

2024

Industry leading family leave policy in the US

In response to feedback from our women's listening sessions, we've introduced an industry-leading Family Leave policy for US employees. This policy offers extended paid leave, including 16 weeks maternity leave, 16 weeks adoption leave, and 8 weeks parental bonding leave. Our Family Leave policies are part of our commitment to gender equality at dunnhumby and in wider society and ensure our people can spend more time with their newest family member.

Our new updated UK sickness policy

People are and always will be dunnhumby's greatest asset. We want to ensure that our colleagues always feel supported both physically and mentally and have policies they can rely on when they need it. To further this commitment, we have enhanced our UK sickness absence policy, extending the coverage period, to provide the flexibility and time our colleagues need to prioritise both physical and mental health recovery.

Anti-bullying and harassment training

At dunnhumby, we're committed to fostering a safe and open environment where everyone feels valued and respected. We have zero tolerance for any form of abuse or unacceptable behavior, including bullying and harassment. To reinforce our commitment to a culture of belonging and inclusion, we've developed an Anti-Bullying and Harassment training module. This training is completed by all colleagues and

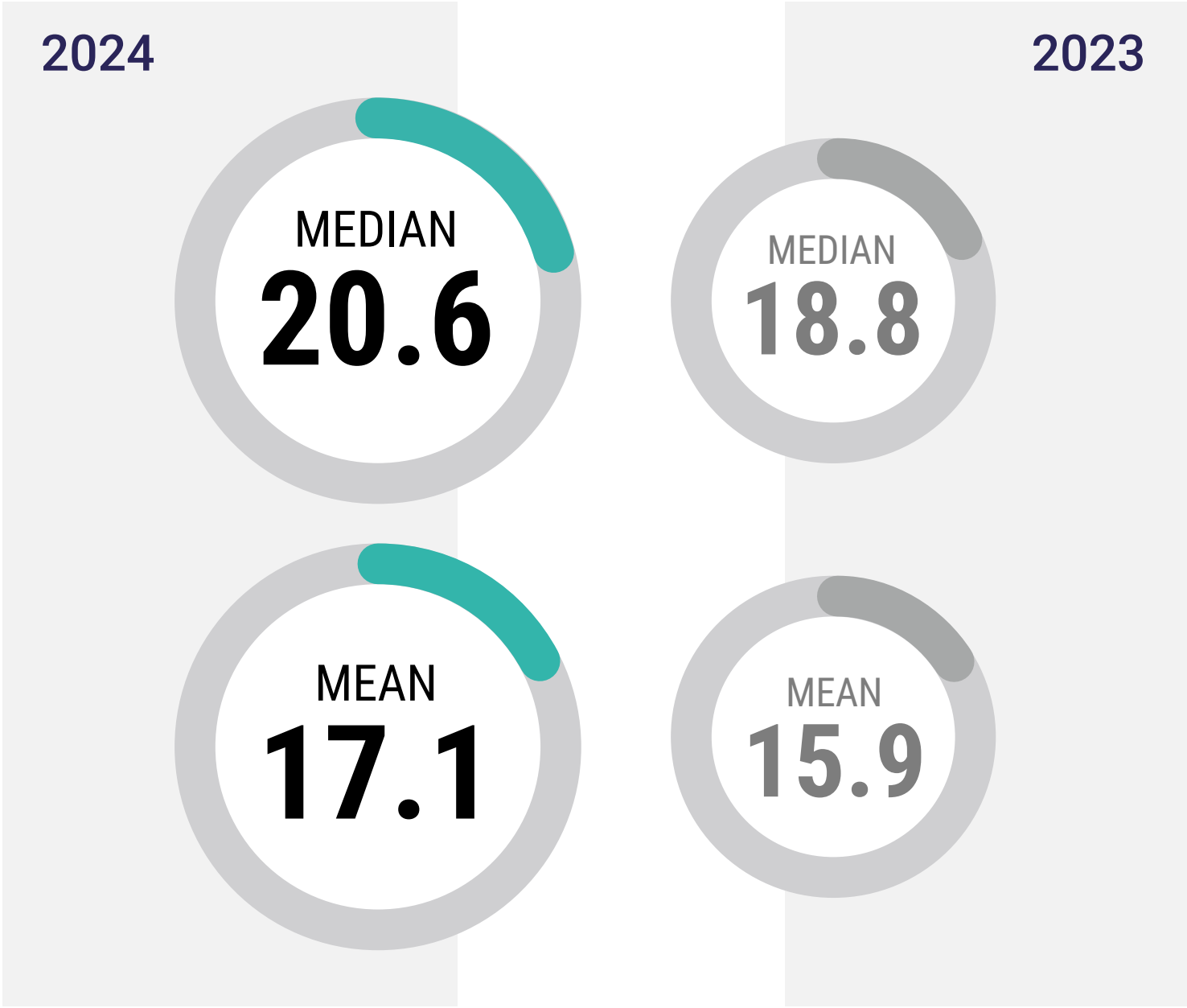
empowers them s to recognise and respond appropriately to any instances of bullying or harassment that they, or other colleagues experience.

We remain committed to fostering a culture of belonging, embracing diverse perspectives, and advancing equity at dunnhumby and beyond. We look forward to sharing our continued progress in the years ahead.



Our UK gender pay gap

Gender pay gap reporting plays a key role in creating more transparency and accountability on group efforts on gender equality. This is our eighth 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.

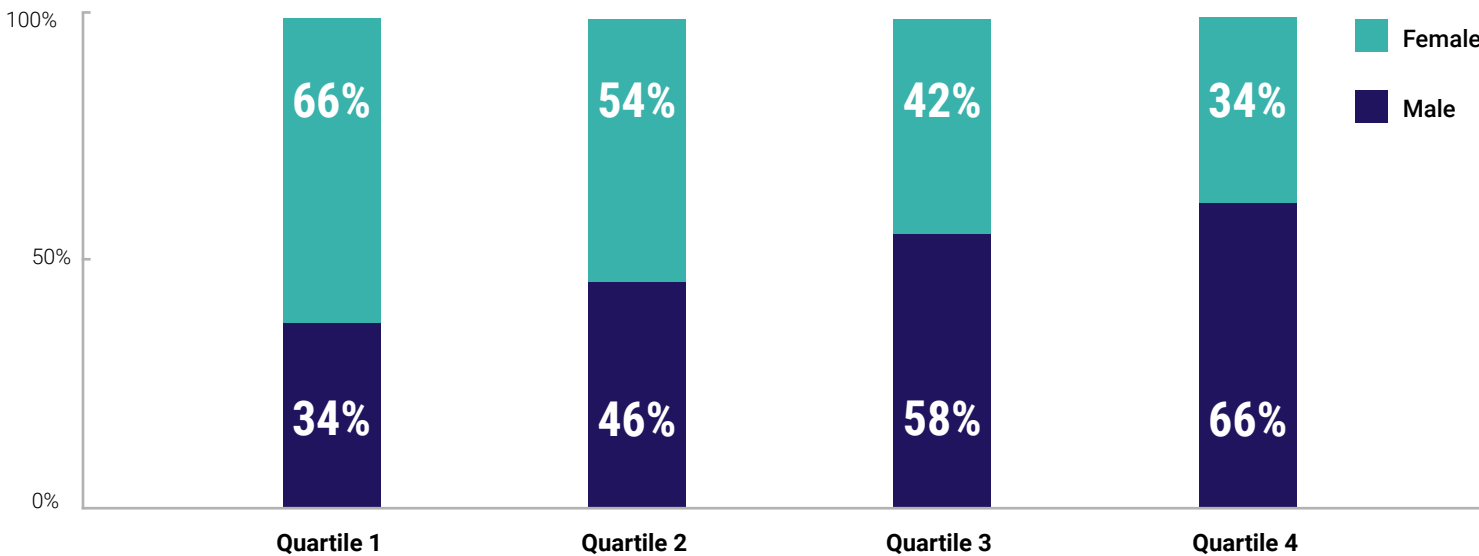


Gender pay gap information within this report is based on the data snapshot of April 2024 and has been calculated using the pay data for 806 dunnhumby UK colleagues, 49% of whom identify as female.

This year, we've invested significantly building and recruiting into our technology teams as we lay the groundwork for enhanced consumer insights products, AI-driven data science and digital retail services. In an industry where men remain disproportionately represented in the wider talent pool, particularly at senior levels, this has had an impact on our gender pay gap this year.

While this is a disappointing outcome, we view this investment as a necessary step in building the foundation for long-term growth and progress. A third of our UK based Executive and Leadership teams are women, but we recognise the need for sustained and focused efforts to address this issue and remain committed to driving change.

Proportion of men and women in each quartile pay band





Our UK gender bonus gap

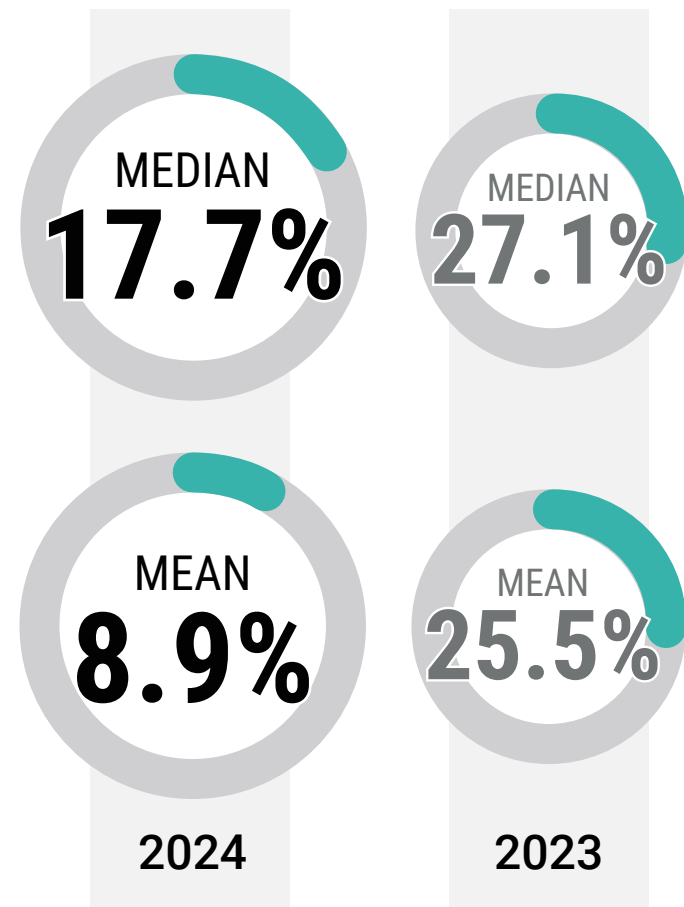
Our bonus scheme is open to all colleagues in an eligible role, and those at the same grade or in the same job role have the same bonus opportunity.

The dunnhumby UK bonus pay gap was calculated using the annual bonus data captured from the 2022/23 performance year (paid in May 2023), as well as other qualifying bonus payments made between 6 April 2023 and 5 April 2024 (including long term incentive/reward payments, sales incentive, non-standard and one-off payments tied to hiring and investment). For the annual bonus period 2022/23, all eligible employees received a bonus.

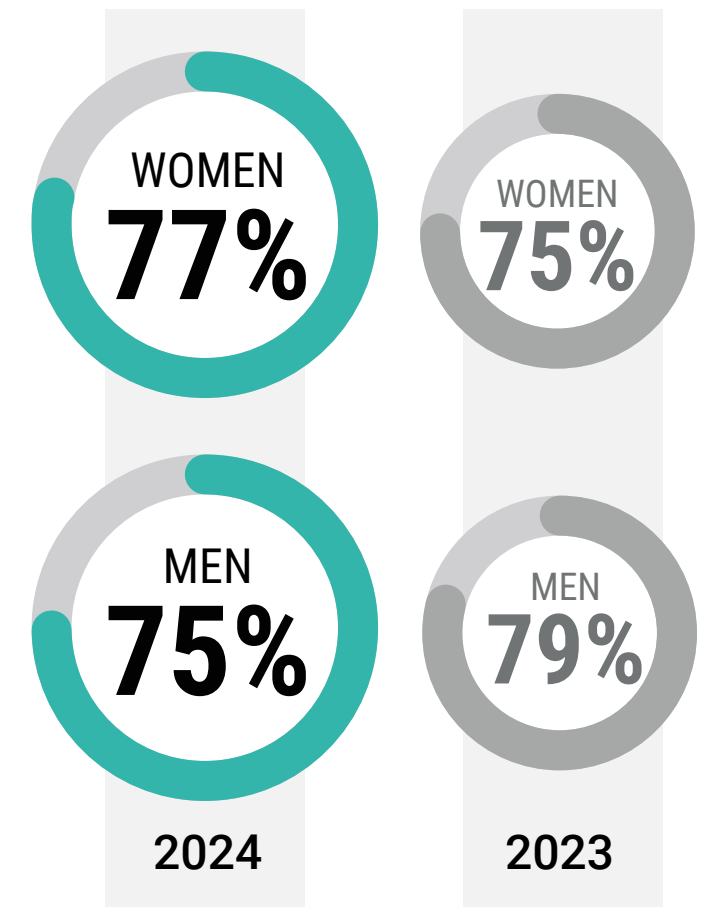
Our median bonus gap has decreased to 17.7% and our mean bonus gap decreased to 8.9%. The reduction in our bonus pay gap is mainly due to the move to a single group scheme for our 2023 bonus plan (from a multiple markets scheme), resulting in consistent payout parameters across all areas.

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 or underperformance.

Median and mean dunnhumby UK bonus gap



Men & women who received a bonus



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.

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