dunnhumby

Ireland Report

# Gender Pay Gap

2026



**Joining dunnhumby in the summer of 2026, one of the things that struck me most was the genuine commitment to diversity, equity and inclusion across the organisation. This is not a business where DE&I sits in a policy document. It is something colleagues talk about, act on and hold themselves to account for and I am proud to be part of it.**

This is my first Gender Pay Gap Report since joining dunnhumby, and I am pleased to put my name to it. It reflects not just the numbers, but the culture and values that sit behind them.

At dunnhumby, we believe that diverse perspectives, experiences and backgrounds help us deliver stronger outcomes for our clients, our business and our people. This year marks our second Ireland Gender Pay Gap Report, a commitment that reflects our belief in transparency, accountability and continuous improvement. By publishing our results, we continue to strengthen our understanding of workforce representation and identify opportunities to advance gender equity across our organisation. This report also highlights our global diversity, equity and inclusion initiatives, which underpin our ambition to create a truly inclusive workplace.

Our mean hourly pay gap remained stable at 10.5%, while the median pay gap moved from -7.5% in 2025 to 12.7% in 2026. We are encouraged by the significant improvement in the mean bonus pay gap, which reduced from 27.0% to 2.8%. These results continue to reflect workforce composition and role distribution rather than unequal pay for equivalent work.

**While reporting is important, our ambition extends beyond compliance. Through our Diversity, Equity and Inclusion (DE&I) strategy, colleague networks, inclusive policies and talent initiatives we remain focused on creating a workplace where everyone feels a sense of belonging and has the opportunity to succeed.**




 © 2026 dunnhumby / All rights reserved



# Our DE&I Ambition

Diversity, equity and inclusion are central to our culture and business strategy. We are committed to creating an environment where all colleagues feel valued, respected and empowered to thrive.

Our DE&I strategy is built around five commitments: Inclusion for All, Flexibility for All, Accessible First, Transform Recruitment and Developing Careers. Together, these pillars help us attract diverse talent, broaden opportunity and create a culture of belonging.

## Inclusion For All

Colleagues work in an environment where they feel they can be themselves, are valued and see themselves represented at every level.

## Flexibility For All

Enabling colleagues to thrive at dunnhumby, with a culture that embraces and supports flexible working.

## Accessible First

Our colleagues with different accessibility needs feel supported, whether that's in a physical environment, our technology systems or the communications we share.

## Transform Recruitment

Colleagues work in an environment where they feel they can be themselves, are valued and see themselves represented at every level.

## Developing Careers

Colleagues work in an environment where they feel they can be themselves, are valued and see themselves represented at every level.

In 2026 we embedded inclusion at the heart of our colleague expectations through our Values and Behaviours refresh, reinforcing inclusive leadership, collaboration, accountability and respect. We also continued investing in development initiatives, inclusive policies and career opportunities that support equitable progression.

 © 2026 dunnhumby / All rights reserved



# Our DE&I in Action

**Creating an inclusive culture requires sustained and specific action across every dimension of diversity. During 2026, we continued to deliver against our five strategic commitments.**

## Inclusion for All

Our Values and Behaviours, including our commitment to **'Treating people as they expect to be treated'**, set the foundation for everyday inclusion at dunnhumby. Through our Belonging@dunnhumby programme, we drive actionable behavioural change, equipping colleagues to recognise and address exclusion in their day-to-day interactions.

Our inclusive policies support colleagues through significant life experiences and are designed with intersecting needs in mind. They cover family leave, pregnancy loss, IVF and fertility treatment, menopause, domestic abuse and transition and gender identity, helping colleagues access appropriate care, flexibility and guidance. Together, these policies support wellbeing, reduce stigma and promote gender balance in progression and retention.

## Flexibility for All

Our flexible working policy enables colleagues to work in ways that support their performance and their lives. This can be especially helpful during major life changes, such as becoming a carer, approaching retirement or adjusting to parenthood, as well as making time for the things we enjoy. We take a blended approach to working from dunnhumby offices, balancing time together to collaborate and connect with the flexibility of working from home.

 © 2026 dunnhumby / All rights reserved

## Accessible First

We use the Disability Confident certification scheme to set our global expectation and have been recognised as a Disability Confident Leader for our commitment to inclusive hiring, retention and workplace adjustment. We partner with disability charities and job boards to ensure our opportunities reach a broad and diverse pool of candidates.



## Transform Recruitment

Through our specialist recruitment partners and inclusive hiring initiatives, Through our specialist recruitment partners and inclusive hiring initiatives, we are broadening access to opportunities for women across our global business. We have reviewed our full recruitment lifecycle to reduce bias, encourage applications from under-represented groups, and created a more inclusive candidate experience. This includes DEI-focused careers content, structured inclusive hiring practices, reasonable adjustments throughout the recruitment process, and diverse shortlist and interview panel expectations.

We also partner with organisations including **Flexa, Evenbreak, VERCIDA, DiversityJobs, 55/Redefined and HerKey** to reach broader and more diverse talent pools. Gender representation is tracked throughout the hiring process to better understand outcomes and drive continuous improvement.

Our efforts have also been recognised externally, including being named **VERCIDA's 2026 Gender Equality Champion** and one of **HerKey's Top 20 Companies Accelerating Women's Careers.**

## Developing Careers

We continued to invest in development opportunities to support equitable career progression across the organisation. Through talent reviews, succession planning and targeted development initiatives, we seek to ensure colleagues from all backgrounds have access to the support and visibility needed to grow. Our Catalyst sponsorship programme connects high-potential colleagues from underrepresented groups with senior sponsors, creating clear pathways to leadership, visibility and long-term progression.



 © 2026 dunnhumby / All rights reserved

## Our networks empower colleagues to connect, advocate and contribute to a culture of belonging

Our colleague networks are where our DE&I strategy comes to life. From gender equity and LGBTQ+ inclusion to wellbeing, family, disability and multicultural belonging, they create spaces for colleagues across dunnhumby to connect, advocate and grow.

dunnhumby proud

Our network for LGBTQ+ colleagues and allies

dunnhumby unity

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

dunnhumby thrive

Our mental health and wellbeing champions' network

helping hands dunnhumby

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

dunnhumby harmony

Our colleague network focused on D&I initiatives in India

dunnhumby one

Our ethnicity and multicultural allyship network

dunnhumby somos

dh Somos is our colleague network focusing on diversity, equity and inclusion in Brazil.

dunnhumby earth

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

gender equality network dunnhumby

Our women network focused on gender equality

dunnhumby family

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

dunnhumby enabled

Our colleague network for colleagues with disability, caregivers and allies

dh@play dunnhumby

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

 © 2026 dunnhumby / All rights reserved

# Celebrating our colleague network impact in Ireland

While gender pay gap reporting provides an important measure of progress, creating a truly inclusive workplace requires action throughout the year. In Ireland, colleagues continued to build a culture of inclusion through activities that encouraged connection, learning, allyship and meaningful conversations about diversity, equity and inclusion.

During 2026, dh GEN, our Gender Equity Network, built a visible and active community of colleagues in Ireland focused on learning, allyship and advocacy. Colleagues came together to celebrate their commitment to advancing gender equity, marking the occasion with exclusive dh GEN merchandise worn as a symbol of solidarity and shared purpose across the organisation.

## International Women's Day: Mystery Book Event

To mark International Women's Day 2026, colleagues in Dublin came together for a **Mystery Book Event**, designed to encourage curiosity, reflection and discussion through the power of storytelling.

Each colleague selected a mystery-wrapped book centred on women's stories and experiences, creating an opportunity to discover new perspectives and engage with voices that may not otherwise be heard. The format encouraged meaningful conversations between colleagues and reinforced the value of listening to and learning from different lived experiences.

The event reflected our belief that inclusion is built not only through policies and programmes, but also through everyday opportunities to connect, learn and broaden our understanding of one another.




 © 2026 dunnhumby / All rights reserved

## dh Proud: Visibility, Allyship and Inclusion

Throughout 2026, dh Proud helped create opportunities for colleagues in Ireland to celebrate inclusion and belonging. Through initiatives such as **dh Proud Cupcakes and Merch Day**, colleagues came together to collect pronoun badges and team merchandise, helping to promote visibility and allyship across the office.

Colleagues also took part in **Global Wear It Pink Day**, joining teams across dunnhumby in demonstrating support for LGBTQ+ inclusion and reinforcing our commitment to creating a workplace where everyone feels welcome and respected.

Merch Day




## Thrive World Mental Health Day and Diwali

dh Thrive marked World Mental Health Day with an event that also celebrated Diwali, combining a focus on wellbeing with recognition of the cultural diversity within the team.








## Team Jersey Day

Colleagues came together for a Team Jersey Day fundraiser for a team member, showing the community spirit and care that runs through the Ireland team.

By creating space for dialogue and shared learning, activities such as these help strengthen the inclusive culture we continue to build across dunnhumby Ireland.



 © 2026 dunnhumby / All rights reserved

# Our Ireland Gender Pay Gap

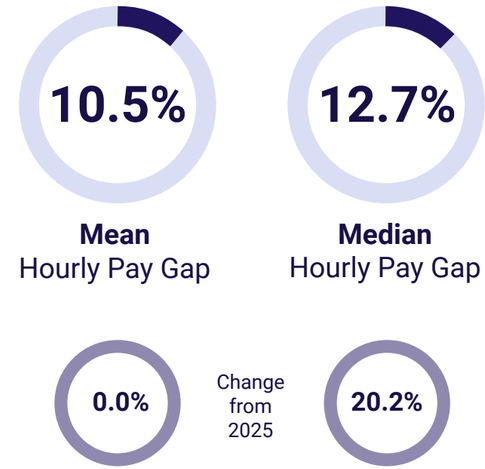
Gender Pay Gap reporting is a crucial step toward fostering transparency and accountability as we work towards our commitment to gender equality. Data has been calculated in line with the requirements of the Gender Pay Gap Information Act 2021.

Gender pay gap information within this report is based on the data snapshot of 15 June 2026 and has been calculated using the pay and benefits data for **72 dunnhumby Ireland colleagues, 76% of whom identify as female**. Female colleagues also represented 86% of our new joiners and 100% of promotions during the reporting period.

Our mean hourly pay gap has held steady at 10.5%, while the median has shifted from -7.5% in 2025 to 12.7% in 2026. The median change reflects the dynamics of a small population and is attributable to grade mix changes and the timing of new joiners, the majority of whom were female in 2026.

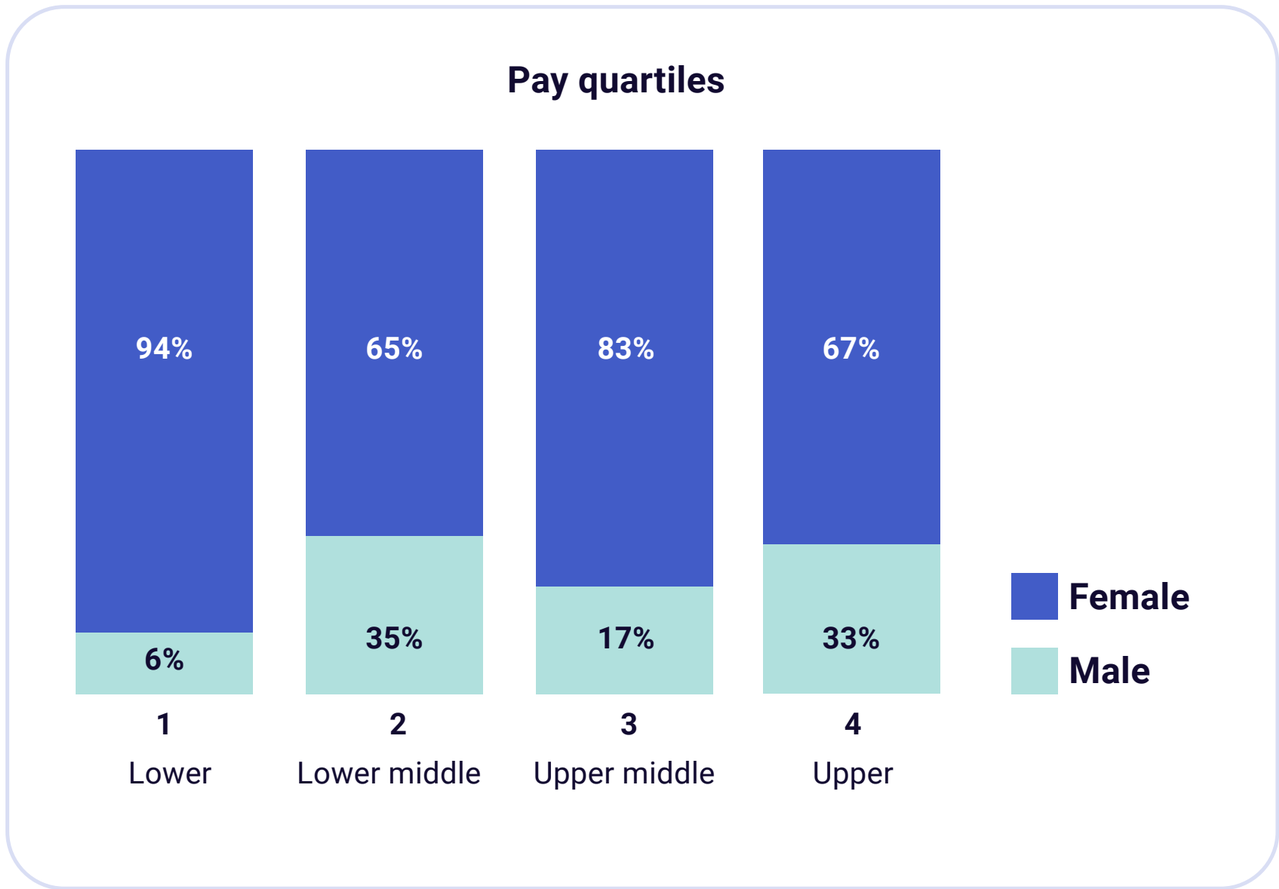
We remain committed to maintaining equitable pay practices across the organisation. To support this, we conduct regular pay equity reviews within comparable grades and roles, including salaries at point of hire, salary review outcomes, promotion increases and bonus decisions. These reviews help ensure that pay decisions are fair, consistent and based on objective factors.

## Our 2026 Gender Pay Gap Figures



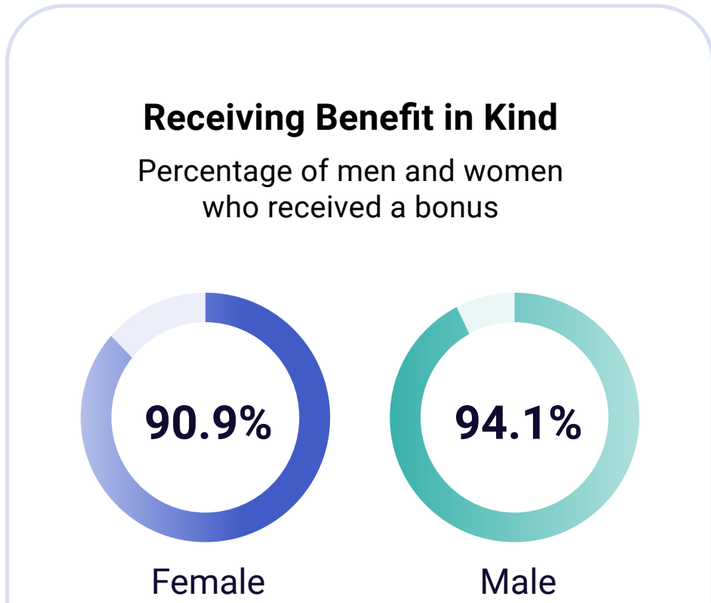

 © 2026 dunnhumby / All rights reserved

Female colleagues are well represented across all pay quartiles. Their higher representation in quartile one contributes to the pay gap, but the overall results reflect our progress in inclusive hiring, equitable pay practices and senior female representation.




## Benefit in Kind

The figures opposite show the percentage of male and female colleagues who received a benefit in kind for the year ending 15 June 2026.




 © 2026 dunnhumby / All rights reserved

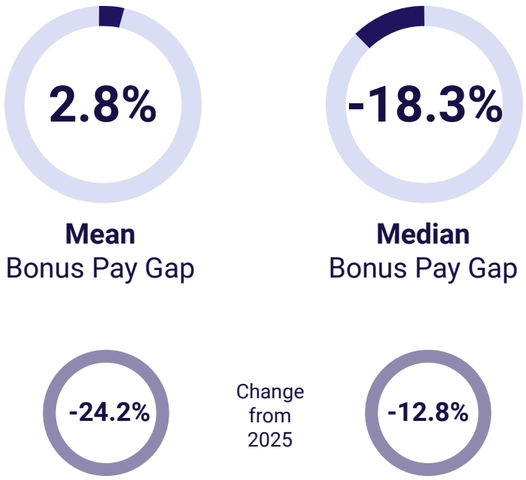
## Gender Bonus Gap

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 2025/26 performance year (paid in May 2026), as well as other qualifying bonus payments made between June 2025 and June 2026 (including long term incentive/reward payments, sales incentive, non-standard and one-off payments tied to hiring and investment). For the annual bonus period 2025/26, all eligible employees received a bonus.

The mean bonus gap has narrowed from 27.0% to 2.8%, a reduction of 24.2 percentage points. This improvement reflects a shift in the grade distribution of bonus recipients and the proportional increase in female colleagues across the reference population.

### Our 2026 Gender Bonus Pay Gap Figures

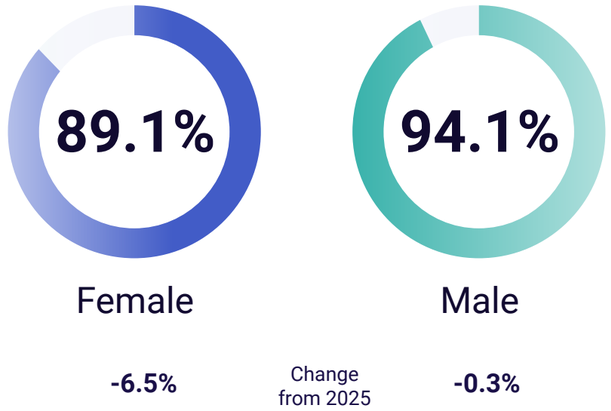



**Percentage of Male and Female colleagues who received a bonus**

During the reporting period, **89.1% of female** employees and **94.1% of male** employees received a bonus.

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 participation rates is primarily influenced by eligibility. Of the employees who joined after the annual bonus eligibility cut-off, the majority were women, reducing the proportion of female employees eligible to receive a bonus during the reporting year.

### Receiving Bonus




 © 2026 dunnhumby / All rights reserved

# Temporary contract and Part-time employees

**Temporary contract employees show a higher measured pay gap than permanent employees. This reflects the nature of our temporary workforce, where roles sit at lower grade levels across our operations, rather than any difference in pay for equivalent work.**



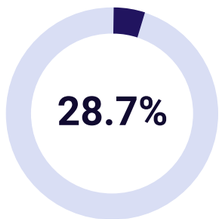
## Temporary status

### Gender split

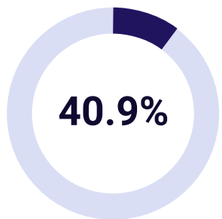



All four part-time employees are female, as there are no male part-time employees within the reporting population, a meaningful gender comparison cannot be made for this group. These figures are statutory disclosures and do not indicate any systemic difference in pay rates for comparable roles.

## Temporary contract pay gap metrics:




**Mean**
Hourly Pay Gap

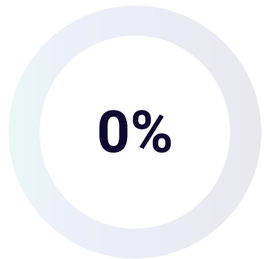



**Median**
Hourly Pay Gap

## Part-time




Female




Male

 © 2026 dunnhumby / All rights reserved

# 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 male to female colleagues 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.

**Calculating the hourly pay gap**

Hourly Pay is calculated by dividing the total amount of Ordinary Pay and Bonus payments made through payroll during the period of June 15 2025 to June 15 2026 by the total number of working hours.

For new employees who joined during the reporting period, hourly remuneration may reflect that they were not eligible for a bonus relating to the previous performance year.

**Median Bonus Gap**

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 Bonus Gap**

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.

 © 2026 dunnhumby / All rights reserved

# 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 Bonus Gap**

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 Bonus Gap**

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.

 © 2026 dunnhumby / All rights reserved

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**