



# Gender Pay Gap Report 2018

CLASSIFICATION: PUBLIC

## COROPORATE STATEMENT ON DIVERSITY AND FOREWORD

Dun & Bradstreet's UK business is aligned with our corporate diversity statement, designed to help us create a modern, inclusive working environment for those who work for and with us around the world. Our statement guides our actions:

*At Dun & Bradstreet, we know that our success is driven by the innovation, effort, and passion of all our team members. What brings us together is a shared commitment to our customers and our values of being data inspired, relentlessly curious and inherently generous. And what sets us apart is the unique experience and insight each of us brings to our work, and combining these with an open, inclusive and forward-leaning environment that ultimately benefits our company, our partners and our customers.*

*Here, all employees are valued, empowered and supported, with access to industry-leading growth and development opportunities. All team members contribute to our success, whether that's measured in financial performance, the strength of our relationships with customers and partners, how we give back to the communities where we live and work, or how we collaborate with one another.*

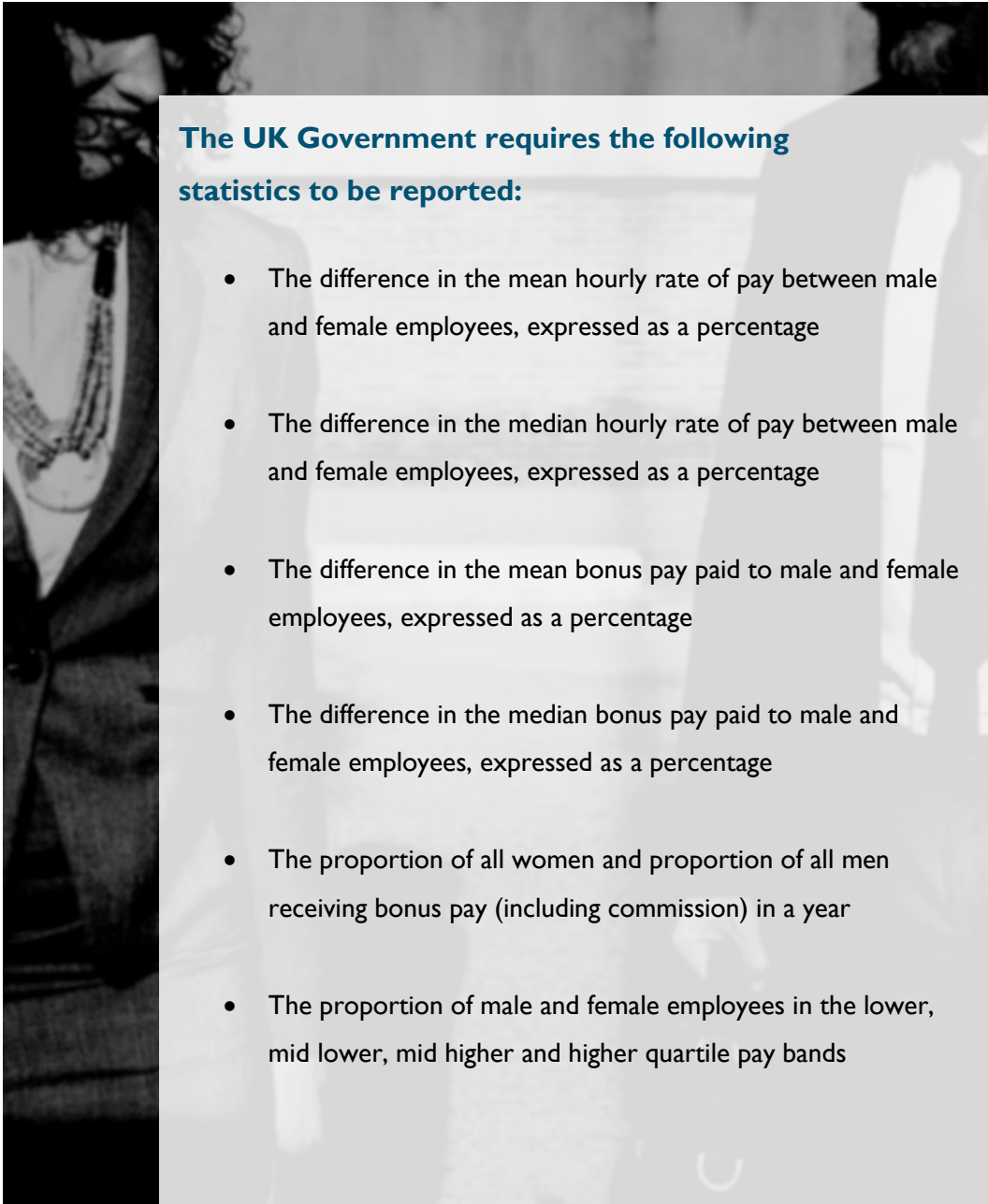
Results from our UK 2018 Great Place to Work® Survey show that our employees have a very positive view of how Dun & Bradstreet approaches diversity. In early 2018 we designated a Diversity and Inclusion Champion for the UK who is responsible for driving enhancements across all aspects of diversity including gender, race, religion, disability and sexual orientation.

In this report we will provide our gender pay gap information, identify potential causes and outline our improvement plans to reduce the gap. Our Company values and continued commitment to developing our focus on diversity and inclusion support our work to provide more opportunities for women and other minority groups. We welcome the opportunity to report on our current gender pay gap position, our progress to date and work underway to drive improvement.

## THE GENDER PAY GAP – REQUIREMENTS AND MEASUREMENT

Under the UK's Gender Pay Gap Regulations, all employers with more than 250 employees are required to report specific gender pay gap measurements on the dedicated Government website and their own company website. This aims to provide transparency about the figures and a nationwide stimulus to reduce the gender pay gap. The national median hourly gender pay gap (for all employees) stood at 17.9 % in 2018, with variations between industry sectors.

Gender pay gap figures show the difference in average pay (both mean and median) between women and men. A gender pay gap is the result of an imbalance between the genders – for example, having more women in junior roles and/or fewer women in more senior roles. This is a different measure to equal pay, which relates to how women and men are paid for equal work or work of the same value. Dun & Bradstreet has a robust global methodology in place to ensure that all roles are evaluated fairly, and corresponding pay levels provide consistent remuneration for women and men.



### The UK Government requires the following statistics to be reported:

- The difference in the mean hourly rate of pay between male and female employees, expressed as a percentage
- The difference in the median hourly rate of pay between male and female employees, expressed as a percentage
- The difference in the mean bonus pay paid to male and female employees, expressed as a percentage
- The difference in the median bonus pay paid to male and female employees, expressed as a percentage
- The proportion of all women and proportion of all men receiving bonus pay (including commission) in a year
- The proportion of male and female employees in the lower, mid lower, mid higher and higher quartile pay bands



**5000 Global Employees**  
**411 UK Employees**  
**188 Female & 223 Male**  
**46% Female & 54% Male**

*Promotions in 2018*

**15 Female**  
**15 Male**

*= 30 Total*



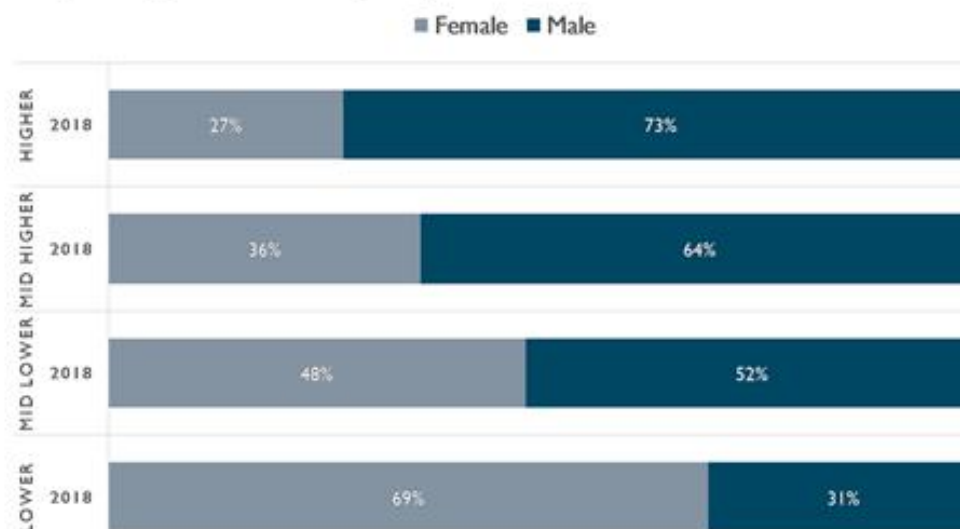
## 2018 Hourly Pay & Bonus Gender Pay Gap (%)

	Mean (2017)	Median (2017)
Hourly Pay	28.2 (27.6)	29.5 (31.5)
Bonus Pay	59.5 (52.3)	45.3 (30.5)

## 2018 Proportion of employees who are paid a bonus/commission (%)

Male (2017)	Female (2017)
91.9 (90.3)	71.8 (67.9)

## Distribution of male & female employees by quartile (hourly rate)



2017 Figures	Lower	Mid Lower	Mid Higher	Higher
Female	70%	50%	37%	24%
Male	30%	50%	63%	76%



We are pleased that our hourly pay median figure has fallen slightly this year, but there is still much work to be done. The difference in the mean and median hourly rates between women and men is predominantly due to the lower representation of women in senior leadership and the high proportion of men in professional roles within the sales, technology and data functions of the business. We are confident that our equal pay processes and practices ensure that women are paid fairly and equally across the organisation, but we need to attract more women into sales, technology and data related roles (see 'Closing the pay gap' section for more details).

The mean and median bonus pay gap plus the difference between the proportion of men and women receiving a bonus are both attributed to the same underlying reasons. Bonus statistics are calculated based on the amount of bonus paid and as bonuses are paid as a percentage of salary, the amount is less for anyone in part-time roles. At the time of reporting, 20% of women worked part-time. There are also more men in senior and professional roles, and junior roles are paid overtime (which is excluded from the statistics) rather than a bonus. The increase in both the mean and median bonus gap between 2017 and 2018 is largely accounted for by the effect of higher sales commission. However, during this period we increased the proportion of female new hires in sales to 38%, including a number of senior sales positions. In addition, we saw a 4% increase in the

number of females in sales roles in 2018 (up to 30%) and are continuing to focus on driving up this percentage in the sales environment.

The data also shows the proportion of women and men in each of the four pay quartiles based on the range of hourly pay rates. Again, the differences are explained by the factors previously stated. However, we are pleased to report a small shift in the balance between the quartiles with an increase of females in the higher quartile pay band.

We will continue to review and monitor all of these statistics and identify further ways to close the gap.

## CLOSING THE PAY GAP

We are committed to closing the gender pay gap and developing new initiatives to attract, develop and retain women, as well as other under-represented groups. We believe that our inclusive Company culture and the work of our Diversity and Inclusion Champion in the UK will help drive more improvements going forward. Our champion continues to work closely with the UK Leadership Team to organise events and promote the benefits of a diverse and inclusive culture. The diversity plan focuses on three main areas; to attract, develop and retain women in the workforce and support their personal career goals.

## ATTRACTING

We are building a cross-company **graduate recruitment programme** with the additional aim of attracting more women into technology and data roles. In 2018 we recruited ten graduates, four of which were female. On-going **recruitment training** provides more focus on and scrutiny into practices to minimise any unconscious bias. During 2018 the entire senior leadership team completed a Breaking Bias e-learning programme and for senior and leadership roles we aim for a **50/50 gender balanced shortlist**. During 2018, through a combination of external recruitment and internal promotion, we filled 11 senior and leadership roles, five of which



were filled by women. We also plan to further promote our **female role models** in recruitment advertising and increase the number of women recruited into the sales function.

## DEVELOPING

We operate **coaching and mentoring programmes** where women and other minorities are encouraged to link with a mentor in a different part of the business. Female participation in our **in-house leadership development programmes** is high with women making up 42% of those on our Future Leaders Programme in 2017 and 2018 and 66% of nominated delegates for 2019. On our global leadership programme 36% of the UK delegates in the past three years have been female (a slight increase on the average of the first two years). We specifically consider diversity in our **talent management and succession planning** processes and 36% of our current leader population is female.

## RETAINING

We are proud to offer **flexible working patterns**, where appropriate, to help employees at Dun & Bradstreet to achieve a work-life balance. Our aim is to help women in more senior roles to balance the needs of a demanding role with their external commitments. We also encourage men to take advantage of flexible working practices.

We offer **enhanced primary carer pay**, which is gender neutral. The primary carer of a child, whether male or female, is entitled to 16 weeks' full pay (and then the remaining relevant statutory payments). We encourage our male employees to take advantage of the Government's **shared parental leave scheme**. Again, we believe these initiatives support the growing trend for fathers to take a more active role in supporting family life thereby facilitating women to remain in their roles and breaking down gender stereotypes.

The following employee case studies, demonstrate how we aim to support and provide opportunity for everyone at Dun & Bradstreet.

## EMPLOYEES OF DUN & BRADSTREET

### LAURA DUNSE –

#### UK&I PEOPLE OPERATIONS LEADER

I joined Dun & Bradstreet in 2005 as a Delivery Administrator. I expected to stay about three years but because of the range of opportunity and fast pace of business change, I've found it a challenging and interesting place to work and I'm still here almost 14 years later.



I have sought opportunities to grow and learn which have enabled me to take on new roles and understand more about myself, and what I want from my career. I have discovered what I enjoy doing (and don't enjoy), and I've learnt about my strengths and weaknesses. I've focused my career on the things I enjoy and roles that enable me to use my strengths. It was through the experience of being a people leader that I decided to progress my career in Human Resources. Around seven years ago, I saw a new role advertised in the HR team. It was fantastic that the leaders recognised my transferrable skills and gave me the opportunity I would otherwise have sought outside Dun & Bradstreet.

Since moving, I've gained my master's degree in Human Resource Management and I've had exposure to different aspects of HR including employee relations, business partnering and recruitment. I was well supported when I became a mum, with the opportunity to work flexibly so that I could have the work-life balance I hoped for when I became a parent. When I returned from my most recent maternity leave, I was promoted to the UK & Ireland People Operations Leader role. Every day is varied and there are still plenty of opportunities for me to continue learning and progressing my career.



**LUISA FALLON –**  
**STRATEGIC RELATIONSHIP MANAGER, FINANCIAL**  
**SERVICES FIELD SALES**

Since graduating in 2000, I have always worked in a sales environment. For most of this time my roles have been within the IT / Data arena. In the early stages of my career I found it quite hard to determine the right organisational fit for me. As part of my degree I worked for a large multi-national and enjoyed all the opportunities of a large 'corporate'. However, it felt like I was just another head and it might be difficult to get noticed if I joined their graduate scheme. So, on leaving university I opted to work for a series of small to medium sized businesses, but I quickly realised that working alone and, for much of the time, in isolation as a team of one, was equally not something that was right for me. I realised I was happiest in a large business but working within a small team.

I was with my previous company for seven years. I started as an Account Manager (the only female on the team) and was consistently promoted until I ended up managing a team of three. After much consideration, I made the decision to move to Dun & Bradstreet in December 2017. I was attracted by the foundational values and the opportunities the company offered me to build my career whilst maintaining a good balance between work and family life. Having two young children, it is important to me to be able to work flexibly between offices, clients and home.

dun & bradstreet

Over a year into the role, I am planning my career development in many ways. Most recently I have started coaching training, joining the HR business partners in their programme. This is something I place a lot of importance on; demonstrable results come from addressing the wellbeing and development of our workforce which complements our strong values and culture-based approach. With a sales career spanning almost 20 years, I hope I will be able to offer support and coaching to people across the business.



**CHRIS O'LOUGHLIN –**  
**UK, IRELAND & WWN DELIVERY LEADER**

When I first joined Dun & Bradstreet I remember the empowerment I had to take ownership for my role and what I needed to achieve, whilst still being held accountable. This was over 20 years ago and forward thinking at the time. This ownership, together with the support and tools provided by Dun & Bradstreet, enabled my career to develop.



Now, with responsibility for 17 team members, I continue to work hard to ensure my team has this same opportunity within the inclusive environment created at Dun & Bradstreet. This incorporates flexibility around timings of team meetings, communication methods, project allocation, etc. to accommodate flexible working hours, development opportunities, working from home, etc.

I personally took advantage of this when my second daughter was born in 2016 by using 14 weeks Shared Parental Leave to care for her. Knowing Dun & Bradstreet's values, I was not concerned about requesting this as I knew my leader would support me. It also provided an opportunity for a team member to develop leadership skills whilst I was on leave.

I have seen and continue to see how Dun & Bradstreet and the people within it live and hold themselves to account against our values. There are many great examples of this through company-initiated activities including 'Do Good' charity week and 'Future Leaders' training. Personally, I have benefited from coaching by a senior leader and unconditional support when caring for and losing a loved one.

## VICKI CROXFORD – GLOBAL IDENTITY DATA ENGINEERING LEADER

I became part of the Dun & Bradstreet family through an acquisition of the company I worked for. At the time I was a sales leader in that company. Dun & Bradstreet welcomed me with open arms, recognising my abilities and increasing my responsibilities by asking me to lead an expanded sales and sales support team.

When I started my own family, Dun & Bradstreet was fully supportive of my need for a work and family life balance. On returning from maternity leave I didn't feel I could give both the sales team and my family the support they needed. I worked with my leader to take a sideways step into a data focused product role on a part-time basis. Subsequently, I have progressed from that role back into a full-time leadership role, responsible for the UK & Ireland Identity Data Engineering Team – a whole different career from sales! I manage my hours flexibly, which allows me both valuable time with my young family and an opportunity to work with other global teams in the evenings.



## ABOUT DUN & BRADSTREET

Dun & Bradstreet enables companies around the world to improve their business performance. The global leader in commercial data and analytics, our Dun & Bradstreet Data Cloud - and the solutions it fuels - empowers customers to accelerate revenue, lower cost, manage risk, and transform their businesses. Since 1841, companies of every size have relied on Dun & Bradstreet to help them manage risk and unlock growth.

For more about Dun & Bradstreet, visit [www.dnb.co.uk](http://www.dnb.co.uk).





## DECLARATION

We confirm this data is accurate and taken from the April 2018 payroll data.



**Janet Sporle**

International HR Leader

A handwritten signature in black ink, appearing to read 'Janet Sporle'.



**Ed Thorne**

General Manager, UK

A handwritten signature in black ink, appearing to read 'Ed Thorne'.



Dun & Bradstreet UK  
Marlow International,  
Parkway,  
Marlow, Bucks.  
SL7 1AJ

© Dun & Bradstreet, Inc. 2000 - 2019. All rights reserved.

In the UK Dun & Bradstreet Limited is certified to ISO 27001 and is authorised & regulated by the Financial Conduct Authority in relation to providing credit references on non-limited companies.



Great  
Place  
To  
Work.

**Best Workplaces™**  
Medium Category  
UK 2018