

A photograph of four diverse women sitting around a table in a bright office environment. They are all smiling and appear to be in a collaborative meeting. The woman on the far left is wearing a pink top. The woman next to her has curly hair and is wearing a white button-down shirt. The woman next to her is wearing a white textured sweater. The woman on the far right is wearing a blue and white striped long-sleeved shirt. A large, dark blue rounded rectangle is overlaid on the bottom left of the image, containing the title text in white.

# 2021 UK Gender Pay Gap Report



# Corporate 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. We are committed to a diverse and inclusive workforce where many differences\* as well as perspective of thoughts, beliefs, education, background and experiences are purposefully brought together. Here, our 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.”

\*Differences of race, colour, religion, creed, sex, age, national origin, citizen status, disability status, sexual orientation, gender identity or expression, pregnancy, genetic information, protected military and veteran status, ancestry, marital status, medical condition or any other characteristic protected by law.

This report examines data from April 2020 – April 2021 of Dun & Bradstreet's UK business where we have set out our gender pay gap information, identified 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 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 14.9% in 2020, 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:

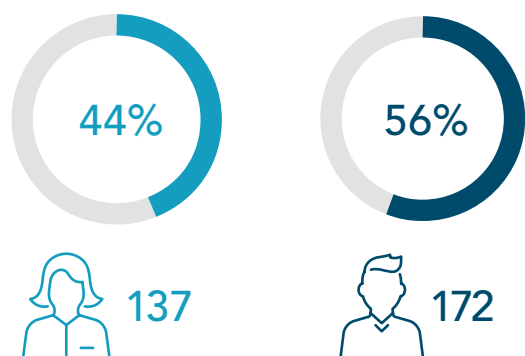
- The difference in the mean hourly rate of pay between male and female employees, expressed as a percentage
- The difference in the mean bonus pay paid to male and female employees, expressed as a percentage
- The proportion of all women and proportion of all men receiving bonus pay (including commission)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



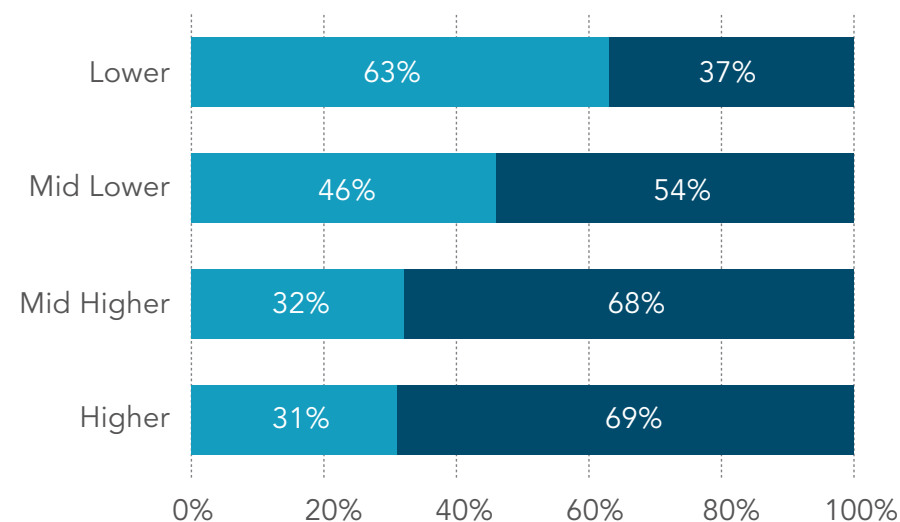
# Dun & Bradstreet in the UK

Dun & Bradstreet's figures below are based on the required reporting payroll month of April 2021:

322 EMPLOYEES



DISTRIBUTION OF MALE & FEMALE EMPLOYEES BY QUARTILE (HOURLY RATE)



## 2021 HOURLY PAY & BONUS GENDER PAY GAP (%)

	MEAN	MEDIAN
HOURLY PAY	30.14	31.00
BONUS PAY	56.22	65.84

## 2021 PROPORTION OF EMPLOYEES WHO ARE PAID A BONUS/COMMISSION

MALE	FEMALE
91.5%	75.6%



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. Senior Executive leaders with International roles contribute to this due to their location being based in the UK. We have made great progress on our UK Leadership Team however, with four out of nine members now being women. 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 senior professional and managerial 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, 15% of women worked part-time compared to just 1% of men. 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 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.

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 will help drive more improvements going forward. We continue to focus our efforts in three key areas.





## CLOSING THE PAY GAP

# Attracting

We continue to make good progress in attracting talented women to Dun & Bradstreet. In 2020, 58% of our new hires were women. For senior and leadership roles we aim for a **50/50 gender balanced shortlist**. In 2020, we hired three women and three men into senior leadership positions. We have a very successful graduate programme in our Sales organisation which supports our objective to attract more women into Sales. In 2020, four out of five new recruits on the graduate sales programme were women.

## CLOSING THE PAY GAP

# Developing

Our global leadership development programme is designed to provide development for all levels of leaders and provides learning opportunities closely linked to business initiatives and key leadership messages.

In our Sales function, our Graduate development programme supports the continued professional development of our new sales team members. In 2020, 50% of attendees were women.





## CLOSING THE PAY GAP

# Retaining

We offer flexible working patterns to our employees where appropriate, to help employees at Dun & Bradstreet to achieve a work-life balance. In 2021 we implemented new ways of working with the introduction of hybrid working, allowing team members to split their time between the office and home. We also increased the number of home-based roles by 16%.

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) when their child is born. 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.

We also value the feedback of our employees as they move on to other ventures and how this can contribute to continuous improvements in the business. When conducting exit interviews, our aim is to ensure any women leaving the business are given the opportunity to share their honest feedback in face-to-face interviews.



## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Helen has been with Dun & Bradstreet for over three decades, joining as an analyst programmer and has since held various roles, all within Technology, including data architect, project manager, programme manager, technology relationship manager. Most recently, Helen was a Senior Director, Technical Product Management owning the Technology workstream for the integration of the D&B Europe Data Supply Chains. Helen was also the Technology owner for the World Wide Network (WWN), supporting the D&B Partnership team.

Helen's latest role at Dun & Bradstreet has seen her transition into International Business Operations as a programme manager where she will support the D&B Europe Integration Programme along with other International initiatives.

Dun & Bradstreet values its employees and looks to find solutions for when the needs of its team members change. When Helen's circumstances with her family changed, she came to the business with a request: "Now that both my parents are elderly and have a number of health issues, they require more help with daily life. Dun & Bradstreet was supportive with my request to work a compressed week so that I can care for them one day a week. I started this on a trial basis to identify if it would impact the work I needed to do. This then became a permanent arrangement and I've been working a compressed week for nearly four years now. It works as there is some flexibility from both Dun & Bradstreet and me."



**Helen Bryant**

SENIOR DIRECTOR,  
BUSINESS OPERATIONS PROGRAMME MANAGER



"When I joined Dun & Bradstreet I never expected to stay with the company for so long. However, I have always been able to find something interesting within D&B when I was ready for a change and be given a new opportunity. Over the years D&B has supported my development, pushed me outside my comfort zone and has been open to my suggestions which has enabled me to develop my career through the decades."



## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Sarah started working at Dun & Bradstreet in May 2015 in a newly created role as a Sales Operations Analyst within the Salesforce team. Over her almost seven years at the company, Sarah has continued to develop her role within the Sales and Commercial Operations team.

Sarah now holds a leadership position, where she is responsible for the Sales Operations team for UK&I, which includes Sales Support, Go-To-Market Operations and Sales Force Dot Com Support.

In her time at Dun & Bradstreet, the company has supported Sarah with her development and upskilling to be a Salesforce Administrator. This has enabled Sarah to gain the knowledge and skill set to better support colleagues who use the tool.



**Sarah Jones**

SALES OPERATIONS MANAGER, UK&I



"Dun & Bradstreet is a great company, with great people. Whilst all companies face issues, I really do believe in the 'we're all in it together' mentality that's shared across the business. I feel valued as an employee and also that my work and dedication is rewarded through my promotional success."



## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Becca is responsible for UK & Irish Data Quality, and sits on the UK Leadership Team, representing the Data Team. Following completing her degree in Mathematics at the University of Manchester, Becca joined Dun & Bradstreet in 1996, looking to get hands-on experience for all she had learned.

In her 25 years at the company, Becca has been involved in many different and exciting projects. Becca began her career at Dun & Bradstreet with an entry level Customer Service position and from there transitioned into Data Operations and junior management. Since then, Becca has taken roles in Global Reengineering programmes, managed a large offshore vendor and more recently focused in on driving improvements UK & Ireland Data Quality.

"Dun & Bradstreet has provided me with many growth opportunities and supported me during difficult times. There are not many organisations that provide the full suite of benefits and support we have here. I have worked remotely since 2004 at a time that it was seen as unusual and even a barrier to progression. This actually gave me (and my team) a strong foundation to build on during the pandemic when everyone moved to a working from home model and put us in good stead."



**Becca Ennis**

GLOBAL REFERENCE DATA LEADER



"I came to D&B to get some practical office experience while I figured out what I wanted to do, but I was presented with so many opportunities to learn that I stayed. My path has been a true grass roots progression, the people culture and challenges have kept me grounded and motivated."



# Declaration

We confirm this data is accurate and taken from the April 2021 payroll data.

**Mo O'Brien**

DIRECTOR, PEOPLE TEAM, UK



**Edgar Randall**

GENERAL MANAGER, UK







#### About Dun & Bradstreet

Dun & Bradstreet, a leading global provider of B2B data, insights and AI-driven platforms, helps organizations around the world grow and thrive. Dun & Bradstreet's Data Cloud fuels solutions and delivers insights that empower customers to grow revenue, increase margins, manage risk, and help stay compliant – even in changing times. Since 1841, companies of every size have relied on Dun & Bradstreet. Dun & Bradstreet is publicly traded on the New York Stock Exchange (NYSE: DNB). For more about Dun & Bradstreet, visit [DNB.co.uk](https://www.dnb.co.uk).

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