

2022  
UK Gender Pay  
Gap Report

# Corporate Statement on Diversity

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.



# Foreword

For almost 200 years, Dun & Bradstreet has helped clients and partners grow and thrive through the power of data and the insight it unlocks to drive value.

We support our clients to address and navigate issues related to Environmental, Social and Governance (ESG) concerns, and recognise the importance of incorporating these principles into our own daily operations. This begins with analysing the data to derive the insights that will drive the right actions for change and improvement.

We welcome the opportunity to take a deeper dive into the data behind our gender pay gap to understand our talent and seek out opportunities to celebrate and accelerate our diversity and inclusion strategies.

This report examines data from April 2021 - April 2022. We reflect on both where we have come from and look ahead to where we want to be on our diversity and inclusion journey, with the aim of realising our objective to be consciously inclusive.



# The Gender Pay Gap: Requirements and Measurement

Under the UK's Gender Pay Gap Regulations, all employers with 250 or more employees must publish their gender pay gap figures annually. 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 15.1% in 2021, with variations between industry sectors.

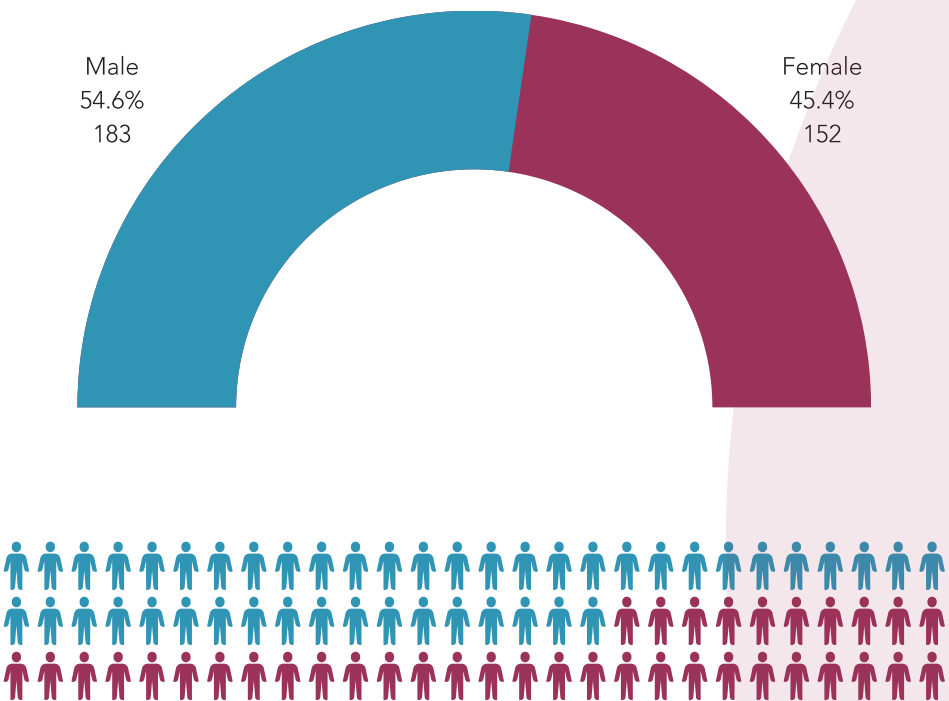
Gender pay gap figures show the difference in average pay (both mean and median) between women and men. A gender pay gap is the result of an imbalance between the genders – for example, having more women in junior roles and/or fewer women in senior roles. This is a different measure to equal pay, which 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, which gives confidence that our equal pay processes and practices ensure that women are paid fairly and equally across the organisation.

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 females and proportion of all males 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.

# What the Data Tells Us: Attraction

Total Population - 335



In the 2021-2022 reporting period, we have seen a positive trend with a decreasing gap in the mean and median hourly pay. The challenge to close the gap remains due to the lower representation of females in senior leadership and the high proportion of males in professional roles. We see our opportunities lie in continuing to develop our female talent.

## 2022 Hourly Pay & Bonus Gender Pay Gap (%)

	MEAN	MEDIAN
HOURLY PAY	27.83	27.78
BONUS PAY	63.68	61.31

Typically, data, analytics and technology are male dominated industry sectors. Historically, this has been true of Dun & Bradstreet, but we have been successful in our efforts to improve the balance significantly as 45% of our workforce in the UK are female. In 2021-2022, 51% of our new hires were female.

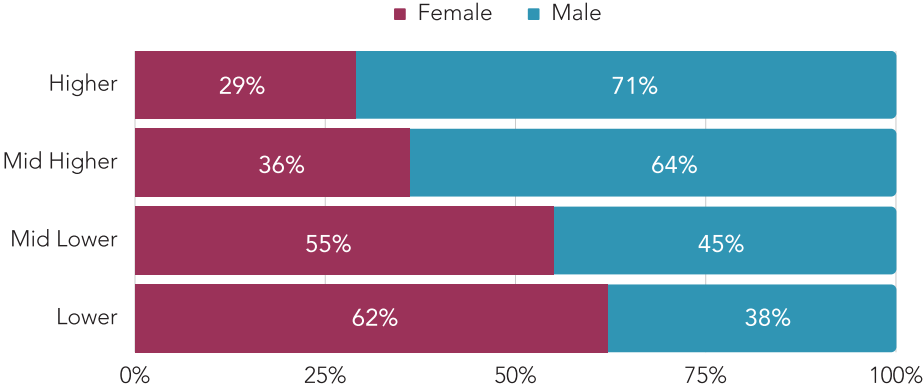
# What the Data Tells Us: Development & Retention

We have and are continuing to see a positive trend in the number of females increasing in the mid-lower and mid-higher quartiles. This is supported by our efforts to develop our talent internally, leveraging our 7 Talents Leadership Development Programme and successful appointment of females into mid-senior roles through our external hiring processes.

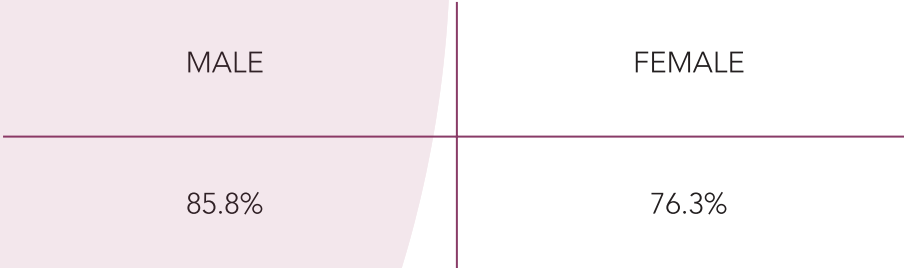
We have seen an improvement in retention of female talent by 10% year on year, which further demonstrates the opportunities available for growth and development.

We have a higher number of females overall in administrative roles which are not bonus eligible but are paid overtime instead which is excluded in the calculation. Bonus statistics are calculated based on the amount of bonus paid. Since 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 female employees worked part-time compared to just 1% of male employees. We see this as a positive indicator in the take up of our flexible working practices.

Distribution of Male & Female Employees by Quartile (hourly rate)



2022 Proportion of Employees Who Are Paid a Bonus/Commission





# Closing the Gap: The Current State of Play

In informing our strategy through external sources, research from the Government Equalities Office, which leads work on policy relating to women, sexual orientation and transgender equality and is responsible for a range of equalities legislation, cites the main barriers to women's progression:

- Mothers are less likely to resume full-time employment after having children and, for those who do return to work, their chances of being promoted are often lower.
- Barriers such as bias around pay and promotion, difficult workplace cultures, tensions between balancing work with care and a shortage of quality part-time work with a good wage potential.
- Lack of transparency on pay and progression and negative associations with flexible working.
- Greater need for companies to introduce family friendly policies and practices.



# Closing the Gap: The Current State of Play

To support our diversity and inclusion strategy, we have the following in place:

- In the year since our last report, the promotion rates for both female and male employees has remained equal. Our 7 Talents Leadership Development Programme has also seen an increase in the number of female participants in each cohort by 30%.
- Providing flexible working has been a day one right at Dun & Bradstreet for over two years. We understand the importance of a healthy work-life balance and continue to support our talent to do so. We offer a variety of flexible working patterns which we see as important to both attraction and retention and are seeing a growing interest from all genders including senior leaders.
- We believe in supporting our employees in all aspects of their lives, and that's why we offer enhanced primary carer pay, which is gender neutral and we encourage new fathers to take advantage of shared parental leave. These initiatives support the growing trend for fathers to take a more active role in supporting family life thereby facilitating females to remain in their roles and breaking down gender stereotypes.
- Our working mothers are an important part of Dun & Bradstreet, and we are proud to support them in their careers and personal lives. We are delighted to report that 100% of our working mothers have returned to work after leave and continue to thrive and develop professionally with the Company alongside their role as a parent.
- Women's network employee resource group whose mission is to establish and foster a supportive community for women at Dun & Bradstreet, which advocates for greater equity and awareness of societal biases. The group role models and champions strong female leadership, recognises and celebrates female achievements and contributions within the organisation.



# Closing the Gap: The Journey Continues

Developing our diversity and inclusion strategy into the future...

Since the previous report, over the last year we have:

- Launched a quarterly engagement survey and we know from this that our employees are keen to accelerate their development within Dun & Bradstreet. In response, we are developing a more transparent career pathway, to enable team members to clearly identify opportunities for growth through a variety of avenues both functionally and/or towards leadership.
- Established an engagement committee with a diverse employee voice who bring our UK community together, connecting team members with opportunities for networking, attending in-house talks with inspirational speakers, seasonal events and ultimately help to drive our culture of one team. The group's focus evolves each year and in this coming year will be supporting our Environmental, Social and Governance (ESG) efforts, including diversity and inclusion.
- Continued to focus internally to develop our female talent and help highlight the opportunities available within the Company, as we recognise the need to continue to attract more females into senior professional and managerial roles. It remains an industry challenge with females remaining under-represented in STEM fields. We are pleased to have partnered with Women in Data in November 2022 to help drive change both in the wider industry and our Company, through developing new initiatives to attract, develop and retain women, as well as other underrepresented groups.
- In 2022, 50% of leaders hired into the workforce were female and we continue to stay true to our objective to aim for a gender balanced shortlist for senior leadership roles.

## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Shivani joined Dun & Bradstreet in late 2021 as a Senior Product Manager for Sales Intelligence Products in International markets. With over 12 years of experience in product management for media, finance, and data companies, Shivani was attracted to Dun & Bradstreet's core values of being data-driven, curious about problem-solving, and working collaboratively. The opportunity to learn and grow in a challenging role supporting the integration of the Bisnode acquisition also appealed to her.

Since joining Dun & Bradstreet, Shivani has found the culture in the International Team to be entrepreneurial, with leadership open to new ideas and feedback. Shivani has identified new ways to improve efficiencies and get things done effectively in the Product team, and been given the freedom to find non-status quo solutions. Shivani has delivered the critical product roadmaps, designed and implemented new frameworks, and developed strong relationships with cross-functional teams.



**Shivani Mistry**

Senior Product Manager for Sales Intelligence Products,  
International

I feel I have found a really good fit with Dun & Bradstreet both in the role and the culture. I see lots of opportunities for me and my team to learn, grow and make a positive impact to the business here.



**Rhiannon Devey**

Strategic Relationship Manager, Government Accounts,  
UK

Working at Dun & Bradstreet is a rewarding experience because you truly get out what you put in. With a clear goal in mind and the determination to work towards it, you will find the right people in place to offer support and guidance along the way.

## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Rhiannon has been with Dun & Bradstreet for five years, starting in the Customer Support team in 2018, and has since progressed into the sales team and onto becoming a Strategic Relationship Manager in the Government Accounts division.

Rhiannon had a keen interest in moving into the sales team and the career progression opportunities at Dun & Bradstreet were a factor in attracting her to the Company. Almost a year after joining us, Rhiannon moved from Customer Support into sales. Recognised for her talent, she was encouraged to apply for a Junior Relationship Manager in the Government team and was successful.

Rhiannon has also had opportunities for skill development and training, including being encouraged to take her interest in leadership further and will be attending our newest course for aspiring leaders.

During Rhiannon's time at Dun & Bradstreet, she has taken on another exciting role, becoming a Mum. Going on and returning from maternity leave can be difficult, but Dun & Bradstreet's generous maternity pay policy gave her financial peace of mind and Dun & Bradstreet's flexible UK holiday policy enabled Rhiannon to return to work on a gradual basis but at full pay.

What has kept Rhiannon at Dun & Bradstreet since 2018 is the company's strong reputation and the opportunities for career growth that she has experienced. Rhiannon has worked hard to achieve her goals and has been rewarded with doors opening for her. Overall, her positive experiences at Dun & Bradstreet have encouraged her to stay and continue her journey with the company in an environment where she can grow and thrive.



## CASE STUDIES

# Supporting, Developing, and Empowering Our Women

Kate Duffy is the Marketing Operations Director at Dun & Bradstreet International. She leads a team of marketing operations professionals who are responsible for driving marketing and business forward through the smart use of technology, process and data. Her role involves getting the most out of marketing technology, supporting and enabling the marketing department and working closely with teams across the business including Sales, Sales Operations, GTM, Technology among others.

Kate's love for working in international organisations, because of the diversity and richness this brings to innovation, teamwork, and the challenges that arise, attracted her to the Company. Dun & Bradstreet's truly global reach was a big attraction for her as a marketing operations professional, and the fact that the organisation specialises in data and analytical insights was exciting for her.

During the recruitment process, Kate had the opportunity to meet with a number of peers and key stakeholders, which helped her to gain a good understanding of the organisation, the team and the challenges before making a decision to join the Company. The recruitment process was a refreshing experience compared to the more traditional formal recruitment process she had experienced at other organisations.



**Kate Duffy**

Marketing Operations Director,  
International

Since joining Dun & Bradstreet I have felt supported in getting up to speed, with colleagues openly sharing their time and knowledge, which is so important when you are the new person in a large company. The organisation is in an exciting phase of its evolution, with plenty of interesting challenges, and I'm thrilled to be part of that journey.



**Deepa Chhaya**

Senior Marketing Manager, Demand Generation,  
UK

What has kept me at D&B since 2009 is the continual opportunity to do something new and different and grow. The company has a supportive culture, and I've had the opportunity to work with great people.

#### CASE STUDIES

## Supporting, Developing, and Empowering Our Women

Deepa has been a part of Dun & Bradstreet for almost 14 years and is currently the Senior Marketing Manager, Demand Generation. Her experience at Dun & Bradstreet has been positive, and the opportunity to expand her marketing and business knowledge by working cross-regionally has been a key factor in her decision to stay with the company for so long.

Dun & Bradstreet has always been an advocate for learning and development, and Deepa has had opportunities for skill development and training to support her career growth. During her time at Dun & Bradstreet, she has undertaken several courses and even completed her IDM Diploma in Digital Marketing, which was funded by Dun & Bradstreet.

Returning to the corporate world after being on maternity leave can be overwhelming and challenging, but Deepa felt fully supported by D&B when she returned in March 2020. She came back to an entirely new role, manager, and team, but was thankful to transition to a new normal by phasing back to work over a period of time. Her manager supported her as she onboarded into her new role.

# Declaration

We confirm this data is accurate and taken from the April 2022 payroll data.

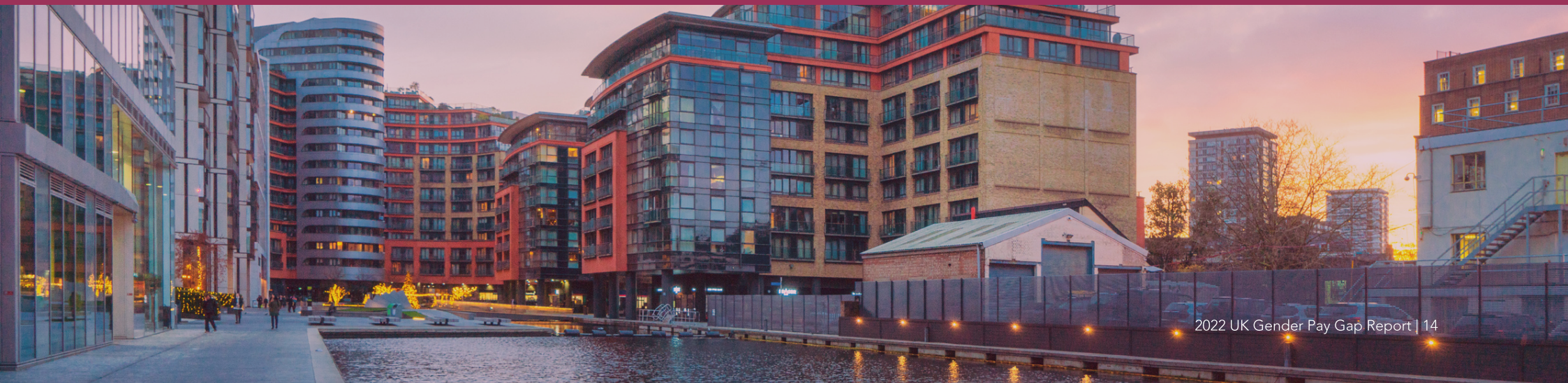
Victoria Watts

Senior Manager, People Business Partner, UK



Edgar Randall

General Manager, UK







## About Dun & Bradstreet

For almost 200 years, Dun & Bradstreet has helped clients and partners grow and thrive through the power of data, analytics and data-driven solutions. Our ~6000 employees around the world are dedicated to this unique purpose, and we are guided by important values that make us the established leader in business decisioning data and analytical insights. Our data & insights are valuable at all phases of a business lifecycle and whatever the economic environment.

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

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