



The **Home** of Homes

## Gender Pay Report 2019

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7.6%

Median Gender  
Pay Gap

18.0%

Mean Gender  
Pay Gap

63%

Of our Executive  
Committee are  
female

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### Introduction

We pay men and women equally for roles of the same size and scale.

As we have said in previous reports, our plans are focused on taking long-term, sustainable actions to address the gender pay gap. We are pleased our gender pay gap has improved this year, but recognise there is still a gap. This is a different measure to equal pay, and the gap is driven by the fact that 80% of our colleagues are hourly paid in our stores and of these 74% are female.

Dunelm's brand purpose is to **help everyone create a home they love**. We want everyone to feel that Dunelm is a place for them, and this applies equally for our colleagues and customers. Diversity, inclusion, and more generally the wellbeing of our colleagues, are high on our agenda.

We want all colleagues to feel they can grow with Dunelm and that they are welcome. Improving our Gender balance is part of this and remains a commitment of ours.

We can confirm that the information contained herein is accurate.

A handwritten signature in black ink, appearing to read 'Amanda Cox'.

Amanda Cox  
Stores and People Director

A handwritten signature in black ink, appearing to read 'N. G. Wilkinson'.

Nick Wilkinson  
Chief Executive Officer

## Understanding the Gender Pay Gap

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### WHAT IS THE GENDER PAY GAP?

A measure of the difference in the average pay of men and women. This is expressed as a percentage of men's earnings, e.g. women earn x% less than men. A negative percentage would equal women earn more than men.

### WHAT IS INCLUDED IN OUR CALCULATION?

Calculations of mean and median pay and quartiles are based on April 2019 pay data\*, this includes ordinary pay (basic pay, pay for annual leave and shift premium) and bonus pay (including PAYE charge for options exercised).

### WHAT ARE PAY QUARTILES?

Pay quartiles are calculated by listing the rates of pay for each colleague across the business from lowest to highest, then splitting the list into 4 equal-sized groups, and calculating the percentage of males and females in each.

### WHY IS THIS NOT THE SAME AS EQUAL PAY?

Gender Pay is different from a comparison of equal pay, as equal pay would involve direct comparison of two people, or a group of people carrying out the same, similar or equivalent work.

### HOW ARE THE MEDIAN AND MEAN PAY AND BONUS GAPS CALCULATED?

The **mean pay gap** is a comparison of the average pay for a woman and the average pay for a man.

The **median pay gap** is a comparison of the hourly rate of pay for the women in the middle of the line, if all of our female colleagues stood side by side in order of lowest hourly pay rate to highest, and the men did the same.

Mean and median calculations are also carried out when comparing bonus pay over a twelve month period. The proportion of men and women awarded any bonus pay over the period is reported.

## Our Results

### DETAILS BEHIND THE DATA

Overall both our median and mean gender pay gaps have reduced (from 7.9% and 19.2% respectively).

Women make up 68% of our workforce, but there are more women compared to men in the lower paid roles, than in higher ones. 88% of female colleagues work in our stores.

Hourly-paid colleagues made up 80% of all our colleagues. The gender pay gap in this population is in favour of women.

We have good male/female representation in our senior leadership. As at 1<sup>st</sup> April 2019 our Executive Committee was made up by 63% female representation. Combined with the Group Board, this means our senior leadership team is 50% female.

In certain roles, all colleagues are eligible for bonus pay. In all cases this is regardless of gender.

### Total Gender Pay Gap

	Dunelm	UK Total*
Median	<b>7.6%</b>	<b>8.9%</b>
Mean	<b>18.0%</b>	<b>13.1%</b>

\*Based on estimates from ONS, Annual Survey of Hours and Earnings

### Bonus Pay Gap

	Dunelm
Median	<b>46.8%</b>
Mean	<b>43.3%</b>

### Percentage of colleagues who received bonus pay

	% of colleagues
Women	<b>47.9%</b>
Men	<b>40.7%</b>

### Total Gender Pay Gap By Quartile

