



Gender Pay Report 2021



Introduction

Since our first gender pay gap report we have been consistent in our message. That our plans are focused on taking long-term, sustainable action to address the gender pay gap.

For the second year running our gender pay gap has improved (in both the mean and median) versus the previous year. There is still a gap, driven by the fact that 68% of our colleagues are women and 88% of these are working in hourly-paid store roles. The gender pay gap is a different measure to equal pay. We pay men and women equally for roles of the same size and scale.

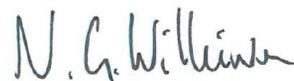
Our purpose is **to help create the joy of truly feeling at home. Now and for the generations to come.** We recognise that truly feeling at home is one of the greatest joys in life and we want our colleagues to truly feel at home working for us, able to be their true self. This is why we signed the British Retail Consortium's Charter and developed our own inclusion and diversity strategy, called 'This is Me', which is covered in more detail later.

We remain committed to improving our gender balance at all levels in the organisation and providing meaningful careers for all our colleagues.

We can confirm that the information contained herein is accurate.

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

Amanda Cox
Stores and People Director

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

Nick Wilkinson
Chief Executive Officer

Context to our figures

Our reported gender pay gap figures show a significant reduction compared to previous years. This is largely because of the unprecedented situation we, and all businesses, faced at the time of measuring in April 2020.

These figures are reflective of the snapshot date in April 2020, which was at the start of the COVID crisis. At the time we had a high proportion of our colleagues on furlough as we closed our shops entirely for the first time in our history. This has been entirely funded by the Company, as we have repaid all Job Retention Scheme funding.

It was also at this time that our Executive Directors and Executive Committee reduced their salary from April 2020 for three months, in support of the business, which has also impacted on the results.

As such this report provides two lots of figures:

- **“Normalised figures”** – which is the figures as they would have been under more normal circumstances.
- **“Reported figures”** – which is inline with the government guidelines.

We believe that reporting the normalised figures more accurately reflects our underlying position.

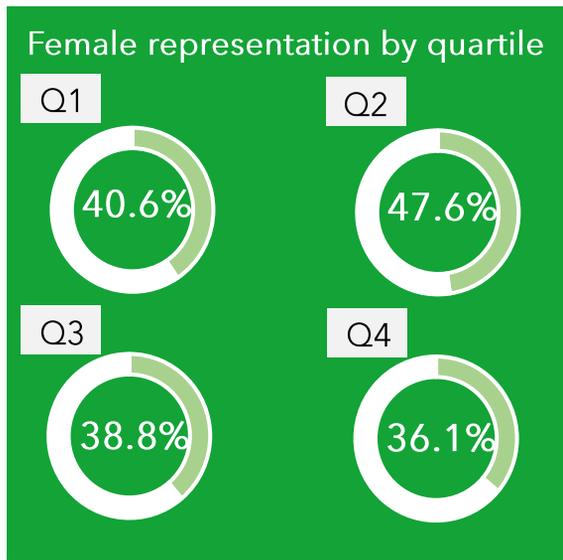
Our Gender Pay Gap

Reported figures



		Bonus Pay Gap			
Median		13.1%		April 2019	
Mean		22.7%		Median	46.8%
				Mean	43.3%

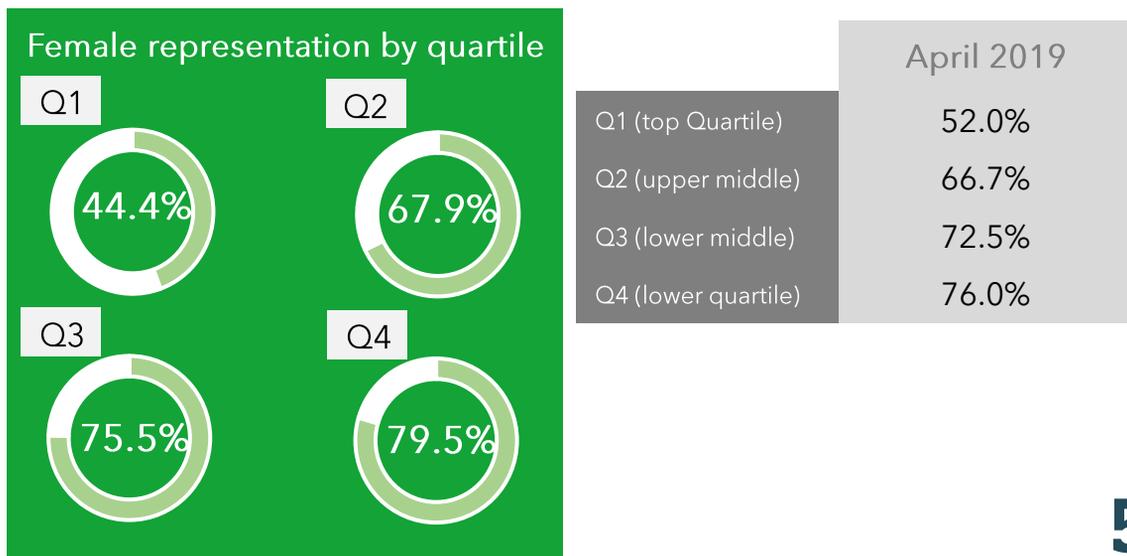
		% of colleagues receiving bonus			
Male		31.1%		April 2019	
Female		36.4%		male	47.9%
				female	40.7%



	April 2019
Q1 (top Quartile)	52.0%
Q2 (upper middle)	66.7%
Q3 (lower middle)	72.5%
Q4 (lower quartile)	76.0%

Our Gender Pay Gap

Normalised figures



Understanding the data

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 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.

How are mean and median 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.

What is included in our calculation?

Calculations of mean and median pay and quartiles are based on April 2020 pay data, this includes ordinary pay (basic pay, pay for annual leave and shift premium) and bonus pay (including PAYE charge for options exercised).

Our focus on Inclusion and Diversity



Through the past 12 months we have developed our 'This is Me' strategy to all colleagues, focusing on the first two phases of this plan; 'education' and 'starting the conversation'.

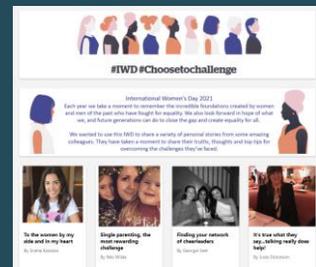
Some of the actions this has included are:

Over 300 leaders trained in 'Leading in an inclusive world'

To encourage our leaders to understanding people's perspectives, what it means to be an ally and what it means to lead inclusively at Dunelm.

'This is Me' hub

A place on our colleague communication platform that colleagues can get access to educational information, videos and real colleague stories on a wide range of topics related to diversity and key dates. Some examples are; Black History Month, Pride and International Women's Day.



Domestic Abuse Campaign

One in four women and one in six men will be affected by domestic abuse at some point in their lifetime. We have partnered with Retail Trust and Domestic Abuse Alliance, with the ambition to raise awareness across Retail of the crucial fight against Domestic abuse.

Colleague Networks

Launched our first four colleague networks; 'LGBT+', 'Ethnicity and Race', 'Disability and Neurodiversity' as well as our Gender network.

Our CFO, Laura Carr, is the Exec Sponsor for the Gender network and this network is focused on championing equal opportunities regardless of gender and driving positive change from our parenting policies to our menopause support.