

Gender, age and ethnicity

Gender diversity has been an area of focus for us for many years. We have continued to make progress in balancing our gender ratios in the workforce, and have seen a shift towards female representation on our senior leadership team: 50% of our Executive Board and 43% of our senior leadership roles are held by women, and at the date of this Annual Report, 42% of Board Directors, including our Chair Designate, Alison Brittain and our CFO, Karen Witts, are female, as is the Company Secretary. Full details of the gender balance on our Board and in our senior management population as at year end are set out on page 52 in our Sustainability section. Dunelm published its fifth Gender Pay Gap Report in April 2022, and an overview is provided on page 55 in our Sustainability section.

As part of its oversight of colleague policies and practices across the Group, the Board also receives a full breakdown of our colleague population by age, and, for the last 18 months, we have been collecting ethnicity data on new joiners. In 2021 we trialled our first colleague census; this proved a useful exercise and we are working with our Data and Analytics Team to refine this before relaunching. Through our planned census roll out we aim to provide the Board with more robust ethnicity data, to enable us to develop our strategy and action plan further. As mentioned above, at Board level we now meet the Parker Review guidelines on ethnic representation. Further commentary on our colleague population and findings is made in our Sustainability section, on page 54.

OUR BOARD DIVERSITY POLICY

This year we have updated the policy so that it meets best practice governance guidelines and the new UK Listing Rule.

Our overriding concern is to ensure that the Board and Group comprise outstanding individuals who can lead the business effectively in a manner aligned to our purpose and shared values. We believe the Group's best interests are served by ensuring that these individuals represent a range of skills, experiences, backgrounds and perspectives. Our Company culture must be inclusive, and it is our policy that the Board should always be at least 40% female – and ideally higher to meet increasing expectations, and that at least one of the Chair, Senior Independent Director, CEO and CFO positions must be held by a woman. We also aim to ensure that we have at least one Board Director from an ethnically diverse background.

- We support the objective of promoting diversity in all of its forms on our Board and throughout the Group.
- We shall continue to ensure that specific effort is made to bring forward diverse candidates for senior management and Board appointments.
- We will monitor the Group's approach to people development to ensure that it continues to enable talented individuals, regardless of gender, marital status, sexual orientation, disability, race, religion, colour, nationality, ethnic origin, or age to enjoy career progression within Dunelm.

TENURE AND RE-ELECTION OF DIRECTORS

The Nominations Committee considers the length of service of Board members at least annually. The tenure of the Non-Executive Directors is set out below:

Member	Appointment	Current term (years)	Next renewal	Additional Board role
Andy Harrison	September 2014	8	September 2023	Chairman and Nominations Chair
Alison Brittain	September 2022	0	September 2025	Chair Designate
Ian Bull	July 2019	3	July 2025	Audit and Risk Chair
Kelly Devine	March 2022	0	March 2025	
William Reeve	July 2015	7	July 2024	Remuneration Chair and Senior Independent Director
Peter Ruis	September 2015	7	September 2024	
Marion Sears	July 2004	18	July 2023	Designated NED for colleague matters
Arja Taaveniku	February 2021	1	February 2024	
Vijay Talwar	October 2021	0	October 2024	

Marion Sears has served 18 years on the Board. Marion is now considered by the Board to be non-independent in view of her tenure. See page 107 for more details.

In accordance with our policy and the UK Corporate Governance Code, all Directors will seek election or re-election at the 2022 AGM, and as now required by the Listing Rules, all Non-Executive Directors will be subject to an additional vote by shareholders independent of the Adderley family.

Approved by the Board on 14 September 2022.

Andy Harrison

Chair of the Nominations Committee

14 September 2022