![Dunelm — The Home of Homes]

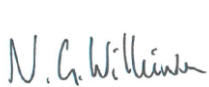# Our gender pay gap report 2025

"Our focus is on creating an inclusive environment, that celebrates the uniqueness of all our people and where everyone feels like they belong.

We are committed to equal pay across the business, ensuring that colleagues receive equal pay for equivalent roles, regardless of gender.

Our gender pay gap predominantly reflects the fact that 70% of our colleagues are women, of whom 85% work in our stores or other hourly-paid roles.

We continue to listen and learn from our colleagues, turning this into meaningful action. Encouragingly, we have seen an improvement in our mean and median gender pay gap this year, driven by an increase in the % of women in the top pay quartile.

We can confirm that the information contained herein is accurate."

Nick Wilkinson
Chief Executive Officer

Amanda Cox
Stores & People Director

Our data

Median pay gap

2.8%

Mean pay gap

15.2%

Median gender bonus gap	76.1%
Mean gender bonus gap	52.6%
% of Men receiving bonus	21.4%
% of Women receiving bonus	18.2%

% of women in each pay quartile

Top Quartile
52.4%

Upper Middle
65.5%

Lower Middle
74.6%

Lower Quartile
67.0%

How is the pay gap calculated?

Median pay gap:
The median pay gap is the difference between the midpoints of hourly pay of all men and women. If all women stood side by side in order of lowest hourly pay rate to highest, the median pay rate would be the middle person and this is compared to the middle-man, if all the men did the same thing.

Mean pay gap:
The mean pay gap is the difference in average hourly pay between men and women. The mean hourly pay rate is calculated by adding up the hourly pay of every woman and dividing by the total number of women. The same is then done for all men.

Pay quartiles:
The pay quartiles are calculated by listing the pay for each colleague lowest to highest, then splitting the list into 4 equal-sized groups. Then calculating the % of women in each.