



*Our flagship sustainable range*



The Home of Homes

# Corporate governance update

16 March 2022

# Your presenters today

Biographies in Annual Report and corporate website



Andy Harrison  
**Chairman**  
Chair of Nominations Committee



Sir Will Adderley  
**Deputy Chairman**



William Reeve  
**Senior Independent Director**  
Chair of Remuneration Committee



Ian Bull  
**Non-Executive Director**  
Chair of Audit and Risk Committee



Kelly Devine  
**Non-Executive Director**



Peter Ruis  
**Non-Executive Director**



Marion Sears  
**Designated Non-Executive Director**  
for colleague matters



Arja Taaveniku  
**Non-Executive Director**



Vijay Talwar  
**Non-Executive Director**



Dawn Durrant  
**Company Secretary**

# Agenda

## **GOVERNANCE AND STRATEGY**

Plan on a page  
- Purpose and ambitions  
- Strategy, foundations and shared values  
Approach to corporate governance

## **STAKEHOLDER ENGAGEMENT**

Listening to our stakeholders  
Engaging with our colleagues  
Section 172 Companies Act

## **BOARD AND COMMITTEES**

Board of Directors  
Board Committees and members  
Nominations Committee and priorities  
Remuneration strategy  
Remuneration toolkit  
Remuneration Committee and priorities  
Audit and Risk Committee and priorities

## **SUSTAINABILITY**

Sustainability overview  
Sustainability governance  
Reducing emissions and cutting waste  
Circular economy  
Protecting people and communities in our supply chains  
Feeling at home wherever you work  
Enhanced community engagement

## **BOARD AREAS OF FOCUS FY22 AND BEYOND**

What's on your mind?

## **APPENDIX**

Sustainability targets  
Further reading



# Plan on a page

## Purpose and ambitions

Our plan to become our Customers' 1st choice for home

### OUR PURPOSE



To help create the joy  
of truly feeling at home.  
Now and for the  
generations to come.



Truly feeling at home is one of the greatest joys in life. We want to help find ways to make every day home life better for our customers. To bring more contentment, comfort, belonging, fun and laugh out loud joy to people's homes. And to do it in a way where everyone feels included, and we make good long-term decisions which value our environment and future relationships

### OUR AMBITIONS



#### Ambitious about our brand

Grow as the #1 destination for home, loved by more customers shopping more frequently. Measures include: active customers, frequency, NPS, fast & friendly, perfect order rate.

#### Ambitious about being a good company

A great place to work - making a positive social impact and operating sustainably in all of our communities. Measures include: carbon reduction, less throwaway, colleague engagement.

#### Ambitious about profitable growth

Focusing on quality of growth and long-term value creation by using our resources wisely and efficiently. Measures include: long term profit growth, cost efficiency.

# Plan on a page

## Strategy, foundations and shared values

### OUR PROPOSITION AND FOCUS AREAS

*Products*

that are great value, with choice, style, quality & sustainability

*Services*

that help from inspiration to delivery, fitting and take-back

*Experiences*

that are seamless physical & digital, helpful and friendly

**0**

#### Sustainability

Our pathway to zero, building sustainability into all that we do and making it easy for our customers

**1**

#### Product Development

Develop our market leading product offer, supported by brilliant commercial processes

**2**

#### Customer Understanding

Deeply understand attitudes & behaviours to optimise our acquisition and retention

**3**

#### Shopping Experience

Offer the best, seamless online & in-store digital CX in the market

**4**

#### Data and Insight

Build foundational capabilities in data and accelerate customer insight

**5**

#### Post Sales Experience

Provide personal, high quality & efficient delivery, service & support

### OUR FOUNDATIONS

#### Continuously improving

Talented colleagues

Committed suppliers

Brilliant stores

Agile and flexible technology

Expert supply chain

Sustainable in everything we do

Data capability

#### Building

### OUR SHARED VALUES

Act Like Owners

Keep Listening & Learning

Long Term Thinking

Stronger Together

# Approach to corporate governance

## Approach

We do things properly

Open and with integrity

Intend to comply

Pragmatic - explain if necessary

## Attitude

Keep things simple transparent

Challenge and support all parts of the business

Always ask 'How can the Board add value to the business and our stakeholders?'

## Board culture

Focus on our purpose, shared values and what's right for Dunelm

Low-key - out of the spotlight

Long-term - expect to live with our decisions

We care - listen to all of our stakeholders

# Listening to our stakeholders

Board has regular contact with key stakeholders



Customers



Suppliers



Shareholders



Colleagues



Store communities

## Other stakeholders

Government, taxpayers, media, regulators, landlords, neighbours, supply partners, professional advisers...

# Engaging with our colleagues

- Board seeks **honest, direct feedback from colleagues** to help inform and improve the business.
- Colleagues **represented** through regional and national **colleague voice (NCV)** (formal employee forum); reps elected from **each region and site, and support centres**, and provided with training.
- **'What's on your mind?' and 'Big Topic'** each meeting, chosen by meeting attendees; in FY21 **fair reward** (including **Board pay**), **diversity and inclusion**, **sustainability, investment priorities**.
- **Nick (CEO)** and **Marion (Designated NED for colleague matters)** usually attend; **other NEDs** by rotation.
- Board has **considered colleague feedback in its decision-making**, for example on executive pay, pay and benefits to colleagues, sustainability, personal safety management.



**Marion Sears**

- Designated Non-Executive Director for colleague matters
- Regularly attends NCV meetings



**Peter Rees**  
NCV representative  
Sales team leader,  
Dunelm Bridgend, Wales

*"Our input is genuinely valued. We know we can and should voice our opinions freely."*



# Section 172 Companies Act (s172)

- Dunelm's **shared values** have always included taking **long-term decisions**, and **maintaining strong relationships** with customers, colleagues, and stakeholders, based on **mutual trust and respect**.
- Directors have taken **matters set out in s172** into consideration for many years; relevant s172 factors **considered** in Board decisions and reflected in the minutes.
- **Enhanced disclosures** in FY21 Annual Report:
  - More detail on **how we engage** with each key stakeholder group and **metrics routinely reviewed by Board**.
  - **Examples of how stakeholder interests were considered** in major Board decisions; three shared as detailed case studies, including **risks, opportunities and stakeholder 'trade-offs'**.

**Decision to repay UK Government support provided through the Covid-19 crisis**

**Investment in new warehouse capacity with a new partner to support the growth of our home delivery business**

**Payment of a one-off 'thank you' bonus to all colleagues**



# Board of Directors

- A well functioning Board, with diverse background, skills and approach
- Agreed optimum size of 9-11 members
- Chair + four Executives/Non-Independent Directors + 4-6 Independent Non-Executive Directors



Andy Harrison Chairman	
<b>Sir Will Adderley</b> Deputy Chairman	<b>Laura Carr</b> Chief Financial Officer
<b>Nick Wilkinson</b> Chief Executive Officer	<b>Marion Sears</b> Non-Independent Non-Executive Director
Independent Non-Executive Directors	
<b>Ian Bull</b> Independent Non-Executive Director	<b>Peter Ruis</b> Independent Non-Executive Director
<b>Kelly Devine</b> Independent Non-Executive Director	<b>Arja Taaveniku</b> Independent Non-Executive Director
<b>William Reeve</b> Independent Non-Executive Director	<b>Vijay Talwar</b> Independent Non-Executive Director




*Designated 'NED for employee matters'*



*Board supported by Company Secretary, Dawn Durrant*

*Senior Independent Director*

# Board Committees and members

	<b>Nominations Committee</b> 	<b>Remuneration Committee</b> 	<b>Audit and Risk Committee</b> 
Chair	<b>Andy Harrison</b>	<b>William Reeve</b>	<b>Ian Bull</b>
Members	Sir Will Adderley Ian Bull Kelly Devine William Reeve Peter Ruis Marion Sears Arja Taaveniku Vijay Talwar	Ian Bull Kelly Devine Andy Harrison Peter Ruis Arja Taaveniku Vijay Talwar  (Sir Will Adderley and Marion Sears by invitation)	Kelly Devine William Reeve Peter Ruis Arja Taaveniku Vijay Talwar  (Andy Harrison, Sir Will Adderley and Marion Sears by invitation)



# Nominations Committee and priorities



## Focus

- Our **Board succession plan** is designed to achieve a Board that:
  - Is **cohesive, engaged**, aligned to **purpose and shared values**.
  - Has **diversity** of nationality, ethnicity, gender, thought and skills to deliver strategy.
  - Has **strong executive** capability.
- **Recent appointments** reflect **ambitious multichannel growth plans**, mindful of best governance practices.
- **Arja** and **Vijay** joined in February and October 2021 respectively, bringing **multichannel retail and digital expertise**; Kelly joined March 2022 with a background in **consumer and data**.
- Step change in focus on **succession and talent** management across whole business, and our **approach to diversity**.

## Priorities for FY22

- **CFO succession**
- Planning for **Chair succession**
- Continuing to oversee **succession and talent management**, and **diversity**

# Remuneration strategy

Applies throughout the business



	Strategy	Examples of approach and structure
1	To <b>pay fairly</b> for an individual's roles and responsibilities	<ul style="list-style-type: none"> <li>• All roles benchmarked.</li> <li>• Base salary and benefits at median, with competitive benefits at all levels.</li> <li>• Increased focus on reducing gender pay gap.</li> </ul>
2	To reward <b>strong performance</b>	<ul style="list-style-type: none"> <li>• Executive Directors: variable pay &gt;2/3rd of maximum opportunity</li> <li>• Annual bonus at median, LTIP at upper quartile</li> <li>• Annual bonus awards linked to Company and personal performance, LTIP to Company performance.</li> <li>• Malus and clawback for Executive Directors and senior management.</li> </ul>
3	To focus on <b>long-term, sustainable</b> value creation	<ul style="list-style-type: none"> <li>• Annual bonus targets driven by sales and profit growth and longer-term strategic measures, including ESG.</li> <li>• LTIP at upper quartile, based on consistent profit growth with stretching targets, and ESG targets from FY22-24 award.</li> </ul>
4	To <b>align</b> Executive Directors and management with shareholders through <b>share ownership</b>	<ul style="list-style-type: none"> <li>• Executive Directors: share purchase on arrival plus LTIP and 'Lifetime lock-in' – 2/3 of performance pay in shares, and two- year post-employment holding requirement.</li> <li>• LTIP and restricted stock schemes in place for senior managers.</li> <li>• Shareholding targets for senior managers.</li> <li>• Group-wide Sharesave scheme with high participation rates.</li> </ul>

# Remuneration toolkit

## Summary of Executive pay

### Base pay

- Median or below

### LTIP

- Up to 200% of salary
- Three-year performance
- Two-year retention
- Linked to profit and strategic/ESG targets

### Pension

- Aligned to workforce average, 3%

### Shareholding targets

- 1 x salary after three years
- 2 x salary after five years
- Two-year post termination holding requirement

### Benefits

- Median

### Lifetime lock-in

- 2/3 of bonus and LTIP outcome
- Retained in shares for duration of employment

### Annual cash bonus

- 125% of pay
- Linked to performance: profit, strategic/ESG, personal

### Clawback and malus provisions

- On bonus and LTIP

## Remuneration principles

Consistent, simple, transparent



Aligned to shared values and ownership structure



Applied consistently throughout organisation



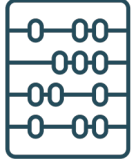
Enshrined in Directors' Remuneration Policy 2020



Reflect Board's desire to reward sustainable, profitable growth over the longer term



# Remuneration Committee and priorities



## Roles, responsibilities and focus

- Last Remuneration Policy approved in 2020 with **over 99% votes in favour**.
- Commitment to **align Executive Director pension** to workforce average, including incumbents by end 2022; specific temporary incentive arrangements for FY20 and FY21- cash bonus temporarily replaced with deferred share scheme to **increase shareholder alignment**.
- **Challenge of balancing fair reward and performance during Covid-19 crisis**, spanning FY20 and FY21.
- **Voluntary pay cut** and low bonus outcome in FY20; strong financial performance in FY21 gave rise to 80%+ annual bonus - **supported** by shareholders.
- **Investor and colleague views, reputational impact and wider stakeholder experience considered** in determining pay outcome: strong customer and colleague engagement scores during crisis, colleague pay increase and 'thank you' bonus, local community support, positive NCV feedback.
- Executive **Directors voluntarily brought forward** alignment of their pension entitlement to August 2021.

## Priorities for FY22

- Ensuring **variable pay** outcomes align to **underlying business performance** and **stakeholder experience**
- Responding to **inflationary pressures**
- Continuing **engagement with stakeholders**
- Input into **CFO recruitment**

# Audit and Risk Committee and priorities



## Roles, responsibilities and focus

- Supports Board with **oversight of audit, internal controls and risk management**; focus on **effectiveness** and **integrity**.
- **Twice-yearly review** of risk management and internal controls, complemented by management-led 'Risk & Resilience Committee'.
- Focus on understanding and implementing **audit governance and reporting developments**, including: TCFD, BEIS reforms.
- In FY21, Committee set **objectives** and **targets** to improve effectiveness over next three years.

## Priorities for FY22

- **TCFD implementation.**
- Continuing to monitor and prepare for **audit governance reform.**
- **CFO transition.**
- Preparing for **external audit tender** in FY24.

## Overseeing internal and external auditors

### Internal auditor KPMG

- Appointed in FY20
- Carried out 'internal health check'
- Full reports completed on:
  - Payroll
  - Finance and IT controls
  - Cyber security
  - Stock management
  - Next focus: Supplier payments, GDPR

### PwC (external auditor)

- Committee holds relationship, agrees audit fee and oversees audit process
- Reviews and monitors effectiveness, independence and provision of additional services
- **Scheduled discussion** between Committee and advisers in the absence of management at each meeting



# Sustainability overview



## CARBON REDUCTION

### Pathway to zero emissions

Reducing GHG emissions  
(Scopes 1, 2, 3)

### Cutting waste

Recycling, landfill diversion  
and food waste



## CIRCULAR ECONOMY

### Being more circular

Product circularity  
Product design and longevity  
Take back, repair and  
upcycling

### More responsible materials

Cotton, timber, plastics and  
packaging, palm oil, animal-  
derived products, Pausa food  
and drink

### Protecting people and communities in our supply chains

Ethical standards, human  
rights and anti-slavery



## COMMUNITY

### Colleagues - feeling at home wherever you work

Fair employment and reward  
Inclusion and diversity  
Engagement and development  
H&S, wellbeing and security

### Caring about our communities

Enhanced community  
engagement

### Acting legally, fairly and honestly

Shared values, culture and  
core policies  
Anti-bribery and modern slavery  
Tax and supplier payments

# Sustainability governance

**Championed by:**  
Nick Wilkinson  
Chair of Pathway to  
Zero Steering Group



**Supported by:**

Dawn Durrant  
Company Secretary



Christina Downend  
Head of Climate Change



## CARBON REDUCTION



Better for the planet

**Executive Board responsibility:**  
Laura Carr, CFO



## CIRCULAR ECONOMY



Better for your home

**Executive Board responsibility:**  
Faye Atkins, Commercial Director



## COMMUNITY



Better for people

**Executive Board responsibility:**  
Terri Westlake, Customer Director

Dawn Durrant  
(Health and Safety &  
Anti-Bribery)



Amanda Cox  
People & Stores Director  
(Colleague and HR matters)

Underpinned by best practice governance, shared values, processes and policies

# Pathway to zero priority objectives



**Also used as RCF and LTIP targets for Directors and senior management**

50% reduction in Dunelm's greenhouse gas emissions by 2030 against a 2019 base, in line with the Science Based Targets Initiative 1.5 degrees scenario



All own brand cotton products to meet Dunelm's 'More Responsibly Sourced' standard by 2025



20% reduction in plastic packaging of own brand products by 2024



Provision of a customer take-back service for 50% of our products by 2024



See Appendix for our other targets

# Reducing emissions and cutting waste

- Published **10-year GHG reduction targets** in 2021; reduction target in **sustainability-linked RCF**.
- **Reduction of Scope 3 emissions** is greatest opportunity and toughest challenge; focus on **textile supply chain, customer initiatives** and outsourced **logistics**.
- Joined industry group **Textiles 2030** and committed to their targets; work with **logistics partners/industry groups** to support development of low-carbon infrastructure and vehicles.
- Providing more: **sustainable product choices; care and repair information;** and **take-back and recycling options**.
- Priority to **minimise generated waste**, recycle where possible, and send to landfill sites as last resort.
- Work with waste management partners to identify further opportunities **to minimise and reprocess waste;** also **helping colleagues to segregate and recycle**.

## Reducing GHG emissions

### Scope 1 focus

- Replace gas with electric heating run on purchased renewable energy; replace harmful refrigeration; optimise home deliveries; trial low-emissions fuels; move to electric-/hybrid-only company car fleet

### Scope 2 focus

- Emissions already at 'zero' under a market-based approach ( REGO-qualifying electricity)
- Continue to reduce usage through monitoring and use of automation

### Scope 3 focus

- > 85% of carbon footprint attributed to sourcing and manufacture of products
- 50% of own brand volumes = textiles
- Customer and logistics initiatives



# Circular economy

 **Keep products in use and promote responsible recycling**



## Reuse/recycle

- Vegetable bags, beeswax wraps, kitchen storage, garden composters

## Upcycling

- Replaceable chair legs, furniture paint range, haberdashery

## Life hacks

- Blogs and 'how-to' videos

## Expanding range of take-back services

- Promote WEEE take-back scheme
- In-store take-back for textiles, quilts & pillows rolled out December 2021
- Work with partners for homewares and bulky items
- Take-back targets in Directors' LTIP and sustainability-linked RCF

We are **increasingly designing products for the longer term**, prioritising materials that have **less impact** and developing helpful **end of life product options** for our customers.



A second life for your soft furnishings



 **Design to last**



## 'The Edited Life' Urban Tableware

- Tested to hotel/restaurant standards
- Durable and designed to last

 **Prioritising lower-impact materials**



## So Soft Bamboo Towels

- Bamboo is renewable, grown with a low-water footprint and pesticide-free

# Protecting people and communities in our supply chains

- Suppliers must provide safe, legal working conditions for people who work for them; **no exploitation tolerated**.
- **All suppliers sign up to Ethical Code of Conduct** (aligned to international labour standards, with enhanced section on Modern Day Slavery).
- **Audit own brand suppliers** for compliance with Code; take action to rectify non-compliance; delist if compromised.
- **Tier 1 own brand suppliers** must provide low-to medium-risk graded ethical audit (< two years old); expanding programme.
- Use **third-party expert** to assess, grade and monitor social and ethical supply chain performance.
- Potential wrongdoing can be reported via **'Speak Up' programme**, run by an independent third party.



## 'Speak up' whistleblowing helpline

- For colleagues and workers on premises, and suppliers
- Anonymous
- Run independently
- Report sent directly to H&S Manager and Company Secretary who track cases through to resolution

# Feeling at home wherever you work

- **Engagement with colleagues through** National Colleague Voice, twice-yearly survey (eNPS) with feedback acted upon.
- We **pay and incentivise our colleagues fairly**; aim to reduce gender gap further, no evidence of significant **ethnicity pay gap**; ongoing monitoring.
- Group-wide focus on **inclusion and diversity**: launched **'This is me' campaign**; established four **colleague networks**; trained over **300 leaders**; ran series of Board education and discussions.
- Strong focus on **personal wellbeing** (physical, mental and financial health).
- **Internal promotions** complemented by **external expertise**; graduate/intern and apprenticeship programmes **aligned to long-term business needs**.
- **Training** focused on **skills/development, compliance** (privacy, security, H&S, modern slavery).



# Enhanced community engagement

- **Store Facebook groups** set up to support local initiatives, vulnerable individuals and to understand local sentiment during Covid-19 crisis.
- Realised potential to use social media to develop more **meaningful connections** with local communities.
- Actively strengthened 176 Facebook groups - one for every store; by FY21 **>700,000 Facebook followers**.
- Selected **Pausa cafes** opened in the evenings to local community groups and as safe spaces; also promote local businesses.
- Reinvigorate **colleague volunteering** post lockdown (annual paid day off for charity support/volunteering).
- **Mind** chosen as **corporate charity** (two-year cycle); store link ups and fundraising initiatives.





# Board areas of focus FY22 and beyond

- **Succession for key Board roles** – CFO and Chair.
- **Welcoming** our newest Board members.
- Continued oversight of **succession, talent management and diversity**.
- Further developing our **sustainability agenda** and capability.
- **TCFD reporting**.
- Building on our **stakeholder engagement**.
- Monitoring and implementing **audit governance reform**.
- Responding to **cost of living and inflationary pressures**
- **Remuneration Policy renewal** in 2023.



# What's on your mind?

- We are keen to use the meeting to **discuss your views and priorities**, to help us to **shape our own**.





# Appendix



# Carbon reduction

## Metrics and targets

	Carbon intensity	Scope 1 commitment (direct emissions in operations)			Scope 2 commitment (purchased energy)		Scope 3 (supply chain emissions)	Operational waste	
<b>Metric</b>	tCO2e/£1m Group revenue (Scopes 1 and 2)	Scope 1 (direct emissions in operations)	Natural gas emissions	Company car fleet emissions	Like-for-like electricity consumption	Purchase 100% renewable electricity.	Absolute supply chains emissions	Diversion from landfill for all operational waste	Operational waste recycled
<b>Target</b>	Reduce year on year in line with 2030 target	Reduce emissions by 50% in absolute terms by FY30 (using FY19 as a baseline).	8% decrease in FY22 (using FY19 as a baseline).	Reduce by 2% each to FY25	Maintain at or below FY19 levels	Maintain at 100%	Reduce by 50% by FY30 (using FY19 as a baseline)	98% in FY22	80% over the medium term
<b>Performance FY21</b>	FY21 11.8 tCO2e/£1m (FY20: 14.8 tCO2e/£1m)	New	New	(33)%	27 (FY20: 31)	77%	New	96% (FY20: 97%)	80% (FY20: 78%)

## Performance to FY21

Diversion from landfill %



Operational waste recycled %



## ABSOLUTE GHG EMISSIONS FROM OUR OWN OPERATIONS, CO<sub>2</sub>E TONNES

	FY19		FY21
	Location-based	Location-based	Market-based
Scope 1	7,260	7,936	7,936
Scope 2	11,002	7,866	245
Total	18,262	15,802	8,181

Note: FY21 emissions are compared against our FY19 baseline emissions level. Market-based Scope 2 emissions reflect the purchase of REGO-qualifying electricity. Our SECR disclosure and further commentary on our GHG emissions can be found on page 176.

# Circular economy

## Metrics and targets

	Take-back	Plastics and packaging					
<b>Metric</b>	Own brand products for which we offer an easy-to-use take-back service	Own brand plastic packaging	Recycled content in own brand plastic packaging	Own brand cardboard packaging	Own brand packaging.	Plastic packaging take-back scheme by FY25	Full-closed packaging loop, reproducing Dunelm packaging
<b>Target</b>	50% by 2024	Reduce by 10% by FY22 and by 20% by FY24.	To contain average 30% recycled content by FY22 and 50% by FY25	To be from 100% sustainable sources by FY25	To be 100% recyclable by FY25	Launch by FY25	In place by FY30
<b>Performance FY21</b>	New	New	New	n/a	n/a	New	New
<b>Policies</b>		Plastics and Packaging Policy					
	Responsible sourcing						
	Cotton	Timber		Palm oil	Ethical assessment		
<b>Metric</b>	Own brand cotton products to meeting our 'More Responsibly Sourced Cotton' standard	Timber from legally harvested sources	Timber products used in Dunelm own brand product to meet our 'More Responsibly Sourced Timber' standard	Dunelm and Pausa own brand products that contain palm oil	Tier 1 factory base for own brand products with audit no more than two years old.	Low- or medium-risk audits	
<b>Target</b>	80% by FY24	100%	50% by FY25	100% sustainably sourced (RSPO).	100%	90%	
<b>Performance FY21</b>	6%	86%	10%	94%	89%	n/d	
<b>Related policies</b>	Responsible Cotton Policy	Responsible Timber Policy		Ethical Code of Conduct Responsible Slavery and Human Trafficking Statement			

# Community

## Metrics and targets

	Customers	Colleagues	Store communities	Health and safety	Anti-bribery, Anti-fraud and Tax evasion
<b>Metric</b>	Unique active customer growth Net promoter score (NPS)	Colleague engagement score (eNPS)	Group and colleagues' fundraising and Group cash charity contributions	Number of reportable accidents (under RIDDOR) <sup>1</sup>	Targeted training completed relating to anti-bribery, anti-fraud and tax evasion.
<b>Target</b>	Year on year growth	Improve year on year	Exceed previous year	Reduce each year	100%
<b>Performance FY21</b>	Active customer base +8.5%  Net promoter score + 4.2%	eNPS +1%	£580k (FY20: £638k)	27 (FY20: 31)	77%
<b>Related policies</b>	Privacy policy	Equality and Diversity Policy, Whistleblowing Policy, Slavery and Human Trafficking Statement, Ethical Code of Conduct		Health & Safety Policy Statement	Anti-Corruption and Anti-Bribery Policy, Code of Business Conduct, Group Tax Strategy

## Performance to FY21

Unique active customer growth<sup>1</sup>  
%pts growth  
**+8.5%** 

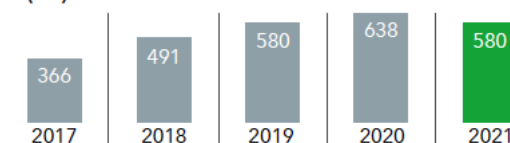
Net promoter score (NPS)  
Year-on-year improvement %pts  
**+4.2%pts** 



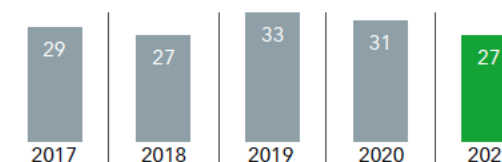
Employee net promoter score (eNPS)  
Year-on-year improvement %pts  
**+1.0%pts** 



Group and colleagues fundraising and Group cash charity contributions (£k)



Number of reportable accidents under RIDDOR<sup>1</sup>



1. Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

# Further reading

- **FY21 Annual Report and Accounts**  
<https://corporate.dunelm.com/media/2990/dunelm-ar21.pdf>
- **Policies and statements**  
<https://corporate.dunelm.com/about-us/policies-and-statements/>
- **2021 ESG datasheet**  
[https://corporate.dunelm.com/media/3019/dunelm-esg-data-sheet\\_oct21.pdf](https://corporate.dunelm.com/media/3019/dunelm-esg-data-sheet_oct21.pdf)
- **Commitments**  
<https://corporate.dunelm.com/about-us/commitments/>
- **Gender pay report**  
<https://corporate.dunelm.com/media/2935/gpg-2021.pdf>
- **TCFD progress report**  
[https://corporate.dunelm.com/media/3080/dunar21\\_tcf\\_d\\_extract\\_oct21.pdf](https://corporate.dunelm.com/media/3080/dunar21_tcf_d_extract_oct21.pdf)
- **Sustainability overview 2022**  
<https://corporate.dunelm.com/media/3120/dunelm-sustainability-overview-january-2022.pdf>



*Thank you*



The Home of Homes