



GENDER PAY STATEMENT APRIL 2020

## **WHAT IS THE GENDER PAY GAP?**

A gender pay gap is a measure of the difference in the average pay of all men against the average pay of all women, regardless of the nature of their work, across the entire business. It is different from an equal pay comparison, which would compare the pay of two people or groups of people carrying out the same, similar or equivalent work.

## **MEASURING THE GENDER PAY GAP**

Calculations of both the mean and median gender pay, and of quartile pay bands, are based on data from April 2020 only. Ordinary pay covers contracted hourly rates of pay including pay for leave and shift premiums for any employee who received 100% of pay.

The mean gender pay gap is calculated by adding up the hourly rates of ordinary pay for all colleagues in a list and dividing the total by the number of people in the list.

The median gender pay gap is calculated by creating a list of all female colleagues, and a list of all male colleagues, in order of hourly rates of ordinary pay from highest to lowest. The median gap is the difference in hourly rates of ordinary pay of the female in the middle of her list when compared to the hourly rates of ordinary pay of the male in the middle of his list.

The mean and median figures in relation to bonus pay cover the year up to March 2020. Bonus pay includes any additional pay relating to performance when in the form of money or vouchers.

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

## OUR RESULTS

■ Women   ■ Men

### Hourly Rate:

Women's Mean Rate: **21.8%** ↓

Women's Median Rate: **14.9%** ↓

### Bonus Pay:

Women's Mean Rate: **202.8%** ↑

Women's Median Rate: **0.0%** ←

### Who Received Bonus Pay:

29.4%

21.1%

## OUR RESULTS CONTINUED

■ Women   ■ Men

### Bonus Pay – All Employees:

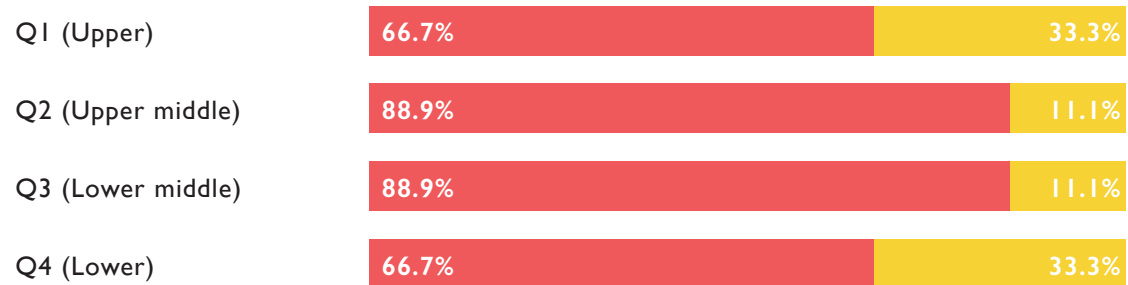
Women's Mean Rate: 42.4% ↓

Women's Median Rate: 7.9% ↓

### Who Received Bonus Pay:



### Pay Quartiles:



## UNDERSTANDING OUR PAY GAP

- It is important to note that only the Bonus data representative of all employees is calculated using all employee data. All other Data is calculated only on those employees who were in receipt of full pay in April 2020. This is proportionally lower due to the impact the pandemic has had on the business primarily due to temporary store closures in line with Government guidelines.
- All full pay employees are in our DC with a higher proportion of management being male, therefore our upper quartile is predominately male.
- 85% of all colleagues are female however of those employees receiving full pay in April 47.2% of these were women.
- 58% of our Senior Management team are women.
- Our bonus schemes are designed to be gender neutral.
- The higher proportion of women working flexibly means that in aggregate women earn smaller bonuses by value.

It is important to highlight that the Gender Pay Gap does not measure Pay Equality, which concerns whether men and women receive equal pay for equivalent work or roles. At The Dune Group, we believe that there should be no differences in pay between genders performing equivalent roles. For this reason, we have clear pay structures in place within our buying and merchandising teams in head office and across our store and distribution centre teams. These pay structures have no link to gender and are regularly benchmarked.