



Gender Pay Statement

DUNE GROUP LIMITED
APRIL 2025



Gender Pay Statement

At Dune London, we are proud of the diverse and inclusive culture and our workforce is strongly driven by female talent at every level of the organisation.

As at April 2025:

- 84% of our colleagues were female
- 50% of our executive board were female

Female representation is strong across all areas of the business with:

- 93% of our retail team
- 76% of our Central Support Office team
- 48% of our distribution centre team

We are committed to hiring and developing the very best people, and every decision we make is based on ability, experience and alignment with our vision and values, never on gender.

Our pay, rewards and benefits structures are designed to be fair and equitable. We remain confident that colleagues of all genders are paid equally for comparable roles wherever they are based.

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As a business we are committed to diversity and inclusion, and we always look to develop our women in all roles across the business.

Our learning and development programmes, as well as our progression pathways, are designed and delivered on a gender-neutral basis. We routinely review the development of all colleagues to ensure everyone has the opportunity to grow, progress and fulfil their potential.

We are proud of our approach and we are committed to on-going steps to deliver diversity and inclusion in the workplace.

Our results shown in the following pages do show a gender pay gap, but this gap is reflective of the gender distribution across different roles within the business between our retail stores, our distribution centre and our Central Support Office, rather than any difference in pay for comparable roles.



Alice Arnold
Chief Financial & People Officer

1 April 2026





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.

It is not an equal pay comparison which would compare the pay of two people or groups of people carrying out the same, similar or equivalent work.



Gender Pay Results – pay rates

- Our gender pay gap is driven by the distribution of the genders between retail store roles and Central Support Office roles.
- Only 7% of our retail colleagues are male, compared with 24% of our Central Support Office colleagues. This difference in gender representation across role types is the primary reason why our statistics show a gender pay gap.
- We are proud that many of our senior leadership positions across all departments are held by talented female colleagues, reflecting the strength and depth of female leadership within our organisation.

Hourly rate pay gap:

Women's Mean Rate:	33.1%
Women's Median Rate:	3.4%



Gender Pay Results – bonus pay

- A higher proportion of our female employees received a bonus in the year due to 93% of those receiving bonuses being retail colleagues.
- This reflects strong female performance, contribution and recognition across our retail portfolio.
- Our overall bonus figures are also influenced by a small number of long-service bonuses paid across the business, which creates some distortion in the total statistics.

Who Received Bonus Pay:

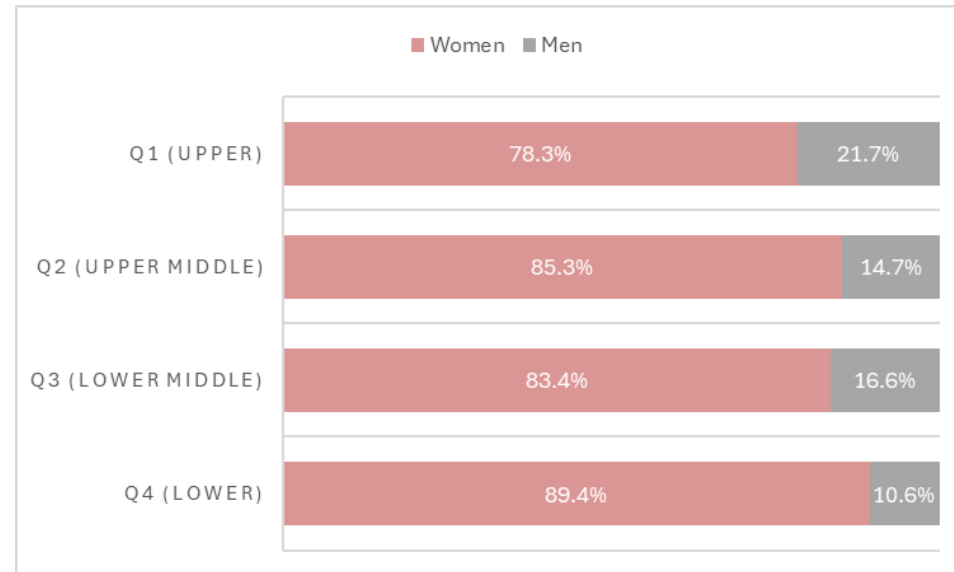
Women:	58.1%
Men:	30.9%

Bonus Pay:

Women's Mean Rate:	38.1%
Women's Median Rate:	49.5%

Gender Pay Results – pay quartiles

- All of our pay quartiles have a strong female representation, which reflects the depth of the female talent across our business.
- While male representation is slightly higher in the upper quartile, as Central Support Office staff dominate that quartile, our quartile distribution highlights the significant contribution and capability of our female colleagues at every level of the organisation.





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 2025 only. Ordinary pay covers contracted hourly rates of pay including pay for leave and shift premiums.

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.

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 until April 2025.

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.