

Gender Pay Gap Report 2025

Welcome

Our Values

We're one team,
getting better
everyday

We bring
a smile

We live
and breathe
gardens

We make
it work for our
customers



At Dobbies, we champion the joy of garden living and we're proud to have a values-led culture that allows our team to thrive.

We're committed to supporting every colleague to have the opportunity to develop their career and grow with us.

We have a diverse and inclusive workplace where we cultivate a sense of belonging and for people to be themselves. It's important to us that everyone is able to make the best use of their skills and talent, free from discrimination or harassment, with decisions based on merit. We're confident that all colleagues, male and female, are paid fairly for the valuable roles they fulfil within Dobbies. The snapshot date for this year's report was 5 April 2025, and with 2,731 colleagues at that time (65% of whom are female), we're pleased to report a median pay gap of 0.53% which is smaller than that of both retail and UK averages.

We remain comfortable that everyone at Dobbies is treated equally and remunerated consistent with their role and contribution to the business. Where we identify any gaps, we are committed to understanding the reasons why and to address them.

Debbie Harding
Chief People & Corporate Officer
March 2026

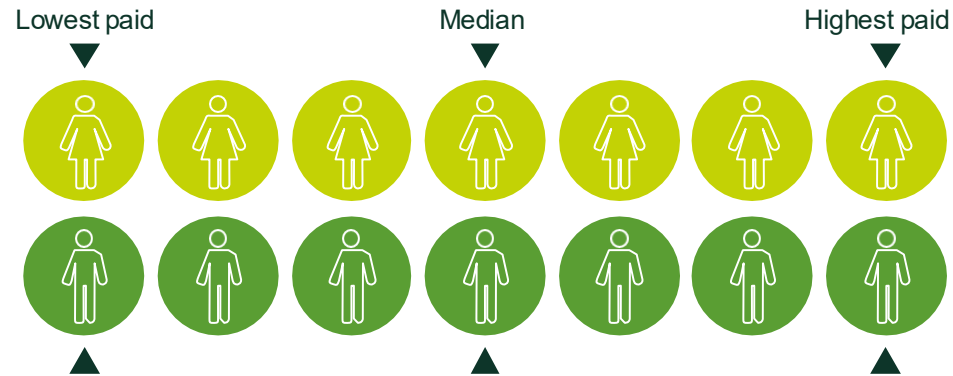
Understanding the Gender Pay Gap

Explaining the gender pay gap

The gender pay gap is a measure of the difference between the average pay of men and women across an organisation expressed as a percentage of male earnings

This is not the same as equal pay. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010

We are required to report on our gender pay gap each April in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017



How the median and mean gaps are calculated

Using the calculations set out in the regulations, we analysed the pay data of approximately 2,731 colleagues. The Median Gender Pay Gap is the difference in average pay between female and male colleagues in the middle of their respective lines.

The Mean Gender Pay Gap is the difference between the average hourly rate of men and women. These median and mean calculations are also carried out when comparing bonus pay over a 12-month period, and the proportion of men and women awarded any bonus pay is also reported.

A positive median and mean indicates the extent to which women earn, on average, less than men. A negative median and mean indicates the extent to which men earn, on average, less than women.

Gender Pay Gap Report

5 April 2025

Median pay gap

0.53%



- Dobbies
- Retail National Average *6.3%
- National Average *12.8%

Mean pay gap

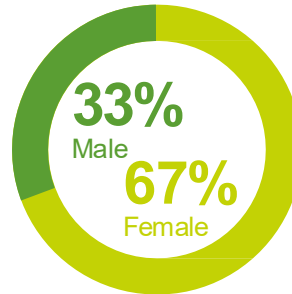
15.56%



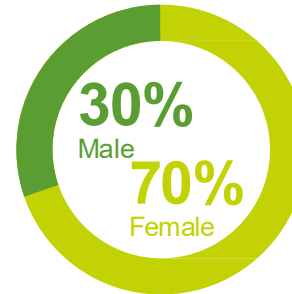
- Dobbies
- Retail National Average *12.6%
- National Average *13.4%

*Source: Office for National Statistics (ONS), released 23 October 2025, ONS website, statistical bulletin, [Gender pay gap in the UK: 2025](#)

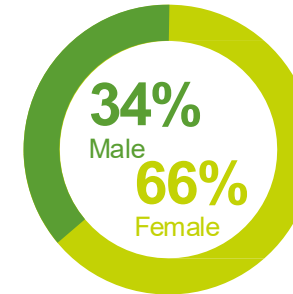
Lower quartile



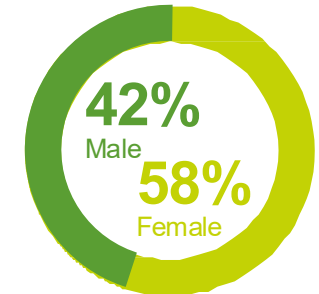
Lower middle quartile



Upper middle quartile



Upper quartile



Bonus Gap

50%
Median
bonus gap

85.77%
Mean
bonus gap

% of colleagues who received a bonus



0.5%
Female



1.35%
Male

