



GENDER PAY GAP REPORT

For the reporting year ended 5 April 2022



Welcome from

DEBBIE HARDING
CHIEF PEOPLE &
CORPORATE OFFICER

March 2023

Our mission is to lead the future of UK garden centre retailing. As part of this, we're proud to have a culture that allows our team to thrive. We want every team member to have a chance to develop their career and grow with us.

We have a diverse and inclusive workplace where everyone feels a sense of belonging and is able to be themselves. It's important that everyone is able to make the best use of their skills and talents, free from discrimination or harassment, with decisions that are based on merit. We're confident that all team members, 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 2022, following a year in which we were subject to various Covid-19 restrictions, meaning that a number of our team members were furloughed during this time, mostly in our restaurants. However, the majority of our retail team members were working throughout this period and so this year's report represents a much larger number of team members than our 2021 report.

We are therefore pleased to report that this year was more consistent with pre-Covid performance. We remain comfortable that everyone at Dobbies is treated equally and remunerated consistent with their role and contribution to the business. Where any gaps are identified, we are committed to understanding the reasons why and to address them.

Understanding the Gender Pay Gap

WHAT IS THE GENDER PAY GAP

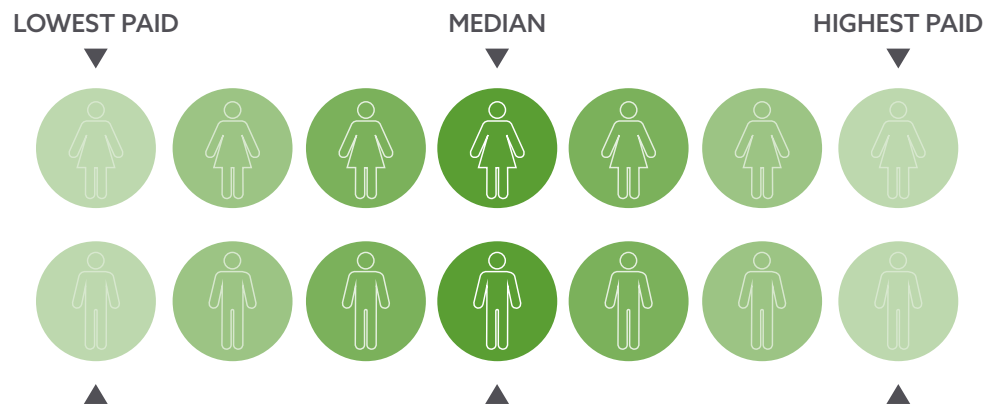
The Gender Pay Gap is a measure of the difference between the average pay of men and women across an organisation expressed as a percentage of male earnings.

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.

HOW ARE THE MEDIAN AND MEAN GAPS CALCULATED

Using the calculations set out in the regulations we initially analysed the pay data of approximately 4000 team members.

Imagine a picture where all our female team members stood side by side with the highest paid on the right and the lowest on the left. The same for our male team members. The Median Gender Pay Gap is the difference in average pay between the female and male team members 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. The proportion of men and women awarded any bonus pay is also reported.

Understanding the Gender Pay Gap

FACTORS AFFECTING THE GENDER PAY GAP

The causes of the Gender Pay Gap are many and varied. They often overlap and are frequently outside the control of any one employer.

An organisation with a higher proportion of men in senior roles will have a gender pay gap. Women generally make up the majority of the part time workforce, whose hourly pay rates tend to be lower than those of full time workers. In addition, women are much more likely to take time out of the labour market for family reasons, slowing the pace at which they typically progress to more senior and better paid roles.

NATIONAL AVERAGE

The overall National Average Median Pay Gap is **15.5%** and the Mean Pay Gap is **14.6%**. For the retail sector the National Average Median Pay Gap is **7.1%** and the Mean Pay Gap is **16.2%**.

(Based on estimates from ASHE Survey 2020 from The Office for National Statistics)

MEDIAN GENDER PAY GAP

Dobbies	Retail Average*	UK Average*
3.3%	7.1%	15.5%

MEAN GENDER PAY GAP

Dobbies	Retail Average*	UK Average*
15.9%	16.2%	17.6%

* Based on estimates from ASHE Survey 2020 provisional

Understanding the Gender Pay Gap

BONUS GAP

MEDIAN GENDER BONUS GAP

0%

MEAN GENDER BONUS GAP

-0.56%

% OF TEAM MEMBERS RECEIVING A BONUS



0.45%

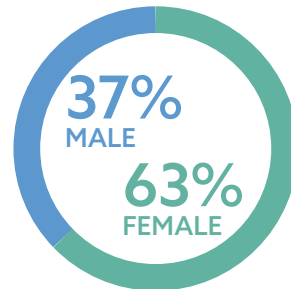


1.35%

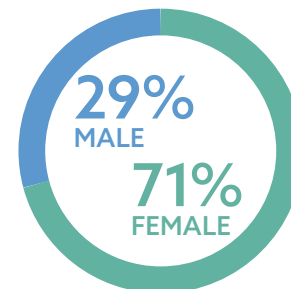
QUARTILE CALCULATION

Quartiles are calculated by listing every team member's average rate of pay and ranking them highest to lowest. The upper quartile contains team members with an average rate of pay in the top 25%. Upper middle 25%-50%, lower middle 50%-75% and lower 75%-100%

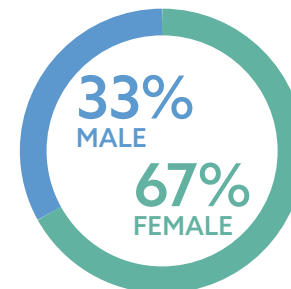
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

