

## Gender pay gap reporting

Fairness and diversity are very important to DFS and we are committed to ensuring that all our employees have the opportunity to thrive and prosper. We are extremely confident our male and female employees receive equal pay for equivalent jobs and we now welcome the opportunity to publish, continuously review and improve our Gender Pay Gap figures.

Our gender pay gap figures are based on a relevant workforce of 3,499 employees with a wide variety of skills primarily across retail, manufacturing, supply chain and head office business areas. Our employee base is a 67% male, 33% female split driven mainly by the fact that traditionally our manufacturing, supply chain and retail business areas have, for various reasons, attracted a male bias workforce.

Our analysis shows that our 19% mean and 14% median gender pay gap is a result of more men in senior positions throughout all business areas.

Our bonus pay gap of 56% mean and 68% median is a mixture of two factors.

The first is a result of more men filling senior positions throughout the business and those individuals in senior management positions receive relatively larger performance related bonuses. The proportion of men and women who were paid a bonus is 91% and 87% respectively.

The second factor is because of our commission based pay structure in our predominately male retail teams. Within our retail sales team 75% of our workforce is male who, along with our retail management and leadership roles, have a high earning potential. The remuneration of colleagues working in the retail sales team is commission based and, in the Gender Pay Gap calculation guidelines, this sits within the bonus calculation.

Recognising the gender pay gap in our business, our recently formed Diversity Steering Committee - led by senior members of our executive board - is committed to helping close the gap. The committee's primary focus is to seek to understand potential barriers to attracting female talent into specific areas of our business, while ensuring women feel inspired and enabled to reach their full potential at DFS and are encouraged to take up senior leadership positions.

We have already made headway in certain areas of our business having recently recruited a Head of Diversity within our retail team tasked with identifying and mentoring high potential female team members. We have also attracted female managers to take up positions in both our supply chain and production teams and we are recruiting new female talent into traditionally male dominated roles through our apprenticeship schemes where we aim for our intake to be 50:50 gender balanced.

DFS has been operating for almost 50 years and is a successful business built around retail, manufacturing and service. We are very proud of all our talented and hardworking employees and we are committed to creating a fair, balanced and prosperous business where all our employees can reach their full potential and share in our success.

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### **Enquiries:**

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