



DFS Furniture PLC

Gender Pay Gap Reporting April 2019

During the last 12 months, the DFS Group has continued to drive and develop its Diversity and Inclusion strategy, ensuring that all colleagues have equal opportunities to thrive. We are confident that our male and female employees receive equal pay for equivalent jobs and we remain committed to reviewing our Gender Pay Gap figures.

As a Group, constructed of DFS, Sofa Workshop, Sofology and Dwell, we report our Gender Pay Gap figures for the second time in 2019. Our numbers are based on 5,366 relevant employees across our retail, manufacturing, supply chain and business support teams.

Our female representation has increased slightly in the last year, resulting in a 64% male, 36% female split. The higher volume of male colleagues continues to be driven by the fact that traditionally our supply chain, retail and manufacturing business areas have, for various reasons, attracted a high male bias to its workforce.

Our analysis for 2019 shows Group level reductions in both the mean and median gender pay gap figures. The mean gender pay gap was **14.8%**, a fall of 3.6% against last year's figure; the median gender pay gap was **10.1%**, a reduction of 3.1% against the 2018 number. These figures are largely, but not solely, as a result of a higher proportion of males in sales positions, where earning potentials are high. Improving our female representation in these areas will help us to address the imbalance as we work to further reduce our gender pay gap.

Our mean bonus pay gap for 2019 was 40.6%, largely as a result of more male colleagues being in senior roles with relatively larger performance related bonus payments. Conversely, the median bonus pay gap was favourable to females at -8.1%; this is more typical of bonus payments across the Group. The proportion of men and women who were paid a bonus was 89% and 84% respectively.

The proportion of males and females in each pay quartile is displayed below. To fall in line with the overall gender split across the Group, representation in each quartile would be 64% male and 36% female.

	Lower Quartile	Lower Middle	Upper Middle	Upper Quartile
Males	51%	68%	70%	74%
Females	49%	32%	30%	26%

As a Group, we are committed to ensuring our colleagues are rewarded fairly and consistently, with equal development opportunities for all. We aim to continue to improve our gender



representation where possible, and have developed various activities across the group this year. Examples of this include:

- Increasing the visibility of our gender data, reporting and presenting diversity statistics on a monthly basis
- Introducing targets to increase the number of female new hires into senior roles into the strategic objectives of the Senior Leadership Team
- Updating our Equal Opportunities policy across the group.
- Educating managers and colleagues on the importance of diversity, including presenting this at the DFS annual conference
- Continued engagement and communication around campaigns such as International Women's Day

Throughout 2020 we will continue to drive our diversity agenda, promote its importance and challenge thinking. The DFS Group has been operating and growing as a business for over 50 years and we aspire to operate for the next 50 years by investing in our People and encouraging all colleagues, regardless of gender, to live our values; Think Customer, Be Real and particularly, Aim High, especially in their future with us.

I confirm that DFS Furniture Group has prepared its 2019 gender pay gap report in line with mandatory requirements.

Jo Shawcroft
Group People Director