

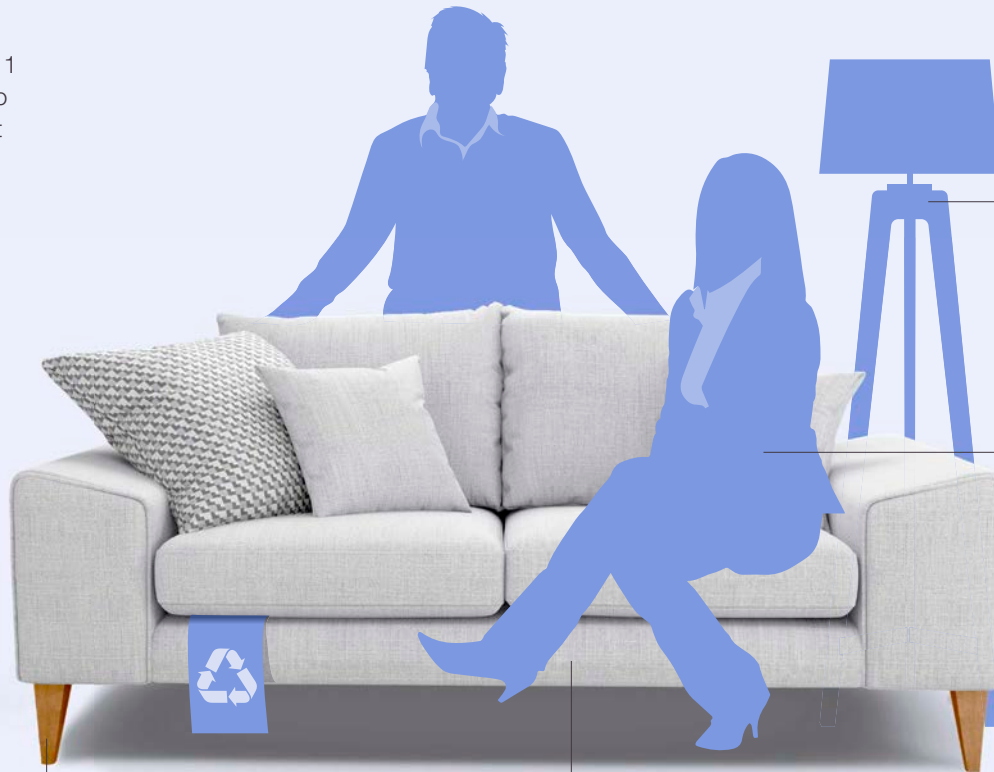
WHAT'S NEXT?

Our main aim is to always improve. We're working towards the Foundation targets we've set for Phase 1 and will continue those efforts. But we're already into Research & Development for Phase 2, and after that will come a third and fourth phase.



LOOKING FURTHER INTO LEATHER

With leather, there are issues other than deforestation, such as the amount of water used in processing. We need more detail on this, and are looking for our suppliers to source from where this water use is well-regulated.

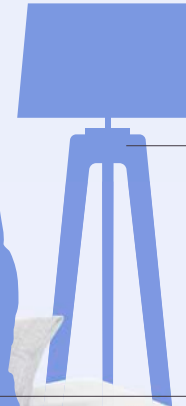


FRESH FEET

Sofa feet need to be made of hardwood to take the weight pressure, but it is difficult to find FSC hardwood as it grows so slowly. We are looking into alternatives such as polymer injections to strengthen softwood.

FABRIC AND FOAM

Fire regulations are important and save lives, but the chemicals used mean much foam and fabric is almost unrecyclable other than as filler. So, in Phase 2 we will investigate the sourcing of other fabric and foam materials that will give us more options for recycling and reusing this part of our sofas.



WOOD FURNITURE

We'll need to ensure all our cabinet furniture complies with FSC standards.

HIGH-QUALITY PART-TIME WORK

With two Flagship campaigns based on Product, our next Flagship will focus on People, aiming to help address any inequalities in our workplace. For example, high-quality, part-time work can support gender and age diversity by addressing a number of issues. We'll also identify where there is more we can do in other forms of diversity such as ethnicity and disability.

SOFA RESCUE 2.0

Building on Sofa Rescue, we're now developing a sofa that's completely recyclable and looking at options for rentable sofas. Currently we have a sofa ready to launch in late 2020 that's 94% recyclable (all but the feet).

DIVERSITY TARGETS 2020/2021

DFS Group have had a strategy for encouraging a diverse workforce since 2017. With our stores covering most of the UK mainland and Ireland, our ambition is to provide opportunities for all, to support and celebrate diversity, and for our colleagues to reflect the communities where we design, make, sell, and deliver sofas. 2020 has seen progressive changes in the way people view diversity, particularly with regard to gender, ethnic and LGBT equality.

We are working with a renewed focus to understand how we can create a more diverse workforce. In 2020 we established ambitious targets for gender equality, but we know we can do more. In 2021 we will focus on increasing the overall diversity of our workforce and board, and agree targets for ethnic and LGBT minority groups.

50%

minimum female representation for all Group apprenticeship programmes from 2020.

50%

minimum female representation for all Group management development programmes by the end of 2020.

50%

of store managers will be female by December 2024.

