

DFS GROUP ESG STRATEGY

2020
SUSTAINABILITY
UPDATE



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to see the interactive version

dfs sofology® dwell

WITH OUR SOFAS, WE WANT YOU TO FEEL MORE COMFORTABLE - IN EVERY WAY

As well as a comfortable place to sit, our customers want to buy a sofa from a company they're happy with. In the same way, we want our investors and colleagues to feel comfortable with the way we run our business.

We've been making sofas for over 50 years now, so we do know a thing or two about them. In that time, we've seen huge changes in people's needs and tastes, and in their concerns about the effect on our planet of the things they buy.

We've been listening - and changing the way we make and sell our products, so we reduce our impact on the environment. At the same time, we're continuing to build a healthy, sustainable business - where our people can make a difference, and where we can serve our communities and benefit the economy.

Here we outline what we're doing to make our business better by stepping up to the environmental and social challenges we all face.



CONTENTS

**WHY IS THIS
IMPORTANT
TO US?**

Page 4

**WHAT'S OUR
APPROACH?**

Page 7

Where are we in 2020?
**FOUNDATION
ACTIVITIES**

Page 11

Where are we in 2020?
Flagship initiative
PLANTREE

Page 18

Where are we in 2020?
Flagship initiative
SOFA RESCUE

Page 21

**WHAT'S
NEXT?**

Page 25

WHY IS THIS IMPORTANT TO US?

As our Group purpose states, we want to bring great design and comfort into every living room. But we want to do it in an affordable, responsible and sustainable manner. This means making sure our business is built on the right ethical foundations - to ensure that, with our sofas, people feel more comfortable - in every way. Therefore, we have put significant time and effort into developing our approach to ESG, and now have a strategy for our Group that builds on the values already established across all our businesses. We think developing and adapting this strategy as we move forward with it is a big opportunity to continue growing our business, as well as helping us fulfil our obligations to the environment and society.

OPPORTUNITY, RATHER THAN OBLIGATION

We believe that by helping us use resources efficiently, our initiatives will provide us with opportunities to help us to grow and mitigate many risks to our business in areas such as regulation, health & safety, motivating and attracting good colleagues, our supply chain integrity and reduced credit risk. On top of that it helps demonstrate the quality of our business and management team, enabling customers to make more informed purchasing decisions. Our ESG strategy is also a differentiator in our market. Furniture companies vary greatly in how much effort and ambition they put into their ESG - but none of them are really talking about sofa-specific sustainability.

IT'S THE WAY WE DO BUSINESS

It all adds up to our belief that we can meet our customers' expectations and continue to grow our business while embracing our social and environmental responsibilities. We know sustainability is essential to our business, and ESG is an integral part of our growth strategy. That's why everyone in the senior leadership team is involved and accountable in some way for the ESG strategy. It's all part of putting our customers and colleagues - and planet - at the heart of everything we do.

Our Values

Our values run through everything we do. They guide our actions to create a sustainable and responsible business.

Think Customers

We always treat customers as we would our own family. We keep them front of mind because they are the heart of our business.

Be Real

We bring our whole selves to work, our point of view is valued and we are encouraged to have our say. We respect each other and as a family are driven by our purpose.

Aim High

We are ambitious and play to succeed at our shared family ambition. We are bold, brave; we see challenges as opportunities to be innovative and lead by example.

FROM SCALE AND COMPLEXITY COMES OPPORTUNITY

As the UK's largest sofa retailer we see ESG as an opportunity to do the right thing, from sourcing ethically and fairly through our supply chain, to how we design and sell our sofas. Navigating the ESG landscape can be daunting, but to inspire us - and challenge us, we've looked at best practice across many industries, including what our competitors are doing.

We're involving our whole business, from shop floor to boardroom, through design, manufacturing and logistics, to meet the ESG challenge. Our Sofa Cycle demonstrates the complexity of creating a sofa for a customer, and reusing all its components responsibly. But importantly for us, it provides us with the framework to be completely open about how we are doing, and to show how we are innovating across our entire business.

In trying to do the right thing, we may not always get it right, and in many ways we are just at the beginning of our ESG journey. But we are doing this, not because we have to, but because we know it's the right thing to do for our business, our shareholders, our customers, our colleagues and the wider communities we work and live in.

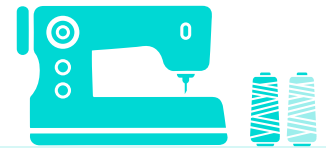
5,600

people work for us across the Group of businesses.



74%

of all sofas we sell that are made in the UK are manufactured in our factories.



1.3 MILLION

sofas were made by us last year. If we stacked them on top of each other they would be more than double the height of Mt. Everest.



8.7 MILLION

people visited one of our 235 showrooms in 2019.



2.2 MILLION

combined unique visitors to our brand websites every month.



9 MILLION

miles are travelled annually by our 288 delivery vehicles, all with the support of over 600 people in our delivery team.



WHAT'S OUR APPROACH?

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A CIRCULAR APPROACH

Our strategy follows a circular approach, based on the life cycle of a sofa. All the way from the raw materials we source, the manufacture, sale and delivery of the sofa, right through to the end of the sofa's life.

The aim is to capture the complex and interlinked aspects of a sofa's life in one place, and ensure we build in sustainability wherever we can. For example, through ensuring we source FSC-compliant wood for the frames, or by planning the most efficient drop-off route for customer deliveries to minimise carbon emissions.



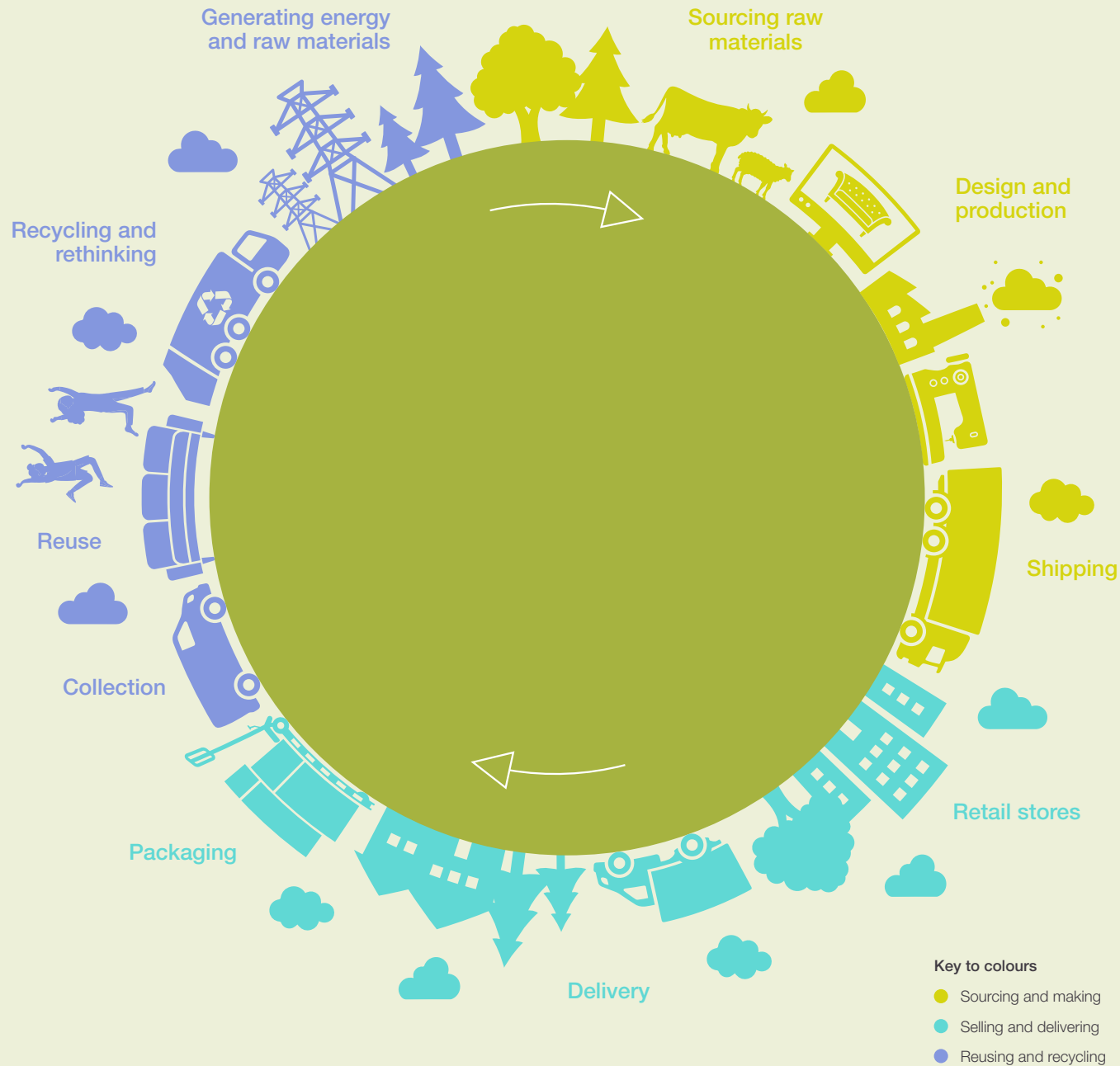
THE SOFA CYCLE

Our thinking follows the concept of the circular economy, which aims to keep products in use for longer, by reusing, recycling, or remaking; so any waste becomes the beginning of another process or a recovered resource. This approach is in contrast to the traditional linear economy, which takes materials from the earth, makes something, and then disposes of it.

The Sofa Cycle helps us visually articulate shared Group-level objectives. Each of our businesses can then use the Cycle to create activities and policies relevant to their brand, their size and their customers. It also has the flexibility to evolve over time as our business becomes circular in its approach, and the evolution of sustainable practices enables us to do more.

We appreciate that the Sofa Cycle very much addresses the product aspects of our business, rather than being people-focused. This acknowledges the fact that we can't address all aspects of ESG at once, and must take it step by step. Of course, people issues are vital - and we believe we are already good employers - so we will look to add more colleague-based initiatives in Phase 2 of our ESG strategy.

Roll over the images around the Sofa Cycle opposite to discover more.



INITIATIVES LAUNCHED IN 2020

Within the Sofa Cycle, we have our crucial day-to-day business policies and initiatives - what we call our Foundation activities. Plus we run our big customer-facing Flagship projects.

We understand the importance of walking and talking in equal measure, by maintaining a good balance between the internal Foundation sustainability programmes and our Flagship initiatives.

Our ESG strategy launches with two of each, and you can follow the links across the page to read more about them.

Foundation initiative

SOURCING OUR WOOD AND LEATHER

We've been working hard to source wood as sustainably as possible, and we want to go further by contributing to reforestation. We also want to ensure the leather we use doesn't lead to deforestation. We're working with our suppliers on a rigorous verification programme for both, including lists of what we will not accept in our furniture, and have recently updated our policies on timber and introduced a new policy on the leather we use.

[> See our 2020 Foundation activities](#)

Foundation initiative

RECYCLING OUR PACKAGING

We have an in-built advantage in that when we deliver a sofa, we remove the packaging in our customers' homes, so we can control what is recycled. We have plans to make our packaging 100% recyclable this year - working with our suppliers to remove any materials that are difficult to recycle or damaging to the environment.

[> See our 2020 Foundation activities](#)

Flagship initiative

PLANTREE

Deforestation has become a massive global problem. While we work hard to source wood as sustainably as possible, we want to go further and contribute significantly to reforestation. That's the aim of Sofology's PlanTree campaign, where for every sofa order, we plant a tree in the UK, as part of accredited reforestation schemes run by the Woodland Trust. It's been so successful, we're rolling out similar schemes across our DFS Group companies.

[> Discover PlanTree](#)

Flagship initiative

SOFA RESCUE

Getting rid of an old sofa responsibly and conveniently is a real issue for customers. Unless old sofas are passed on to family, friends or charity, many go into landfill. Our experienced specialist partner Clearabee will collect customers old sofas and take them to the nearest recycling centre where it will be broken down to its component parts to reuse, recycle or create new energy.

[> Discover Sofa Rescue](#)

WHERE ARE WE IN 2020?

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Where are we in 2020?

FOUNDATION ACTIVITIES

Our Foundation activities include tackling the major environmental and supply chain issues we face in our day-to-day business. This year we set agreed targets across the Group for Phase 1 of our ESG strategy, showing what we need to do over the next five years. Some of our brands may achieve these targets earlier than shown here. We will monitor, adjust and report against our targets annually, with the aim of always improving.

E: Environmental - reducing the impact we have on the planet

Wood sourcing

Wood sourcing - by 2025, we will build all our sofas using 100% FSC-certified wood.



Leather sourcing

By December 2021, the leather we use will not cause deforestation in the Amazon or anywhere else.



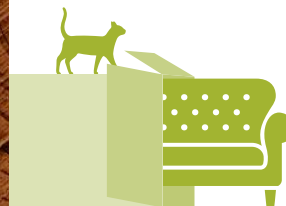
Plastic packaging

By December 2020, we'll ensure all the plastic packaging we use is recyclable.



Sofa packaging

By December 2020, we will recycle 85% of our sofa packaging.
By December 2022, we will recycle all our sofa packaging.



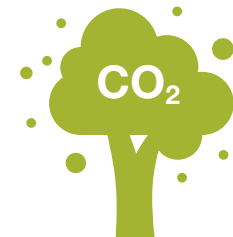
CO₂ reduction

By 2023, we will reduce the CO₂ emissions from our sofa delivery company by at least 10%.



CO₂ mitigation

By December 2020 we will offset all our scope 1 and 2 emissions for our UK operation.



Where are we in 2020?

FOUNDATION ACTIVITIES (CONTINUED)

S: Social - our colleagues and our communities

Diversity

50%

minimum female representation for all Group apprenticeship programmes from 2020.

Diversity

50%

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

Diversity

50%

of store managers will be female by December 2024.

Charity and community

1,150

minimum paid days of volunteering for local communities across the Group by 2021.

G: Governance - how we manage what we do

Health and safety

**ISO
45001**

certified from December 2021.

**Environmental
management**

**ISO
14001**

certified from December 2021.

Modern slavery

**DEC
2021**

onwards we will have independent ethical audits of our supply chain.

THE PROGRESS WE ARE MAKING

Sustainable resources

WOOD AND LEATHER

We have for many years worked closely with our suppliers to ensure they use sustainable wood in our sofa frames, and responsibly sourced leather on our sofas, asking our suppliers annually to self-certify. We recognise that the world now requires a higher standard of certification and therefore we have agreed with our suppliers that our sofa frames will be made from 100% FSC certified wood by 2025. We will have conducted an independent audit on our leather sourcing by December 2021, this will provide further rigour on our existing policy that no leather used in our sofas will cause Amazonian deforestation. You can find these **here: 1,2**

All our timber suppliers need to certify that the timber used in our products, or supplied to us, complies with the European Timber Regulations. We keep records of all timber products supplied to us, for a minimum of five years.

100% 2021

of our sofas will be built using 100% FSC-certified wood by 2025.

Leather sourcing will not cause deforestation.



Here's what we will not accept in our furniture:

1. Illegally harvested wood
2. Timber harvested in violation of traditional and human rights
3. Timber from forests where high conservation values are threatened by forest management activities
4. Timber from forests converted to plantations and non-forest use since 1994
5. Timber from forests where genetically modified trees are planted
6. Timber from unknown sources
7. Leather from animal skins that are not a by-product of the meat-packing industry
8. Animal skins obtained from aborted or live animals, or from endangered species
9. Products containing leather where the supplying partner has not declared the species of animal and country of slaughter

SOFA PACKAGING

When we deliver a sofa, we remove and recycle as much of the packaging as possible. We have continued to increase the amount we recycle, and by next year will be recycling all packaging. That means working with our suppliers to remove from our packaging any materials that are difficult to recycle or are damaging to the environment.

Through these efforts, we have decided to get rid of polystyrene packaging as it is so hard to recycle - with the added bonus that we discovered our drivers detested it anyway, due to the work it caused them in cleaning up customers' houses afterwards.

Another positive move is in using reusable corner protectors, which can be used up to eight times on the sofas we deliver, before being completely recycled.

100%

of sofa packaging will be recycled by 2022.



THE PROGRESS WE ARE MAKING (CONTINUED)

ENERGY AND WATER USE

We have been working hard to minimise our operational impact on the environment, with a continued focus on energy efficiency. We have an Energy Management Policy in place and using the latest energy technology and management systems, we can monitor consumption and look at ways to reduce this across the Group.

As from October 2020, we have secured 100% renewable electricity for 92% of our UK sites, with the target of having all our locations supplied with renewable energy by 2023.

Electricity use is a key component of our CO₂ emissions, and we have continued to introduce low-energy lighting schemes across our stores and offices (achieving significant reductions in electricity use). We also use automated meters to monitor our use of both gas and electricity. We will continue to work with The Carbon Trust and other advisors to reduce the amount of energy we use.

We are also working to understand our impact on the environment through water and waste management, and will continue to develop our wider environmental targets during 2021. We will be working closely with our chosen water supplier to reduce water consumption and waste through leakage, and will use their expertise to introduce water reduction measures where we can.

100%

renewable energy will be used by all our UK sites by 2023.



TRANSPORT

Our transport fleet drives over nine million miles a year delivering to customers' homes, so it needs to be efficient and safe. We replace each truck every six years to ensure we continuously modernise the fleet and move towards the highest European emission standards.

We combine this with in-cab telemetry where we assess our drivers for efficient driving and safety targets. We reward drivers who reach the highest standards, and help others improve. We continue to work with industry bodies and truck manufacturers to try out new technology. Within DFS, we also launched a #DriveWise Workplace initiative, which promotes techniques for safer and fuel-efficient driving. This included a WiseDriver driver of the year competition, to reward our best drivers.

With our company car fleet, we encourage the use of electric or hybrid cars, and provide charging points at key sites across the UK. So far, 9.8% of our company car fleet is electric or hybrid. The CO₂ performance of our company car fleet has improved to 99.6 g/km, 22% below the UK national average for new registrations.

We are always looking for ways to improve our CO₂ performance, and now provide our DFS customers with the opportunity to select 'eco' delivery slots, where our route planning software helps us minimise emissions.

22%

of our car fleet CO₂ emission are below the national average for new registrations.

9 MILLION

miles a year are driven by our fleet as they deliver to customers homes.



The best drivers are recognised and celebrated through our WiseDriver competition.



THE PROGRESS WE ARE MAKING (CONTINUED)

REDUCING OUR CARBON FOOTPRINT

As a Group, we've continued to minimise the impact our operations have on the environment. With a focus on energy efficiency, we have implemented a series of energy initiatives to reduce the amount of energy we use and eliminate our energy waste.

We're using the latest in energy technology, and have partnered with The Carbon Trust to help us develop our new energy management platform, launched in July 2020. Through this we're able to monitor all sites, to help manage and reduce our energy waste towards our agreed targets. To establish targets, we are currently entering data for all sites for Scope 1 and Scope 2 emissions, going back to 2018 to calculate an accurate baseline.

From October 2020, we will be using completely renewable electricity, backed by REGOs, across the whole UK portfolio. For our European operations, our target for using 100% renewably sourced energy is 2022.

We have ambitious plans for reducing the energy we use for lighting. After a review of store lighting that stays on after closing, or comes on before opening, in February we started to adjust the timers in all stores. Through this we are saving over 50,000 hours of lighting across our store portfolio. We are also continuing to introduce LED lighting throughout our stores. In addition, we have now moved on to adjusting timers for heating, ventilation and air conditioning.

We also have an ongoing project to remove all gas from our UK portfolio. With our water supplier, we are working to reduce the amount of water we use, as well as aiming to detect water leaks as early as possible.

100%

renewable electricity will be used by our UK property portfolio by October 2020.

50k+

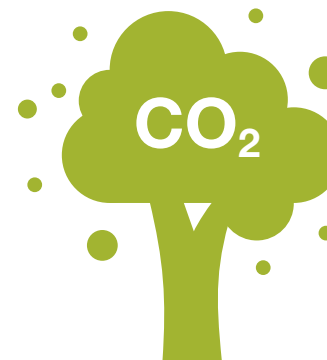
hours of lighting saved over our store portfolio to date.



CO₂ MITIGATION

DFS Group mitigates its Scope 1 and Scope 2 CO₂ emissions by planting trees through the Woodland Trust's Woodland Carbon scheme. The trees remove CO₂ from the atmosphere, in effect compensating for the unavoidable gases the company emits in its day-to-day business. In addition, the new woodland will provide new habitats for nature, and places for people and families to visit. DFS Group is the Woodland Trust's largest carbon mitigation partner.

In year 1, DFS, Dwell and Sofa Workshop (no longer part of the Group) will plant 94,572 native trees, creating 59.11 hectares of native woodland. This will help mitigate 23,643 tonnes of CO₂ emissions from the businesses. All this is in addition to Sofology's PlanTree initiative with the Woodland Trust, which will add 100,000 trees in 2020.



194k

native trees will be planted in partnership with the Woodland Trust, this includes all Group businesses and our PlanTree initiative.

23k

tonnes of CO₂ mitigated by the Group tree planting initiatives. This is in addition to those offset by PlanTree.

146

acres of native woodland will be planted in year 1 across the UK. This is in addition to those planted by PlanTree.

ESG PHASE 1 FOUNDATION TARGETS

	Section	KPI	Target	DFS	Sofology	Dwell
Environmental	Wood sourcing	All aspects of timber sourcing for sofa manufacture from FSC Certified sources. Publish timber sourcing policy for sofa by brands	100% FSC certified wood by Dec 2025	Dec 2025	Dec 2025	Dec 2025
	Leather sourcing	Leather sourcing does not cause deforestation in the Amazon or elsewhere. Publish leather sourcing policy by brand	Leather sourcing does not cause deforestation in the Amazon or elsewhere say by Dec 2021	Dec 2021	Dec 2021	Dec 2021
	Packaging	100% sofa packaging recycleable by Dec 2020. Policy statement published	100% sofa plastic packaging recyclable by Dec 2020	Dec 2020	Dec 2020	Dec 2020
	Sofa packaging	85% sofa packaging collected by delivery teams recycled by Dec 2022	85% sofa packaging recycled by Dec 2020, 100% by 2022	Dec 2020	Dec 2020	Dec 2020
	CO ₂ reduction	Agree staged carbon reduction target from mid 2021, publish review of transport options for SDC* annually	TBD post Carbon Trust data by Jan 2021	Dec 2025	Dec 2025	Dec 2025
	CO ₂ reduction	SDC* - fuel saving contribution to CO ₂ reduction	10% CO ₂ reduction from SDC* by Dec 2023	Dec 2023	Dec 2023	Dec 2023
	CO ₂ offset	100% carbon offset	100% carbon offset by Dec 2020	Dec 2020	Dec 2020	Dec 2020
	Water & waste management	Measure, monitor & conserve, agree improvement targets for 2021	TBD	TBD	TBD	TBD
Social	Gender mix	Diversity, gender mix	All Group Apprenticeship programmes 50% female by Jan 2020	Jan 2020	Jan 2020	Jan 2020
	Gender mix	Diversity, gender mix	All internal management development programme 50% minimum intake from Jan 2020	2020	2020	2020
	Diversity	Diversity, gender mix	Minimum 50% female store managers by Dec 2024	Dec 2024	Jul 2023	Jul 2021
	Modern slavery	Ethical audit to cover modern slavery	All suppliers audited annually by independent company by Dec 21	Dec 2021	Dec 2021	Dec 2021
	Charity community	Volunteering number of days	All colleagues entitled to paid time off to give back to the community	500 colleague days from 2021	500 colleague days from 2020	150 colleague days from 2020
Govern	ISO	ISO45001 - H&S	By end 2021	Dec 2020	Apr 2019	Dec 2021
	ISO	ISO14001 - Environmental management	By end 2021	Dec 2020	Dec 2019	Dec 2020

*Sofa Delivery Company

WHERE ARE WE IN 2020? FLAGSHIP INITIATIVES

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Where are we in 2020?

PLANTREE

Every order plants a tree

PlanTree is our permanent reforestation initiative. While we work hard to source wood as sustainably as possible, we want to go further, and contribute significantly to reforestation. That's the aim of Sofology's PlanTree campaign, where for every sofa order, we plant a tree in the UK, as part of accredited reforestation schemes run by the Woodland Trust.

When a customer places an order, we tell them about the tree we will plant on their behalf. When we deliver their item, we include a thank you card and reference to the tree. Through PlanTree, Sofology will plant over circa 100,000 trees (one tree per order) in the UK in 2020. DFS & Dwell has committed to launch their own UK tree planting programmes in 2021.



PlanTree
at sofology



WOODLAND
TRUST

+100k

trees will be planted through
Sofology's PlanTree initiative
in the UK during 2020.

57,000

will be planted by Sofology between
January to June 2021.

2021

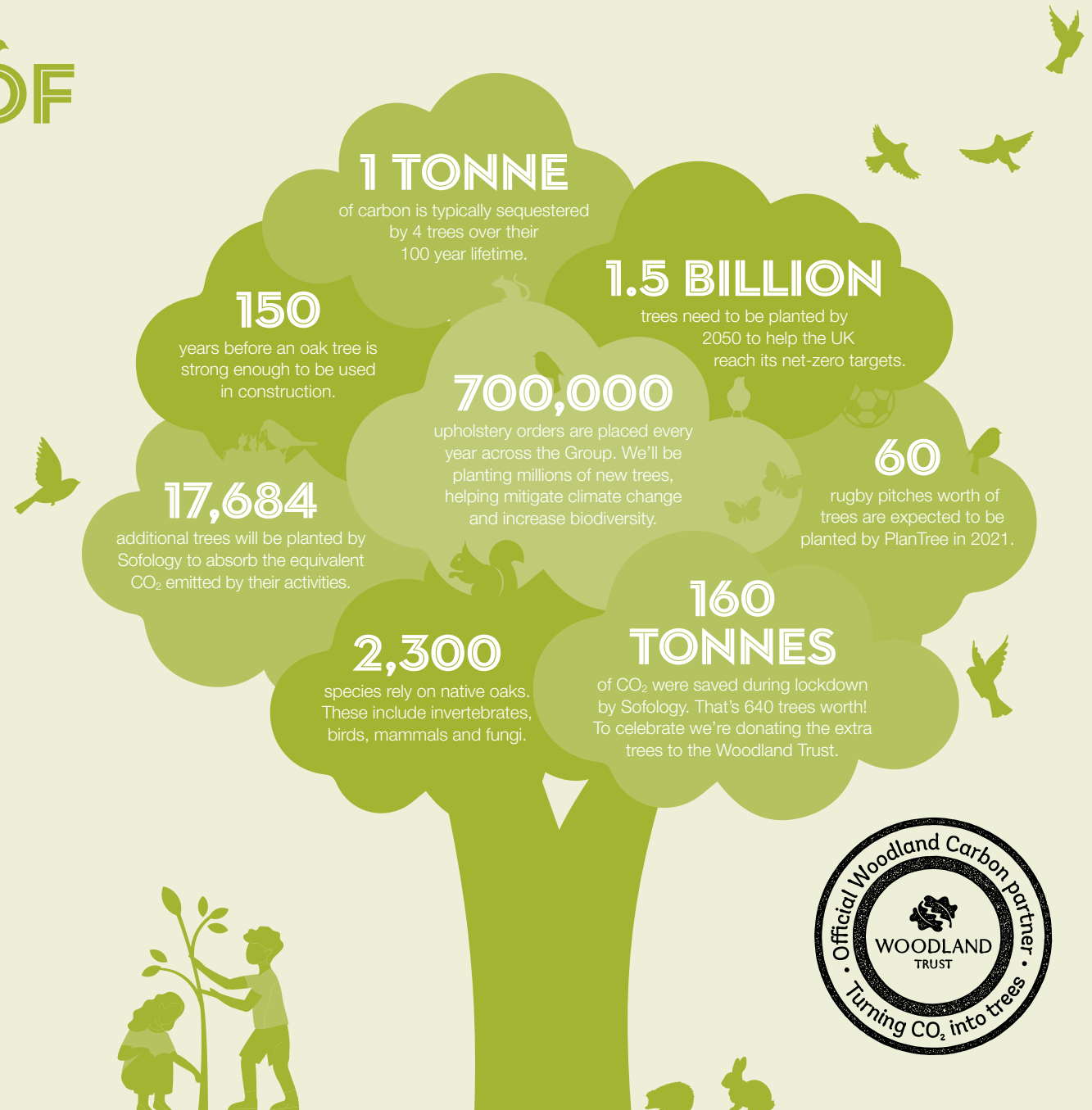
DFS and Dwell will launch their own
reforestation programmes in 2021.

THE POWER OF PLANTREE

Deforestation is a huge global problem. When native forests are cut down for timber or agriculture, they can no longer take carbon dioxide out of the atmosphere, thus contributing to climate change. Many other environmental problems also result, including loss of animal and plant species, land erosion, flooding and soil becoming barren.

Working with the Woodland Trust

There is increasing evidence that planting trees is one of the most effective ways to combat the effects of climate change. To be carbon-neutral by 2050, the UK needs to plant 50 million trees a year. Through PlanTree, we work with the Woodland Trust, the UK's leading woodland conservation charity. By planting a tree for every order we receive, PlanTree can help make a real difference, and support the Woodland Trust in its efforts to restore our native woodlands and protect wildlife habitats. It plants our trees throughout the UK as part of its Community Tree Pack programme.



THE SEED OF A BIG IDEA

When Black Friday became Green Friday

Sales aren't in our nature at Sofology. We always make sure our prices are fair, whatever time of year our customers are buying. So for Black Friday 2019, we didn't promote a discount or slash prices, we turned Black Friday green and celebrated Green Friday. From the 29 November - 8 December 2019, we pledged to plant a tree for every order we received. It soon became very clear that taking care of the environment and looking after the planet - home to us all - was a passion shared by our colleagues and our customers. And PlanTree was born.



See the OOH campaign here

PlanTree

PlanTree has had such a successful start, we're rolling the scheme out to all DFS Group companies. Each will run slightly different schemes that suit their location and customer bases.

With over 700,000 upholstery orders a year across the Group, we'll be planting millions of new trees, helping mitigate climate change and increasing biodiversity. The DFS Group will mitigate all its current carbon emissions in this way, and over time will become net positive in emissions.

Where are we in 2020?

SOFA RESCUE

A customer need...

When people buy a new sofa, they often want to get rid of their old one. Unless they pass it on to family, friends or charity, this isn't easy to organise. There's usually nowhere to store it, councils charge to take them away, and charities are increasingly picky about what they can take. So removing an old sofa responsibly and conveniently is a real issue for customers. And when they are disposed of, many old sofas go to landfill.

...satisfied

Our experienced specialist partner, Clearabee, will collect their old sofa and take it to a certified recycling centre where it is broken down to its component parts for recycling and creating energy from waste - giving our customers the peace of mind of knowing their old sofa is being disposed of responsibly. We developed and tested the scheme at DFS, then rolled it out this year to Sofology.

...responsibly

Sofa Rescue means thousands of UK sofas now no longer go to waste, but instead avoid landfill. DFS Group is leading the furniture market in taking responsibility not only for the environmental impact of its products, but for what happens when they are disposed of. Early feedback all points to the scheme having a positive effect on customer preference and satisfaction, as well as on employee engagement. In Phase 2 of our ESG strategy, we have an ambitious plan - to design a more sustainable sofa that complements our approach to the circular economy.



6,000

sofas collected, from 2,867 customers, in August 2020.

50,000

sofas expected to be collected in 2020.

UP TO 10%

of customers took up the Sofa Rescue scheme in its first year.

SOFA RESCUE IN ACTION



As well as the convenience of the service, Sofa Rescue gives our customers the peace of mind of knowing their old sofa is being disposed of responsibly.

1. Easy to use

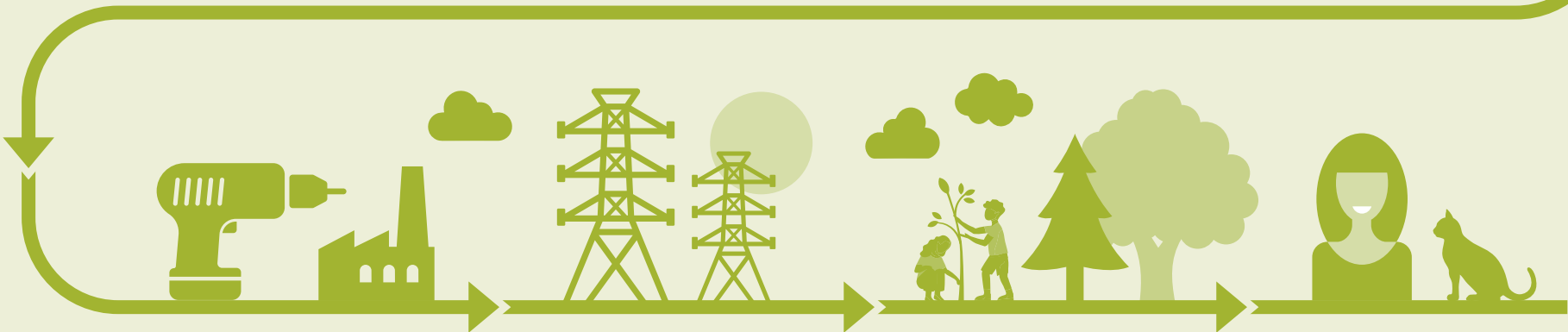
Customers buying a new sofa are offered the Sofa Rescue option or can add it at a later date before delivery.

2. Easy to book

Our expert partner, Clearabee (with a TrustPilot score of 9.7), calls the customer and arranges a collection date - customers can choose any day up to five days before the delivery of their new sofa.

3. Collected safely

Clearabee collects the sofa on the allotted date, using a fully trained and security-checked two-person team.



4. Recycling as much of the sofa as possible

Back at a certified recycling centre, the sofa is taken apart and they recycle as much of the wood and metal as they can.

5. Disposing of the non-recyclable elements responsibly

The majority of elements that can't be recycled are used to create energy from waste, or disposed of responsibly.

6. Offsetting the carbon emissions

Clearabee is a carbon-neutral operation. It offsets its vehicles' emissions and recycling work with a tree-planting programme.

7. Keeping the customer informed

Customers who use the service receive an update and thank-you a few weeks later.

SOFA RESCUE IN ACTION



Watch the
movie here

WHAT'S NEXT?

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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.

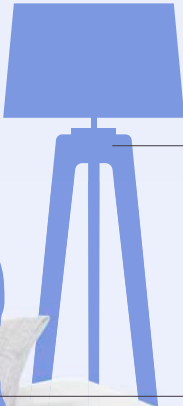


FRESH FEET

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.



THANK YOU

For further information please contact
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