

DFS Furniture PLC Gender Pay Report 2023



Across the DFS Group, we're constantly evolving our culture, with our Inclusion agenda at the centre of the journey.



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

Making our workplace one **where women can thrive...**

"Whilst we are making significant progress across the Group, I recognise we have some work to do to continuously improve from a cultural perspective. We are now operating with a more equal gender split at a Group Leadership and board level, supporting our conscious approach to diverse thinking across the organisation.

With the responsibility of our people, my role is to place energy and focus into making our workplace one where women can thrive and progress in their careers, and where they are supported across different life stages, with an equal voice to their male counterparts.

As a Group, we are committed to ensuring our colleagues are rewarded fairly and consistently, with equal development opportunities for all. We'll continue to drive our Inclusion agenda with internal education and engagement activity, alongside longer-term plans at brand and functional levels to make a measurable difference to the diversity of our workforce.

I confirm that DFS Furniture Group has prepared its 2023 gender pay gap report in line with mandatory requirements and am pleased to report a positive shift forwards."

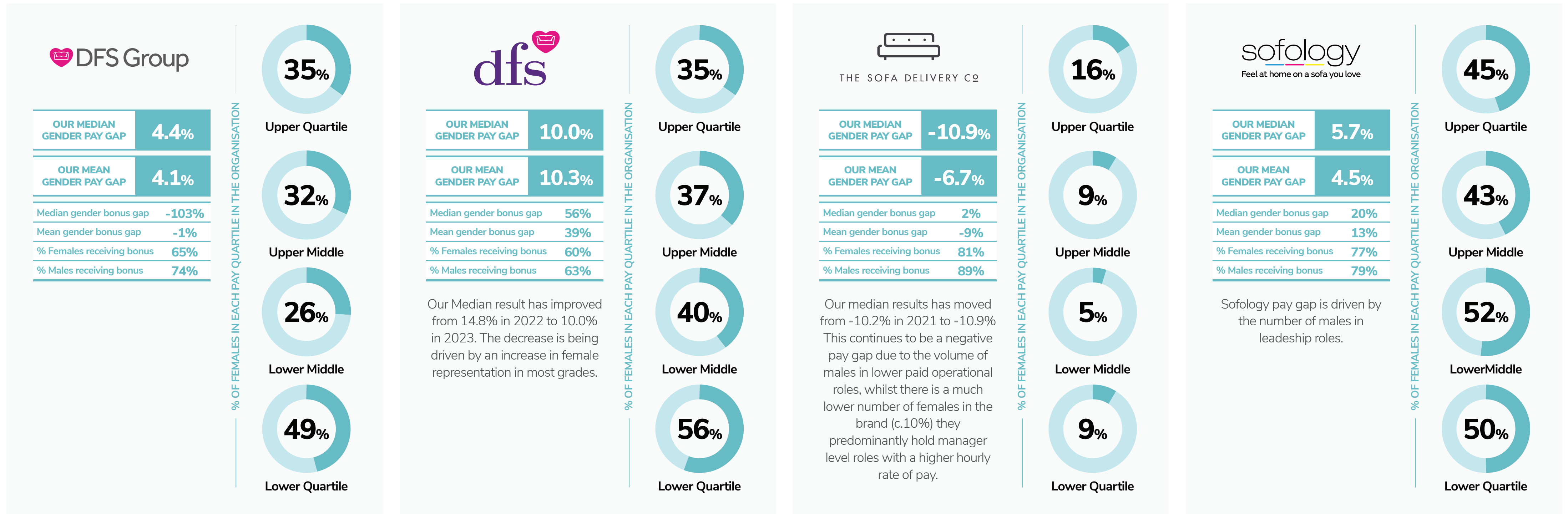
Russ Harte

Chief Operating Officer



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Gender Pay Gap & Quartiles



Understanding our pay gap

Median pay gap: The median pay gap is the difference between the midpoints of hourly pay of all men and women. If all women stood side by side in order of lowest hourly pay rate to highest, the median pay rate would be the middle person and this is compared to the middle man, if all the men did the same thing.

Mean pay gap: The mean pay gap is the difference in average hourly pay between men and women. The mean hourly pay rate is calculated by adding up the hourly pay of every woman and dividing by the total number of women. The same is then done for all men.

Pay quartiles: The pay quartiles are calculated by listing the pay for each colleague lowest to highest, then splitting the list into 4 equal-sized groups. Then calculating the % of women in each.



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Building our Network of Changemakers.

In the last 12 months, we have brought together a team of changemakers referred to as the 364 Women Network. The name was borne from a frustration around International Women's Day being the only day that we talk about gender equality, when it should be a conversation that takes place all year round. As a result, the group vowed to change the narrative around International Women's Day in future years, making the messaging action and progress driven, as opposed to launching the traditional celebratory campaign.



“I’m loving chairing this network because it feels genuine and authentic, and truly action driven. We’ve had some incredibly honest conversations around our experiences at work both inside and outside of the business. We’re creating a supportive space, but one where people really want to put the work in to make a real difference.”

Anna Talbot - Co-Chair and Group Senior Learning and Development Partner



“Being completely honest, I was a little resistant to fronting this network in the early days. Coming from a world of fashion retail, I had never been in the minority as a woman in the workplace, so I didn’t see the value in drawing attention to my gender, and I didn’t feel at any kind of disadvantage. However, furniture retail is a whole different ball game. I don’t mean that negatively, but I can see we have a way to go when it comes to creating a gender equal workplace. Having spent time with this group of strong, talented women, and our male allies, I’m determined to lead the way for change across the business.”

Emma Dinnis
Managing Director, Sofology
364 Women Network, Exec Sponsor

The Gender Health Gap.

We recognised that there was a need to help women navigate their unique health challenges at work, which is why we partnered with Peppy Health Services three years ago. With 121 support, access to information and a community support network, Peppy Menopause and Peppy Baby & Fertility services are available to every colleague across the Group.

Knowing our population is largely male in some areas of the business, we also made this a **transferable benefit for family members and loved ones**, so the impact of the support available spreads outside of work and makes a difference at home too.



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What's in the **pipeline for 2024?**

Research and Insights; an anonymous survey across the Group to emerge key themes around where to focus; what are women seeing and feeling? What's great about our work and what could we be doing better?

Female Leadership programme; scoping the possibility to launch a Female only Leadership programme; featuring modules like 'Overcoming Imposter Syndrome' and 'Smashing the Glass Ceiling', this female only Level 3 or 5 qualification will help us to feed the pipeline for female leadership and would be available by application with managerial sponsorship.

Mandatory Sexual Harassment Training; having launched our bespoke Group wide 'Everyone Welcome' LMS module with a current completion rate of 85% across the business, the important subject of Inclusion remains on our Compliance Calendar. We will renew this module to ensure it continues to reflect our cultural ambitions to create a workplace where everyone is welcome, and also include forthcoming legislation changes around sexual harassment training.

