



DFS FURNITURE PLC

GENDER PAY GAP REPORT

Across DFS Group, we are committed to creating a diverse culture where everyone can thrive and perform at their best. Our Inclusion strategy is central to this transformation, and we continue to engage, educate, and inspire people to join us on this journey.

As a company covering the entire sofa cycle from manufacturing to delivery and service, we face challenges in certain functions when it comes to gender balance, but we have made significant progress within Retail over the past few years.

As we continue to work towards our longer term ambitions of becoming a business that truly reflects the customers we serve, we are connecting women across the organisation through our network and launching initiatives to support their success, developing more women to become the leaders of our future.

A note from our Chief Operating Officer, Russ Harte:

"I'm pleased to report another successful year supporting a continuous shift towards becoming a more equal and diverse organisation, particularly from a gender perspective. Our colleague network groups remain active, holding the business to account for positive change and bringing communities together across the Group. We were delighted to receive recognition for our work in this space with an award for Most Progress in the Inclusion Maturity Curve from Diversity in Retail - testament to the strategic approach and execution of our overall Culture and Inclusion agenda.

With my responsibility for people, I remain focused on 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. Our ongoing partnership with Diversity in Retail has supported more of our senior leaders in graduating from their Women's Leadership Programme and I have personally remained active as a mentor within that initiative for the second year.

Across the Group, we are committed to ensuring our colleagues are rewarded fairly and consistently, with equal development opportunities for all. Our central People strategy complements plans executed at brand and functional levels that will make a measurable difference to the diversity of our workforce.

I confirm that DFS Group has prepared its 2025 Gender Pay Gap report accurately and in line with mandatory requirements and am pleased to report a positive shift forwards."

Russ Harte | Chief Operating Officer

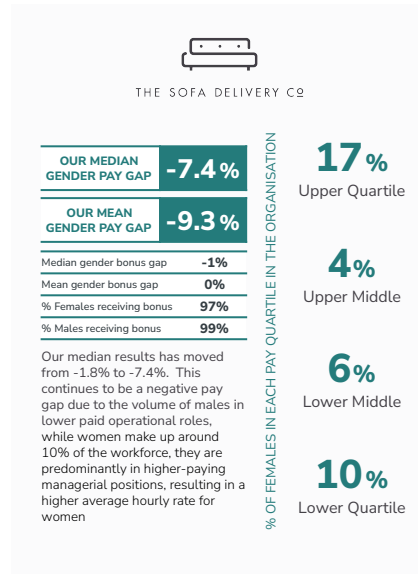
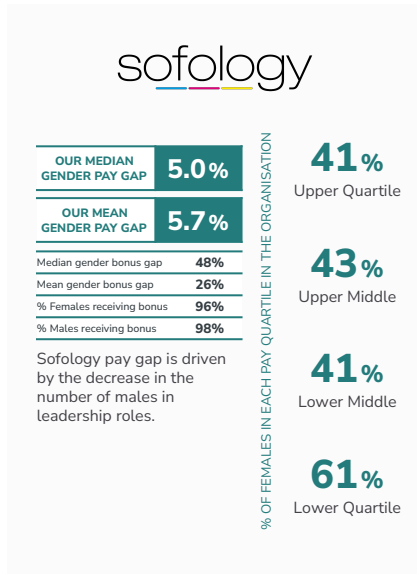
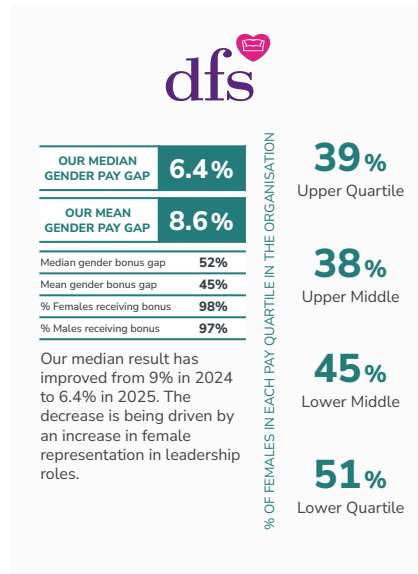
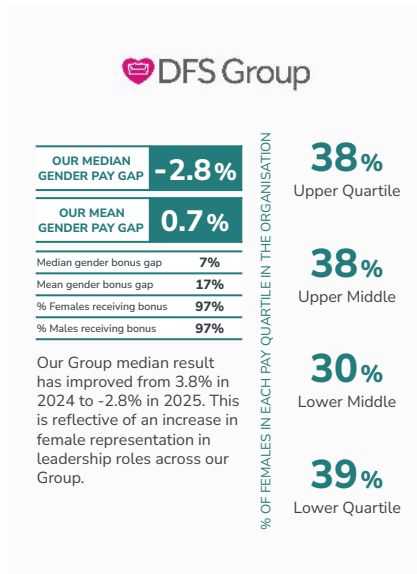


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GENDER PAY GAP & QUANTILES



UNDERSTANDING OUR PAY GAP

Median pay gap: The median pay gap is the difference between the midpoints of hourly pay, therefore if we lined up all of our female colleagues from lowest to highest paid and did the same with our male colleagues, the median gender pay gap is the difference in hourly pay between the female and the male at the mid point.

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 of the four groups

BUILDING OUR COMMUNITY

364 Women, our largest inclusion network, is focused on advancing gender equality. The name reflects the idea that International Women's Day is often the only time we talk about women's challenges at work, and this conversation should happen all year round, across the other 364 days of the year.

Following a stage of discovery and listening, the last 12 months have really focussed on bringing together a community of women to support each other, and building the awareness of that growing network across the whole Group - we've successfully utilised key events such as National Inclusion Week and our retail Sofa Summit, supported by ongoing and comms activity, to raise the profile of our Chairs and Sponsors.

We strongly believe that "if you can see it, you can be it" - which is why we have encouraged the visibility of our senior female leaders, sharing their personal journeys to inspire the future pipeline of female leaders. In our research phase, we acknowledged a lack of understanding of the data created within this report, and so created an animated explainer video to deep dive the meaning behind the numbers - voiced over by our own colleagues and shared as a permanent resource on our comms platform.

We're also keen to ensure our Inclusion agenda is accessible to everyone - and in supporting marginalised groups, fear we alienated our male audience. The launch of our brand-new Mankind network addresses the cultural gender gap, and supports our 364 Women network, building a core community of male allies that seek education and exposure to help support our our ambitions to become truly gender inclusive.

"Over the last 12 months we've seen our women's network strengthen across the Group, reaching 80+ members on our Hub Community. I've particularly loved teaming up with our Black Heritage Network during Menopause Awareness Month, a great example of how we can continue to build our momentum with intersectionality in mind. We've got more great plans this year, partnering with our senior leaders who are actively championing and supporting the network."



Anna Macpherson - Co-Chair and Interim Group Head of Talent and Development

"The last 12 months has been packed full of positive momentum for the Women's Network - my personal highlights include sitting down with our Peppy Healthcare partner to talk all things menopause with our Manufacturing teams, and leading a panel on women's work-life balance experiences. This honest, supportive, and humorous debate, with both women and men joining in, was a true reflection of our purpose and I'm looking forward to encouraging even active participation and positive support for women across the Group."

Caroline Herring - Co-Chair and Group Senior Insights Manager



Making it live...

- **Hangouts;** Monthly drop-ins for the core community allow a safe space for women to share learnings and challenges with peer-to-peer support, and more wider promoted drop-in sessions have focused on key topics, in collaboration with our other colleague networks to address challenges around intersectionality
- **Sanitary Provision;** following an initial emergency supply across all sites, we have now factored this into our 'musts' for all off site events, selecting sustainable brand Grace and Green as our chosen product offering
- **Supporting across all life stages;** we continue to offer menopause support with Peppy, available to all colleagues as a transferable benefit, and with their support, we have worked to build the the conversation and allyship around menopause - clearly reflecting our evolving culture

FUTURE FOCUSED

We are really proud to have increased our gender balance in leadership across the Group to 41% female, and we continue to work towards a 50/50 ambition in the longer term.

We recognise the importance of developing women across the Group, and especially those aspiring to achieve senior leadership and board positions. For a second year, our partnership with **Diversity in Retail** has provided the opportunity to sponsor a further two female leaders onto their **Women's Leadership Programme**.



"Graduating from the Women's Leadership Programme sparked a significant period of reflection for me, as I considered my career to date, and my personal impact at work. Although I've never felt hindered by my gender in terms of progression, listening to the experiences amongst my peers made me tune in to previous situations I had navigated that may be unique to women in the workplace, and more aware of the needs and circumstances of others. The most significant insight for me, was an acknowledgment of my position as a role model to others, and the programme definitely inspired me to use my voice to influence and help our organisation's cultural transformation."

Dionne Loughrey,
Head of Group Procurement



Being part of the DiR Women's Leadership Programme was brilliant - not only because I hugely enjoyed spending time and creating connections with such inspirational people, but because I came to the realisation that how you develop your own career really is in your own hands. There is no one way of succeeding, and there is great power in the 'squiggly career', especially in the agile and fast paced working world we operate in. When I stepped into the world of work as a teenager, I never set out to become a Group Technology Director, but I have always grasped opportunities with both hands and I will continue to do so, whilst inspiring those around me to do the same. I really believe our own potential is limitless, and we are all constantly growing.

Helen Thompson,
Group Technology Director