

## Pay Equity Index 2022

### FNAC DARTY

French Law No. 2018-771 of September 5, 2018, (the "Professional Future" law) supplemented by Decree No. 2019-15 of January 8, 2019, requires employers to assess gender pay gaps, to publish the company's social score and, for those with an excessive gender pay gap, to implement corrective measures (Articles L. 1142-7 to 10 of the French Labor Code).

The consolidated Fnac Darty index is **88/100**.

The good scores achieved across the Group's various companies for indicators regarding the gender gap in terms of pay and promotions all demonstrate the Group's commitment to internal equity, diversity and equal opportunities through its human resources policy.

The scores achieved for the gap in individual salary increases are also very good across the Group's various companies. However, the results of two companies have disimproved. This is due to specific action plans targeting groups working in sectors where there are serious skills shortages, which are still dominated by men, such as technicians.

Moreover, professional equality between men and women, and developing a gender-diverse workforce remains a priority issue for the Group. Fnac Darty is strongly committed to strengthening its action in this area, particularly in hierarchical positions.

Several ambitious objectives have been set:

- To achieve and maintain female representation of at least 40% on the Executive Committee by 2025 (as per the rules of the Board of Directors). Women currently make up 38% of the Executive Committee.
- To achieve female representation of 35% within the "Leadership Group" by 2025, with an increase of 2 points per year until 2024 and 3 points in 2025. At the end of 2021, women made up 26.60% of the Leadership Group.

In order to achieve these objectives, four main action plans were set out in a Group agreement signed in March 2021:

- 1. hiring: ensuring that recruitment procedures favor diversity;
- 2. training: facilitating access to training for women;
- 3. promotion: ensuring that HR and managers responsible for career development are neutral, objective and encourage the discovery of everyone's potential;
- 4. compensation: ensuring equal pay at all levels across the Group

In addition, in 2021, the Group continued its program to develop a gender-diverse workforce through various actions including:

- The creation of an internal network called "Ex Aequo" in March, which is dedicated to gender parity. Made up of around 100 men and women, this network aims to collectively and individually break down the barriers to gender parity and support women's careers within the Group.

- The continuation of the "Oser!" program, an employee development scheme created by the Group that focuses on women in leadership. It allows participants to benefit from tools and information to make informed choices about their career paths, as well as making it easier to reach more senior positions. This scheme also helps grow the pool of internal female applications.
- The auditing and revision of HR processes to prevent discriminatory bias. This makes it compulsory for the chosen candidates to include at least one woman, and also requires a woman to be on the panel of recruiters.

#### Appendix: Index by company

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#### Appendix: Index by company — detail of indicators

**RELAIS FNAC:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	0,1	39	40	40
2- individual salary increase gaps (in % points)	1	3,2	10	20	20
3- promotion gaps (in % points)	1	0,4	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	3	5	10	10
<b>Total calculable indicators</b>			<b>84</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>84</b>		<b>100</b>

**UES DARTY GRAND EST:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1,6	38	40	40
2- individual salary increase gaps (in % points)	1	1,9	20	20	20
3- promotion gaps (in % points)	1	0,5	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	0	0	10	10
<b>Total calculable indicators</b>			<b>88</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>88</b>		<b>100</b>

**UES DARTY ILE DE FRANCE:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1,9	38	40	40
2- individual salary increase gaps (in % points)	1	2,8	10	20	20
3- promotion gaps (in % points)	1	2,6	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	0	0	10	10
<b>Total calculable indicators</b>			<b>78</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>78</b>		<b>100</b>

**FNAC PARIS:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	0,1	39	40	40
2- individual salary increase gaps (in % points)	1	2,3	20	20	20
3- promotion gaps (in % points)	1	1,6	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	3	5	10	10
<b>Total calculable indicators</b>			<b>94</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>94</b>		<b>100</b>

**FNAC DARTY PARTICIPATIONS ET SERVICES:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	4,5	35	40	40
2- individual salary increase gaps (in % points)	1	3,3	20	20	20
3- promotion gaps (in % points)	1	0,3	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	4	10	10	10
<b>Total calculable indicators</b>			<b>95</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>95</b>		<b>100</b>

**UES DARTY GRAND OUEST:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1,6	38	40	40
2- individual salary increase gaps (in % points)	1	2,1	20	20	20
3- promotion gaps (in % points)	1	1,6	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	0	0	10	10
<b>Total calculable indicators</b>			<b>88</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>88</b>		<b>100</b>

## FNAC LOGISTIQUE:

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1,2	38	40	40
2- individual salary increase gaps (in % points)	1	6,4	20	20	20
3- promotion gaps (in % points)	1	0,3	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	2	5	10	10
<b>Total calculable indicators</b>			<b>93</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>93</b>		<b>100</b>

## FNAC PERIPHERIE:

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	2,9	37	40	40
2- individual salary increase gaps (in % points)	1	2,9	20	20	20
3- promotion gaps (in % points)	1	1,4	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	1	0	10	10
<b>Total calculable indicators</b>			<b>87</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>87</b>		<b>100</b>

**CODIREP:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1	39	40	40
2- individual salary increase gaps (in % points)	1	3,8	20	20	20
3- promotion gaps (in % points)	1	0,1	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	1	0	10	10
<b>Total calculable indicators</b>			<b>89</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>89</b>		<b>100</b>

**FRANCE BILLET:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	9,5	27	40	40
2- individual salary increase gaps (in % points)	1	1,2	35	35	35
3- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
4- number of employees of the under-represented sex among the top 10 earners	1	4	10	10	10
<b>Total calculable indicators</b>			<b>87</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>87</b>		<b>100</b>

## NATURE ET DECOUVERTES:

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	0,2	39	40	40
2- individual salary increase gaps (in % points)	1	8,3	20	20	20
3- promotion gaps (in % points)	1	2	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	100	15	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	5	10	10	10
<b>Total calculable indicators</b>			<b>99</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>99</b>		<b>100</b>

## MAINTENANCE SUR SITE:

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	1,8	38	40	40
2- individual salary increase gaps (in % points)	1	15,2	25	35	35
3- percentage of employees receiving a salary increase after returning from maternity leave (%)	0	INCALCULABLE		15	0
4- number of employees of the under-represented sex among the top 10 earners	1	2	5	10	10
<b>Total calculable indicators</b>			<b>68</b>		<b>85</b>
<b>INDEX (over 100 points)</b>			<b>80</b>		<b>100</b>



**WEFIX:**

	calculable indicator (1=yes, 0=no)	indicator value	points earned	maximum number of indicator points	maximum number of points for calculable indicators
1- pay gap (%)	1	4,2	35	40	40
2- individual salary increase gaps (in % points)	1	2,2	20	20	20
3- promotion gaps (in % points)	1	5,4	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	0	INCALCULABLE		15	15
5- number of employees of the under-represented sex among the top 10 earners	1	3	5	10	10
<b>Total calculable indicators</b>			<b>75</b>		<b>85</b>
<b>INDEX (over 100 points)</b>			<b>88,24</b>		<b>100</b>