

Pay Equity Index 2022

FNAC DARTY

At Fnac Darty, we pay particular attention to gender equality in the workplace and issues surrounding gender parity.

Under the law of 5 September 2018, French companies with over 50 employees are required to perform an annual self-assessment using the Gender Equality Index.

As a reminder, this assessment is based on five indicators that provide a score out of 100: gender pay gap, gender salary increase gap, gender promotion gap, percentage of employees receiving a salary increase after returning from maternity leave and number of employees of the under-represented gender among the top 10 earners.

For 2022, all our companies with over 50 employees have a gender equality index of between 80 and 100. **The consolidated index achieved is 87/100.**

This result illustrates the quality of our HR policy and the commitment of the Fnac Darty teams toward equality in the workplace and gender parity. This is not just a mere obligation, it's our conviction.

A strong Group commitment to equality in the workplace

Equal treatment: a prerequisite

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

To strengthen its commitment in this area, five main action plans, which were set out and formalized in a Group agreement signed in March 2021, are being implemented on a day-to-day basis:

1. **hiring:** ensuring that recruitment procedures favor diversity, communication of a recruiter memo to raise awareness among managers and HR supervisors and implementation of an obligatory e-learning module entitled "*Recruiting without discrimination*" for all new managers and HR supervisors. Mixing perspectives. Having at least one woman shortlisted and at least one woman among the decision-makers.
2. **training:** facilitating access to training for women by adapting training formats (e-learning training preferred, face-to-face training near to the place of work) and taking into consideration school holidays and Wednesdays when planning the training. Supporting women to progress in their careers through a mentoring system. Offering workshops to members of the internal Ex Aequo network, which is dedicated to parity – *for more details, see below.*
3. **promotion:** ensuring that the HR teams and managers are neutral and objective and encourage the discovery of everyone's potential, in particular when carrying out annual appraisals and professional interviews. Using skills benchmarks based on our "Tous Leaders" [all leaders] strategic areas. Creating mobility areas enabling us to think in terms of transferable skills and to know the professions looking for those skills.

4. **compensation:** aiming to achieve and maintain equal pay for men and women at all levels in a sustainable way. To this end, the Group has monitoring tools and regularly conducts a review to reveal any potential gaps; it also establishes a catch-up allocation each year for any inequalities identified. Finally, Fnac Darty remains particularly vigilant in terms of recruitment and promotions and monitors pay increases and the proper allocation of the variable component of remuneration to those returning from maternity and/or adoption leave.
5. **parenthood:** promoting work-life balance, in particular through the development of remote working, flexible work schedules for pregnant employees, those returning from maternity leave and single-parent families, or even the establishment of paternity leave for 14 calendar days at full pay or childcare support.

In general, the Group is committed to fighting sexism by bringing together communication, awareness-raising and training initiatives to reduce the risk that sexist situations occur: understanding the challenges, HR, alert systems, internal procedures, and sanctions, as well as understanding gender stereotypes, recognizing what constitutes sexist behavior, encouraging people affected to speak out, etc.

In 2022, the Group formed a panel of “Sexist behaviors and sexual harassment” advisors (management and elected representatives of the Social and Economic Committee) on the legal framework and internal procedures and tools.

Furthermore, the gender parity policy is structured by social dialog. In 2021, the Group signed an agreement on Quality of Life at Work and Gender Equality in the Workplace, specifying an ambitious action plan to ensure non-discrimination, gender equality in the workplace and diversity in leadership for women.

Breaking the glass ceiling

Since 2021, Fnac Darty has made gender equality in the workplace and more specifically increasing gender diversity in positions of greater responsibility a priority issue. Following the identification of a gap between the proportion of women in the Group and the proportion of women in managerial positions or certain professions, Fnac Darty set out to achieve this objective and has recognized the need to guarantee equal treatment for all, the opportunity to increase diversity, and the risk of losing out on the female talent base.

In order to address this issue, the Group has set up a cross-functional program based around several initiatives:

1. **Setting ambitious and quantifiable objectives:**
 - 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 41.67% 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 2022, women made up 30.32% of the Leadership Group.
 - Even though the position of store manager is not part of the “Leadership Group”, the proportion of women accessing this role is also managed, in recognition of the symbolic nature of the

position. For example, the Group aims to have women representing 30% of store management within Fnac and 15% within Darty by 2025.

Since 2022, the Group has been reaping the rewards of mobilizing the management line on issues of gender parity and implementation of levers of action, with an observable increase in the proportion of women in managerial positions, as well as among the “Managers” (37.6% - +0.4 pt vs 2021), store managers (23.6% - +3.7 pts vs 2021), and the Executive Committee (46.2% - +7.7 pts vs 2022)

2. **Promoting an internal network focusing on gender parity.** The “Ex Aequo” network was created in March 2021 and, after nearly two years, it now has over 150 members (men and women). It aims to collectively and individually break down the barriers to gender parity and support women’s careers within the Group.
 3. Continuation of the “**Oser!**” program, **an employee development scheme that was created by the Group and which focuses on women in leadership.** It allows participants to benefit from tools and information to make informed choices about their career paths, thereby making it easier to reach more senior positions. This scheme also helps grow the pool of internal female applications.
 4. The **creation of two new development programs:**
 - A structured mentoring program for women. In 2022, 20 mentor/mentee partnerships were formed and began to work together for a planned 12 to 24 months.
 - Participation in the Eve program, an inter-company leadership seminar launched by Danone in 2010, with 12 Fnac Darty employees registered.
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Appendix 1: Index by company — details of indicators and progression objectives for the indicators in which companies with an index between 75 and 85 did not achieve the maximum score.

- RELAIS FNAC: 89/100
- UES DARTY GRAND EST: 87/100
- UES DARTY ILE DE FRANCE: 85/100
- FNAC PARIS: 94/100
- FNAC DARTY PARTICIPATIONS ET SERVICES: 90/100
- UES DARTY GRAND OUEST: 83/100
- FNAC LOGISTIQUE: 88/100
- FNAC PERIPHERIE: 92/100
- CODIREP: 88/100
- FRANCE BILLET: 93/100
- NATURE ET DECOUVERTES: 89/100
- MAINTENANCE SUR SITE: 90/100
- WEFIX: 81/100

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	0,3	39	40	40
2- individual salary increase gaps (in % points)	1	5	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	1	0	10	10
Total calculable indicators			89		100
INDEX (over 100 points)			89		100

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	2,8	37	40	40
2- individual salary increase gaps (in % points)	1	1,2	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	1	0	10	10
Total calculable indicators			87		100
INDEX (over 100 points)			87		100

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	4,6	35	40	40
2- individual salary increase gaps (in % points)	1	0,2	20	20	20
3- promotion gaps (in % points)	1	1,1	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
Total calculable indicators			85		100
INDEX (over 100 points)			85		100

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	0,6	39	40	40
2- individual salary increase gaps (in % points)	1	0,7	20	20	20
3- promotion gaps (in % points)	1	2,5	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	2	5	10	10
Total calculable indicators			94		100
INDEX (over 100 points)			94		100

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	4,2	35	40	40
2- individual salary increase gaps (in % points)	1	0,2	20	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
Total calculable indicators			90		100
INDEX (over 100 points)			90		100

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	1,4	38	40	40
2- individual salary increase gaps (in % points)	1	1,5	20	20	20
3- promotion gaps (in % points)	1	3,2	10	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
Total calculable indicators			83		100
INDEX (over 100 points)			83		100

Pursuant to the Decree of February 25, 2022, the management has identified and presented the three following progression objectives for the three indicators in which the maximum score was not achieved. In accordance with the commitments of Fnac Darty's Agreement of March 1, 2021 on Quality of Life at Work and Gender Equality in the Workplace, it is also specified that the Company signed a specific agreement on gender quality in the workplace, as referred to in Article L2242-17 of the French Labor Code on September 13, 2022.

1- Pay gap (score obtained: 38/40)

For supervisors aged 30 to 39, 40 to 49, and 50 and over, there is a pay gap in favor of men (13.5%, 6.8% and 16.6%, respectively).

For executives aged 30 to 39, 40 to 49, and 50 and over, there is a pay gap in favor of men (10.4%, 14.5% and 29.5%, respectively).

For employees aged 30 to 39, there is a pay gap in favor of women (6.4%).

As a result, further to the actions taken to reduce the gender pay gap in the business (by socio-professional category, sector and length of service), in particular through the allocation of pay increases following mandatory annual negotiations, particular attention will be paid to providing equal pay for men and women for equivalent skills and experience when recruiting among and promoting the groups mentioned above. The goal is to reduce the average annual gender pay gap to between -5% and +5%.

2- Promotion gap (score obtained: 10/15)

For supervisors, a gap was identified in favor of men (21.6%).

As a result, further to the actions taken to reduce the gender promotion gap in the business, the company undertakes to guarantee the proportion of women promoted so as to keep the gap between -5% and +5%.

3- Number of employees of the under-represented gender among the top 10 earners (score obtained: 0/10)

There are no women among the top earners at UES DARTY GRAND OUEST.

The entity will pay particular attention to hiring, in line with the five main action plans set out and formalized in the Group agreement signed in March 2021.

The levers identified are to continue to recruit/appoint women managers, where possible, with at least one woman shortlisted from among the candidates and at least one woman among the decision-makers in the recruitment process. UES DARTY GRAND OUEST undertakes to improve the representation of women among high-responsibility professions with a gender imbalance.

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	1,7	38	40	40
2- individual salary increase gaps (in % points)	1	1,6	20	20	20
3- promotion gaps (in % points)	1	1,9	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
Total calculable indicators			88		100
INDEX (over 100 points)			88		100

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	0,5	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	3	5	10	10
Total calculable indicators			92		100
INDEX (over 100 points)			92		100

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	1,5	38	40	40
2- individual salary increase gaps (in % points)	1	5,2	20	20	20
3- promotion gaps (in % points)	1	1,3	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	1	0	10	10
Total calculable indicators			88		100
INDEX (over 100 points)			88		100

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	6,3	33	40	40
2- individual salary increase gaps (in % points)	1	0,7	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
Total calculable indicators			93		100
INDEX (over 100 points)			93		100

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	0,3	39	40	40
2- individual salary increase gaps (in % points)	1	1,4	20	20	20
3- promotion gaps (in % points)	1	5,9	5	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
Total calculable indicators			89		100
INDEX (over 100 points)			89		100

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	0	40	40	40
2- individual salary increase gaps (in % points)	1	1,5	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	1	0	10	10
Total calculable indicators			90		100
INDEX (over 100 points)			90		100

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	3,1	36	40	40
2- individual salary increase gaps (in % points)	1	6,1	20	20	20
3- promotion gaps (in % points)	1	0	15	15	15
4- percentage of employees receiving a salary increase after returning from maternity leave (%)	1	50	0	15	15
5- number of employees of the under-represented sex among the top 10 earners	1	4	10	10	10
Total calculable indicators			81		100
INDEX (over 100 points)			81		100

Pursuant to the Decree of February 25, 2022, the management has identified and presented the two following progression objectives for the two indicators in which the maximum score was not achieved.

1- **Pay gap** (score obtained: 36/40)

To reduce the gender pay gap in the business, particular attention will be paid to providing equal pay for men and women for equivalent skills, in particular among the most affected group, “engineers and executives”.

2- **Percentage of employees receiving a salary increase after returning from maternity leave** (score obtained: 0/15)

The company undertakes to ensure that each employee returning from maternity leave receives a salary increase. The target is to reach 100%.

RIXAIN LAW

Under the “Rixain” law, we have also calculated the gender representation gaps among executive directors and members of the governing bodies.

Across the entire Fnac Darty group, the percentage of employees with executive director status who are women is 27.9%.

Representation of men and women in executive director positions and governing bodies for companies with more than 1,000 employees within Fnac Darty (Rixain law):

Company	% of employees with executive director status that are women	% of employees who are Group leadership members that are women
RELAIS FNAC	NA	NA
UES DARTY GRAND EST	11.1%	NA
UES DARTY ILE DE FRANCE	15.2%	NA
FNAC PARIS	NA	NA
FNAC DARTY PARTICIPATIONS ET SERVICES	32.8%	34.7%
UES DARTY GRAND OUEST	0%	NA
NATURE ET DECOUVERTES	25.0%	NA