

# Pay Equity Index 2024

## FNAC DARTY

**The Pay Equity Index is a valuable indicator that complements the key performance indicators we use to steer our policy toward gender parity. The Index's five indicators provide a crucial insight into our compensation and promotion practices:** 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 sex among the top 10 earners.

In 2023, **the consolidated index reached 88/100**. All of the Group's companies with more than 50 employees have a professional gender equality index score of between 78 and 95.

These results are the outcome of the commitment of Fnac Darty's teams toward gender parity, equality and the quality of the operational policy put in place.

Achieving gender parity is not only a legal obligation; it's a conviction held by all our teams.

## A strong commitment to gender parity by the Group

### Equal treatment: a prerequisite

The good scores achieved by the Group's various companies, as measured by the Pay Equity Index, reflect the Group's commitment to non-discrimination, equity and diversity through the efforts of managers and its human resources policy.

To this end, five main action plans set out and formalized in a Group agreement signed in March 2021 are put into practice on a daily 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 Ex Aequo, the internal network dedicated to gender parity — *see details below*.
3. **promotion:** ensuring that HR teams and managers are neutral and objective and that they encourage the discovery of everyone's potential, in particular when conducting 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 compensation to those returning from maternity and/or adoption leave.

5. **parenthood**: promoting work-life balance, including through increased remote working, flexible work schedules for pregnant employees, those returning from maternity leave and single-parent families, as well as the introduction of paternity leave for 14 calendar days at full pay and childcare support.

In 2023, the Group joined the **#StOpE** (*Stop au sexisme ordinaire en entreprise* — Stop everyday sexism in the workplace) initiative alongside 47 other companies and organizations at a ceremony attended by ministers Roland Lescure, Minister Delegate for Industry, and Isabelle Lonvis-Rome, Minister for Gender Equality, Diversity and Equal Opportunities.

As such, the Group is committed to providing information to raise awareness about sexist behaviors (actions, words, attitudes) and their impacts, and to encouraging all employees to help prevent and identify sexist behavior and react to everyday sexism (...).

In 2023, these challenges were shared with the entire Leadership Group, around a goal of “Zero sexisme chez Fnac Darty” (Zero sexism at Fnac Darty).

New tools for providing information and raising awareness have been created and circulated. These include a poster campaign reiterating the legal framework, the Group’s commitments, subject experts who can be contacted for advice and whistleblowing tools, as well as a series of short films featuring the Group’s employees attesting to the importance of preventing sexist behavior and the goal of “Zero sexisme chez Fnac Darty”.

Furthermore, the gender parity policy is structured around social dialog, including the agreement on Quality of Life at Work and Gender Equality in the Workplace signed in 2021 which set out an ambitious action plan to promote non-discrimination, professional equality, gender diversity and women in leadership.

To measure the impact of the policies implemented on all aspects of diversity and to identify priorities for the future, Fnac Darty conducted an assessment with Mixity — an organization which offers a solution that has been recognized by the Minister of Gender Equality, Diversity and Equal Opportunities, the Minister for Labor, Employment and Economic Inclusion, the *Haut-commissariat à l’Emploi et à l’Engagement des Entreprises* (High Commissioner for Employment and Corporate Commitment) and the Secretary of State for the Social, Solidarity and Responsible Economy.

After a process of collecting quantitative and qualitative data, Mixity measured the footprint of our DE&I (Diversity, Equity and Inclusion) approach.

Our score for the Gender category is 86% (compared with 69% in our sector and 68% for all companies\*).

*\*Companies identified as being in the same industry as Fnac Darty, among the 138 organizations having measured their footprint with Mixity*

## 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 45.45% 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 2023, women made up 33.18% 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.

In 2023, the Group is seeing the benefits of mobilizing management on issues of gender equality and deploying drivers for action, with an observable increase in the share of women in managerial roles, both as “Managers” (38.9% / +1.3 pt vs 2022) and store managers (26.2% / +2.6 pts vs 2022).

2. **Promoting an internal network focusing on gender parity.** The Ex Aequo network was created in March 2021 and now, after nearly three years, counts more than 220 members, both male and female. It aims to collectively and individually break down the barriers to gender parity and support women’s careers within the Group.

### 3. Continuing career development and support programs for women:

- **“Réussir au féminin” (Women Succeeding), 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, thereby making it easier to reach more senior positions. This scheme also helps grow the pool of internal female applications.
- A structured mentoring program aimed at women. In 2023, 17 mentor/mentee partnerships were formed and began to work together for a planned 12 to 24 months.
- Participating in the EVE program, an inter-company leadership seminar, with three Fnac Darty employees, all of them senior executives or having potential for career development, being enrolled.

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: 88/100
- UES DARTY ILE DE FRANCE: 87/100
- FNAC PARIS: 94/100
- FNAC DARTY PARTICIPATIONS ET SERVICES: 91/100
- UES DARTY GRAND OUEST: 78/100
- FNAC LOGISTIQUE: 93/100
- FNAC PERIPHERIE: 94/100
- CODIREP: 89/100
- FRANCE BILLET: 91/100
- NATURE ET DECOUVERTES: 89/100
- MAINTENANCE SUR SITE: 95/100
- WEFIX: 91/100

#### 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	0,1	39	40	40
2- individual salary increase gaps (in % points)	1	8,8	20	20	20
3- promotion gaps (in % points)	1	0,2	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	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>

## 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	38	40	40
2- individual salary increase gaps (in % points)	1	0,1	20	20	20
3- promotion gaps (in % points)	1	0,2	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	1	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	2,2	37	40	40
2- individual salary increase gaps (in % points)	1	1,8	20	20	20
3- promotion gaps (in % points)	1	3,1	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>87</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>87</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	0,5	39	40	40
2- individual salary increase gaps (in % points)	1	6	20	20	20
3- promotion gaps (in % points)	1	0,7	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>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	3,1	36	40	40
2- individual salary increase gaps (in % points)	1	5,7	20	20	20
3- promotion gaps (in % points)	1	0,9	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	3	5	10	10
<b>Total calculable indicators</b>			<b>91</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>91</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	1,4	38	40	40
2- individual salary increase gaps (in % points)	1	1,4	20	20	20
3- promotion gaps (in % points)	1	7,1	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	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>

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 L. 2242-17 of the French Labor Code, on September 13, 2022.

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

For supervisors aged 30 to 39 and supervisors aged 50 and over, there is a pay gap in favor of men, but this gap has shrunk compared to 2022 (7.1% from 13.5% and 11.3% from 16.6% in 2022, respectively). For supervisors aged 40 to 49, the pay gap remains in favor of men (8.1% versus 6.8% in 2022).

For senior management, there is a pay gap in favor of men across all age brackets. However, we have seen a reduction in the pay gap in favor of men compared to 2022 for the 30 to 39, 40 to 49, and 50 and over age brackets (30 to 39: 8.6% from 10.4%, 40 to 49: 16% from 14.5%, and 50 years and over: 27.6% from 29.5% in 2022).

For employees aged 30 to 39, there is a pay gap in favor of women (5.2%).

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: 5/15)

For employees and supervisors, there is a gap in favor of men (9.5% and 10%).

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	1,1	38	40	40
2- individual salary increase gaps (in % points)	1	5,2	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	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	0,8	39	40	40
2- individual salary increase gaps (in % points)	1	3,4	20	20	20
3- promotion gaps (in % points)	1	0,8	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>

**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	0,8	39	40	40
2- individual salary increase gaps (in % points)	1	11,4	20	20	20
3- promotion gaps (in % points)	1	5,9	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
<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	7,1	31	40	40
2- individual salary increase gaps (in % points)	1	0,9	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>91</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>91</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	0,4	39	40	40
2- individual salary increase gaps (in % points)	1	4	10	20	20
3- promotion gaps (in % points)	1	3,2	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	4	10	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>

## 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	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	3	5	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>

## 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	37	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 (%)	0	50	0	15	0
5- number of employees of the under-represented sex among the top 10 earners	1	4	5	10	10
<b>Total calculable indicators</b>			<b>77</b>		<b>85</b>
<b>INDEX (over 100 points)</b>			<b>91</b>		<b>100</b>

The total of the calculable indicators is reduced to 100 points by applying the proportionality rule.

## RIXAIN LAW

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

Across Fnac Darty as a whole, the percentage of employees with executive director status that are women is 29.6%, an increase of 1.7 points compared to 2022.

Furthermore, Fnac Darty is ranked 24 out of 120 in the *Palmarès de la féminisation des instances dirigeantes des entreprises du SBF 120*, a ranking of the top 120 French listed companies in terms of the proportion of women in executive bodies set up in 2013 by the Minister for Gender Equality, Diversity and Equal opportunities, following on from the Copé-Zimmermann law — in other words, 23 places higher than the previous year, with a score of 79.74/100 (+9.76 points) thanks in large part to an increase in the percentage of women on the executive committee and within the “Leadership Group”.

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	15.6%	NA
UES DARTY ILE DE FRANCE	13.6%	NA
FNAC PARIS	NA	NA
FNAC DARTY PARTICIPATIONS ET SERVICES	33.8%	37.5%
UES DARTY GRAND OUEST	0%	NA