

# 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 gender among the top 10 earners.

In 2024, **the consolidated index reached 92/100, up 4 points from 2023**. All of the Group's companies with more than 50 employees have a professional gender equality index score of over 85 and nine companies have a score of over 90.

These results are the outcome of the commitment of Fnac Darty's teams toward gender parity and the quality of the operational policy put in place. They strengthen our determination to continue efforts in this area and to keep acting on our internal drivers.

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 crucial foundation

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 its human resources policy and the efforts of managers.

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 training to break down the barriers to career progression ("*Réussir au féminin*" [Women Succeeding], "*Leadership au féminin*" [Women in Leadership]) and 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 determine 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 portion 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 or childcare support.

Since 2023, the Group has been part of the **#StOpE** (*Stop au sexisme ordinaire en entreprise — Stop everyday sexism in the workplace*) initiative.

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 (...).

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 "Zéro sexisme chez Fnac Darty" (Zero sexism at Fnac Darty).

Furthermore, the gender parity policy is structured by social dialog. In 2023, management and social partners reopened discussions to establish a new Group agreement and to set out an ambitious action plan to promote non-discrimination, professional equality, gender diversity and women in leadership.

### **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 36.36% 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. Women currently make up 33.62% 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.

After a very encouraging 2023, the Group remains attentive to issues of gender parity and to deploying drivers for action regarding gender diversity. Its objective is to maintain the share of women in managerial roles, both as managers (38.5% in 2024/-0.4 pts vs 2023 after achieving a growth of +1.3 pts vs 2022) and store managers (24.5% in 2024/-1.1 pt vs 2023, after an increase of +2.0 pts in 2023 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 260 members, both male and female. It aims to break down collective and individual barriers to gender parity and support women's careers within the Group.
3. **Gender Equality Week:** Every year, the Ex Aequo network organizes a week of events to take stock of the objectives that the Group has set itself in terms of gender parity, to increase understanding of the challenges and to embed the subject in the Group's internal culture. In 2024, several speeches, meetings and workshops were organized, including a reminder of the Group's commitment by Senior Management, a workshop on the art of decision-making, a round table on the feminization of professions and a meeting with a Paralympic athlete.
4. Continuing career development and support programs for women:
  - **"Réussir au féminin"** and **"Leadership au féminin,"** **employee development schemes created by the Group that focus on women in leadership.** They allow participants to benefit from tools and information to make informed choices about their career paths, thereby making it easier to reach more senior positions. These schemes also help grow the pool of internal female applications.
  - A structured mentoring program aimed at women. In 2024, 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 four Fnac Darty employees, all of them senior executives or having potential for career development, being enrolled.

## Appendix 1: Index by company — detail of indicators

- RELAIS FNAC: 89/100
- UES DARTY GRAND EST: 93/100
- UES DARTY ILE DE FRANCE: 93/100
- FNAC PARIS: 94/100
- FNAC DARTY PARTICIPATIONS ET SERVICES: 93/100
- UES DARTY GRAND OUEST: 88/100
- FNAC LOGISTIQUE: 94/100
- FNAC PERIPHERIE: 94/100
- CODIREP: 94/100
- NATURE ET DECOUVERTES: 99/100
- MAINTENANCE SUR SITE: 93/100
- WEFIX: 86/100

### 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	5,9	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
<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	1,9	38	40	40
2- individual salary increase gaps (in % points)	1	2,6	20	20	20
3- promotion gaps (in % points)	1	1,8	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	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>

## 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	3	20	20	20
3- promotion gaps (in % points)	1	4,5	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
<b>Total calculable indicators</b>			<b>93</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>93</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	14,3	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>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	1,4	38	40	40
2- individual salary increase gaps (in % points)	1	6,8	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>

## 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	4,1	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>

## 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	0,7	39	40	40
2- individual salary increase gaps (in % points)	1	10,9	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	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 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	0,6	39	40	40
2- individual salary increase gaps (in % points)	1	1,8	20	20	20
3- promotion gaps (in % points)	1	3,6	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	4	10	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	0,5	39	40	40
2- individual salary increase gaps (in % points)	1	6,8	20	20	20
3- promotion gaps (in % points)	1	5,3	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	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>

## 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	0,1	39	40	40
2- individual salary increase gaps (in % points)	1	0,6	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 (%)	0	INCALCULABLE		15	0
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>84</b>		<b>85</b>
<b>INDEX (over 100 points)</b>			<b>99</b>		<b>100</b>

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

## 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	0,6	39	40	40
2- individual salary increase gaps (in % points)	1	0,2	35	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>79</b>		<b>85</b>
<b>INDEX (over 100 points)</b>			<b>93</b>		<b>100</b>

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

**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	3,8	36	40	40
2- individual salary increase gaps (in % points)	1	3,1	10	20	20
3- promotion gaps (in % points)	1	4,2	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>86</b>		<b>100</b>
<b>INDEX (over 100 points)</b>			<b>86</b>		<b>100</b>

## 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 30.3% in 2024, an increase of 0.7 points compared to 2023.

Furthermore, Fnac Darty was ranked 24 out of 120 in the 2023 *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	14.8%	NA
UES DARTY ILE DE FRANCE	17.9%	NA
FNAC PARIS	NA	NA
FNAC DARTY PARTICIPATIONS ET SERVICES	37.1%	40.9%
UES DARTY GRAND OUEST	0%	NA