

Pay Equity Index 2025

FNAC DARTY

The Pay Equity Index is one of the key performance indicators we use to steer our policy toward gender equality in the workplace and gender parity. The Index's five dimensions 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 2025, **the consolidated index reached 90/100, down 2 points from 2024, but still up 2 points from 2023.** Only one of the Group's companies with more than 50 employees has a professional gender equality index score below 85 and seven 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 majority of 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 as part of its human resources policy.

We are implementing an action plan, shared with all stakeholders and formalized in our Group Agreement on Professional Equality and Quality of Life and Working Conditions, signed in June 2025:

1. **hiring:** ensuring that recruitment procedures favor diversity, training of managers (mandatory e-learning module entitled "*Recruiting without discrimination*" for all new managers and HR supervisors, sharing of a recruiter memo, etc.). Mixing perspectives by having at least one woman among the decision-makers. Having at least one woman shortlisted.
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. Supporting women to progress in their careers through training to break down the barriers to career progression ("*Oser!*" [Dare!] and "*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 remote working, flexible work schedules for pregnant employees, those returning from maternity leave and single-parent families; introducing 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 and has implemented a comprehensive “Zero sexism” action plan:

Raising awareness about sexist behaviors (actions, words, attitudes) and their consequences, and encouraging all employees to do their bit in preventing and identifying sexist behavior, and reacting to everyday sexism (...).

New tools for providing information and raising awareness have been created and circulated. These include an initial 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).

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 in its Beyond Everyday strategy. The Fnac Darty Group has focused on this objective in response to the observation that there is a gap between the proportion of women in the Group and the proportion of women in managerial positions or in certain professions.

Recognizing the need to guarantee equal treatment for all, the opportunity to increase diversity, and the risk of losing out on the female talent base, 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 (as per the rules of the Board of Directors): women currently account for 36.36% of its members.
- To achieve female representation of 40% within the “Leadership Group” by 2030 (30% by March 2026 and 40% by March 2029): women currently make up 34.7% of the Leadership Group in France.
- 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 35% of store management within Fnac and 22.5% within Darty by 2030.

After several encouraging years, the Group remains attentive to issues of gender parity and the effectiveness of the drivers for action. Its objective is to maintain the share of women in managerial roles (39.3% in 2025, +0.6 pt vs 2024) and that are store managers (25.6% in 2025, -1.2 pt vs 2024).

2. **Promoting an internal network focusing on gender parity.** After nearly five years, the Ex Aequo network now has over 300 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 2025, several speeches, meetings and workshops were organized, including a reminder of the Group's commitment and assessment of progress by our Senior Management, a workshop on the art of networking, a conference on the role of men as allies of the initiative and a meeting with high-level female athletes (a freestyle world champion and a mountaineer).
4. Continuing career development and support programs for women:
 - **"Oser!"** (Dare!) and **"Réussir au féminin"** (Women Succeeding), **employee development schemes created by the Group to reinforce 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. In 2025, 40 women took part in the "Oser!" program.
 - A structured mentoring program primarily aimed at women.
 - 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: 94/100
- UES DARTY ILE DE FRANCE: 93/100
- FNAC PARIS: 85/100
- FNAC DARTY PARTICIPATIONS ET SERVICES: 93/100
- UES DARTY GRAND OUEST: 83/100
- FNAC LOGISTIQUE: 89/100
- FNAC PERIPHERIE: 88/100
- CODIREP: 94/100
- NATURE ET DECOUVERTES: 99/100
- MAINTENANCE SUR SITE: 93/100
- 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	7.1	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
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	0.2	39	40	40
2- individual salary increase gaps (in % points)	1	5.6	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 (%)	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			94		100
INDEX (over 100 points)			94		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	1.4	38	40	40
2- individual salary increase gaps (in % points)	1	0.8	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	2	5	10	10
Total calculable indicators			93		100
INDEX (over 100 points)			93		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	40	40	40
2- individual salary increase gaps (in % points)	1	9.2	5	20	20
3- promotion gaps (in % points)	1	1.7	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	5	10	10	10
Total calculable indicators			85		100
INDEX (over 100 points)			85		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	1.1	38	40	40
2- individual salary increase gaps (in % points)	1	2.9	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	3	5	10	10
Total calculable indicators			93		100
INDEX (over 100 points)			93		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	1.5	38	40	40
2- individual salary increase gaps (in % points)	1	3.8	20	20	20
3- promotion gaps (in % points)	1	2.3	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	1	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 June 13, 2025 on Quality of Life and Working Conditions 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 40 to 49, the pay gap remains in favor of men (5.6% versus 4.3% in 2024). For supervisors aged 50 and over, there is a pay gap in favor of men, but this gap has shrunk compared to 2024 (7.8% from 8.7% in 2024).

For executives aged 30 to 39, there is a pay gap in favor of men, but this gap has shrunk compared to 2024 (6.9% from 9.7% in 2024). For executives aged 40 to 49 and 50 and over, the pay gap remains in favor of men (18.0% from 16.3% and 24.8% from 19.6% in 2024, respectively).

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 employees and executives, there is a gap in favor of men (2.6% and 3%).

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 is only one woman among the top earners at UES DARTY GRAND OUEST, an improvement from the previous year when there were no women.

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 June 2025.

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	0.5	39	40	40
2- individual salary increase gaps (in % points)	1	3.3	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	1	0	10	10
Total calculable indicators			89		100
INDEX (over 100 points)			89		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	1.2	38	40	40
2- individual salary increase gaps (in % points)	1	4.6	20	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	1	0	10	10
Total calculable indicators			88		100
INDEX (over 100 points)			88		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	0.6	39	40	40
2- individual salary increase gaps (in % points)	1	9.9	20	20	20
3- promotion gaps (in % points)	1	4.1	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
Total calculable indicators			94		100
INDEX (over 100 points)			94		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	0.1	39	40	40
2- individual salary increase gaps (in % points)	1	0.4	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 (%)	0	INCALCULABLE		15	0
5- number of employees of the under-represented sex among the top 10 earners	1	4	10	10	10
Total calculable indicators			84		85
INDEX (over 100 points)			99		100

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	0.2	39	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 (%)	0	INCALCULABLE		15	0
4- number of employees of the under-represented sex among the top 10 earners	1	2	5	10	10
Total calculable indicators			79		85
INDEX (over 100 points)			93		100

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	7.8	31	40	40
2- individual salary increase gaps (in % points)	1	1.4	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	4	10	10	10
Total calculable indicators			91		100
INDEX (over 100 points)			91		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 Fnac Darty as a whole, the percentage of employees with executive director status that are women is 31.9% in 2025, an increase of 1.6 points compared to 2024.

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	16.6%	NA
UES DARTY ILE DE FRANCE	24.9%	NA
FNAC PARIS	NA	NA
FNAC DARTY PARTICIPATIONS ET SERVICES	36.7%	40.2%
UES DARTY GRAND OUEST	0%	NA