

## 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 and to publish the company’s social score (“pay equity index”). Companies with an index below 75/100 must implement corrective measures. Companies with an index between 75 and 85/100 must also set progression objectives for any indicators that fell below the maximum score.

The consolidated Fnac Darty index is **88/100**. (See Appendix 1 for index details by company)

French law No. 2021-1774 of December 24, 2021 (the “Rixain” law) requires employers in companies with more than 1,000 employees to publish any gender representation gaps among executive directors and members of the Group’s governing bodies (executive committees, management committees and Group leadership).

Across the entire Fnac Darty group, the % of employees with executive director status who are women is **25.3%**.

Representation of men and women in executive director positions and governing bodies for companies with more than 1,000 employees in 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	30.3%	NA
UES DARTY GRAND EST	8.2%	NA
UES DARTY ILE DE FRANCE	5.6%	NA
FNAC Paris	NA	NA
FNAC DARTY PARTICIPATIONS ET SERVICES	31.4%	32.8%
UES DARTY GRAND OUEST	0%	NA
NATURE ET DECOUVERTES	26.3%	NA

## **Striving for equality**

The good scores achieved across the Group's various companies for the pay equity index (all above 75/100) 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 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 are neutral, objective and encourage the discovery of everyone's potential;
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 conducted a review to reveal any potential gaps; it has also established a catch-up allocation for any inequalities identified. Finally, Fnac Darty remains particularly vigilant in terms of recruitment and promotions and centrally monitors pay increases and the proper allocation of the variable portion of remuneration to those returning from maternity and/or adoption leave.
5. **parenthood:** promoting work-life balance (increased remote working; flexible work schedules for pregnant employees, those returning from maternity leave and single-parent families; paternity leave for 14 calendar days at full pay; childcare support)

However, the results of three companies have disimproved (<85/100). There are specific action plans underway targeting groups working in sectors where there are serious skills shortages, which are still dominated by men, such as technicians.

## **Breaking the glass ceiling**

With women making up roughly 39% of the total workforce, but only 25% of executive director positions, Fnac Darty has made increasing gender diversity a priority issue, paying particular attention to positions of greater responsibility. Since 2020, the Group has also launched and organized a cross-functional program to get the entire organization working toward the target of having 50% more women in management positions in five years. This program is structured 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 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.
2. The creation of an **internal network called "Ex Aequo"** in March 2020, 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.

3. The continuation of the **“Oser!”** program, **an employee development scheme 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 to grow the pool of internal female applications.
  
4. **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. A recruiter memo has been produced, as well as an e-learning module entitled **“Recruiting without discrimination”**, which all new managers and HR staff must now take to increase their awareness.

Appendix 1: Index by company and progression objectives for indicators in which companies with an index between 75 and 85 did not achieve the maximum score

- RELAIS FNAC: 84/100
- UES DARTY GRAND EST: 88/100
- UES DARTY ILE DE FRANCE: 78/100
- FNAC PARIS: 94/100
- FNAC DARTY PARTICIPATIONS ET SERVICES: 95/100
- UES DARTY GRAND OUEST: 88/100
- FNAC LOGISTIQUE: 93/100
- FNAC PERIPHERIE: 87/100
- CODIREP: 89/100
- FRANCE BILLET: 87/100
- NATURE ET DECOUVERTES: 99/100
- MAINTENANCE SUR SITE: 80/100
- WEFIX: 88/100

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:

	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>

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 noted that the Company will undertake a specific annual negotiation on the subject of professional gender equality, as referred to in Article L2242-17 of the French Labor Code. This corporate negotiation will begin, if possible, in September 2022.

#### 1- Pay gap (score obtained: 39/40)

For executives under the age of 30, there is a clear pay gap in favor of women (12%). As a result, further to the actions taken to reduce the gender pay gap in the company (by socio-professional category, sector and age), particularly through the Pay Plan, close attention will be paid to the recruitment of executives under 30 years of age and men's wages.

#### 2- Salary increase gap (score obtained: 10/20)

There is a 2% gap in favor of women, among those receiving salary increases from the 2021 Pay Plan (a higher proportion of female employees' salaries increased compared to their male counterparts). As part of the 2022 salary policy, collective measures will ensure that the proportion of men and women who received a salary increase is maintained.

3- **Number of employees of the under-represented sex among the top 10 earners** (score obtained: 5/10)

Three women were among the highest earners in RELAIS FNAC. Continuing to recruit/appoint women store managers, where possible, has been identified as the lever for improving this score, as this will help to improve the representation of women among high-responsibility professions with a gender imbalance.

**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>

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 will undertake a specific annual negotiation on the subject of professional gender equality, as referred to in Article L2242-17 of the French Labor Code. This corporate negotiation will begin, if possible, in September 2022.

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

For employees aged 40 to 49, as well as employees aged 50 and over, there is a pay gap in favor of men (6.1% and 9.7%).

For supervisors under the age of 30, 30 to 39, as well as those aged between 40 and 49, there is a pay gap in favor of men (8.2%, 8% and 10.7%).

For executives aged 40 to 49, as well as those aged 50 and over, there is a pay gap in favor of men (14.6% and 11%).

For executives under the age of 30, there is a pay gap in favor of women (10.8%).

As a result, further to the actions taken to reduce the gender pay gap in the company (by socio-professional category, sector and age), in particular through the Pay Plan, particular attention will be paid to providing equal pay for men and women for equivalent skills and experiences when recruiting among the groups mentioned above. The goal is to reduce the average annual gender pay gap to between -5% and +5%.

2- **Salary increase gap** (score obtained: 10/20)

The proportion of male supervisors and executives who received an individual increase under the 2021 Pay Plan is higher than the corresponding proportion of female supervisors and executives.

As a result of this, the company is committed to ensuring that the proportion of female supervisors and executives who receive salary increases is such that this gap falls to between -2 points and +2 points.

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

There are no women among the top earners at UES DARTY ILE DE FRANCE.

Continuing to recruit/appoint women managers, where possible, has been identified as the lever for improving this score, as this will help to improve the representation of women among high-responsibility professions with a gender imbalance.

**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>

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

For employees aged 40 to 49, as well as employees aged 50 and over, there is a pay gap in favor of men (8.7% and 5.6%).

As a result, further to the actions taken to reduce the gender pay gap in the company (by socio-professional category, sector and age), particularly through the Pay Plan, close attention will be paid to providing equal pay for men and women for equivalent skills and experiences when recruiting employees aged 40 and over. The goal is to reduce the average annual gender pay gap for those aged between 40 and 49 years, and 50 years and over, to between -5% and +5%.

### 2- **Salary increase gap** (score obtained: 25/35)

The proportion of men who received an individual increase under the 2021 Pay Plan is higher than the corresponding proportion of women.

As a result of this, the company is committed to ensuring that the proportion of women who receive salary increases is such that this gap falls to between -2 points and +2 points.

3- **Number of employees of the under-represented sex among the top 10 earners** (score obtained: 5/10)

Two women are among the top earners at MSS compared to eight men.

Continuing to recruit/appoint women in leadership roles, where possible, has been identified as the lever for improving this score, as this will help to improve the representation of women among high-responsibility professions with a gender imbalance.

**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>