



DFS FURNITURE PLC

2025 REPUBLIC OF IRELAND GENDER PAY GAP REPORT

At DFS Group, we are committed to creating a modern, diverse culture where everyone feels welcome. Our Inclusion strategy is central to this transformation, and we continue to engage, educate, and inspire people to join us on this journey. As a company covering the entire sofa cycle from manufacturing to delivery and service, we face challenges from what has always been a traditionally male-dominated industry. To address this, we are focusing on achieving gender parity by actively recruiting and developing more women into management roles, connecting women across the organisation through our network, and launching initiatives to support their success.

Taking Positive Action

- **364 Women;** this is our largest inclusion network and is focused on advancing gender equality. The name reflects the idea that International Women's Day is often the only time we talk about women's challenges at work, and this conversation should happen all year round, across the other 364 days of the year.
- **Women's Leadership Development Programme;** partnering with Diversity in Retail, we are sponsoring our top female talent to progress through to C-Suite with both retention and longer-term representation goals in mind
- **Alllyship Training;** we recognise we need to help to educate men as allies for women in the workplace and are exploring how to support this through training, open dialogue and practical guidance.
- **Virtual Sessions;** we're building a calendar of virtual content, creating an online space where women can choose to attend sessions to access support and guidance from peers and senior leaders as new starters, new mums or when looking to advance their careers or explore new opportunities.
- **Sanitary Provision;** we missed a trick here, so are replicating our support office facilities across all sites to help those who may be unexpectedly caught out whilst at work.
- **Supporting across all life stages;** we continue to offer menopause support with Peppy, available to all colleagues as a transferable benefit.

Republic of Ireland Gender Pay Gap & Quartiles

	All Colleagues	Part time Colleagues	Temporary Colleagues*	Colleagues in receipt of a bonus	Gender Bonus Gap (all Colleagues)
OUR MEDIAN GENDER PAY GAP	-7.4 %	-9.1%	-	-113.8%	-134.7%

	All Colleagues	Part time Colleagues	Temporary Colleagues*	Colleagues in receipt of a bonus	Gender Bonus Gap (all Colleagues)
OUR MEAN GENDER PAY GAP	0.7 %	-3.2%	-	-66.1%	-70.7%

* As we have no Temporary Colleagues, we are unable to calculate a pay gap

% Females receiving bonus	97.3%
% Males receiving bonus	100%
% Females not receiving a bonus	2.7%
% Males not receiving a bonus	0%

% Females receiving Benefit In Kind (BIK)	13.5%
% Males receiving Benefit In Kind (BIK)	13.0%

% OF COLLEAGUES IN EACH PAY QUARTILE IN THE ORGANISATION

Females	Males
45.0 % Upper Quartile	55.0 % Upper Quartile
57.1 % Upper Middle	42.9 % Upper Middle
23.8 % Lower Middle	76.2 % Lower Middle
52.4 % Lower Quartile	47.6 % Lower Quartile

Our Gender Pay Gap

Our mean pay gap at 0.7% is significantly lower than the national average of 11% (Source: PayGap.ie - Irish Gender Pay Gap Portal) among Irish organisations and we see our median pay gap at -7.4%. A negative gender pay gap figure means that, on average, women are paid more than men within that specific group. Our part-time pay gap is better than our overall pay gap figures as nearly half of our colleagues work part-time (45%) and we do not have any colleagues on temporary contracts, so we cannot calculate any pay gap figures for this population.

Our mean bonus gap is -66.1%, with our median bonus gap at -113.8%, these gaps are reflective of the fact that we have more women in retail roles where there is a lower base salary but there is the opportunity to earn more performance based incentives.

Note: The gender pay gap is the difference between what men typically earn in an organisation compared to women, irrespective of their role or seniority. It is not a measure of equal pay (e.g. individual level pay between men and women performing the same work or work that has been rated of equal value).

UNDERSTANDING OUR PAY GAP

Median pay gap: The median pay gap is the difference between the midpoints of hourly pay, therefore if we lined up all of our female colleagues from lowest to highest paid and did the same with our male colleagues, the median gender pay gap is the difference in hourly pay between the female and the male at the mid point.

Mean pay gap: The mean pay gap is the difference in average hourly pay between men and women. The mean hourly pay rate is calculated by adding up the hourly pay of every woman and dividing by the total number of women. The same is then done for all men.

Pay quartiles: The pay quartiles are calculated by listing the pay for each colleague lowest to highest, then splitting the list into 4 equal-sized groups. Then calculating the % of women in each of the four groups.