



Board Equity, Diversity & Inclusion Policy

DFS Furniture PLC



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Version Control

V	Last Modified By	Change Description	Last Modified On
	<i>Liz McDonald</i>	<i>Update approved by the Board</i>	<i>5/05/2023</i>

Review History

V	Document Owner	Review Comments	Reviewed Date
	<i>Hannah Roper</i>	<i>Next review May 2024</i>	<i>10/5/2023</i>

Reviewers

V	Reviewer Name	Reviewer Role	Review Date
	<i>Liz McDonald</i>	<i>Company Secretary and General Counsel</i>	<i>10/05/2023</i>

Authorised by

V	Approver Name	Approver Role	Approved Date
	<i>Nomination Committee</i>		<i>18/05/2022</i>

Related Documents

Document Name	Document Location
Inclusion Statement	
Equal Opportunities and Diversity Policy	



Board Equity, Diversity, and Inclusion Policy

DFS Furniture PLC (“DFS”) believes that a diverse, equitable and inclusive culture where “Everyone is Welcome” is essential for the success of the Group and that a diverse and inclusive workforce which reflects the communities we serve benefits everyone.

Purpose

The Board Equity, Diversity, and Inclusion Policy (‘the Policy’) sets out the approach to diversity of the Board of Directors of DFS Furniture PLC (‘the Board’). A separate DFS Group Equal Opportunities & Diversity Policy applies to all employees in the DFS Group of companies.

Policy Statement

This Policy statement is intended to assist the Board, through the work of the Nomination Committee, (‘the Committee’) in creating and maintaining optimum Board and Committee composition.

DFS recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, social and ethnic background, race, gender, and other distinctions between Directors such as cognitive and personal strengths. These differences will be considered in determining the optimum composition of the Board and whenever possible should be balanced appropriately. Diversity promotes the inclusion of different perspectives and ideas, mitigates against “group think” and ensures that DFS has the opportunity to benefit from all available talent.

It is DFS’ policy to maintain and develop the diversity of its Board of Directors without compromising on the calibre of new directors appointed and for it to operate within an inclusive environment where all Board members can contribute fully.

Diversity promotes the inclusion of different perspectives and ideas, mitigates against group think and ensures that DFS has the opportunity to benefit from all available talent. The promotion of a diverse Board makes prudent business sense and makes for good corporate governance.

All Board appointments are made on merit, in the context of the skills and experience. DFS is committed to maintaining a Board comprised of talented and dedicated directors with a diverse mixture of sector expertise, experience, skills, and backgrounds. The right blend of people leading the business brings together diversity of thought, multiple perspectives, and views free of conscious or unconscious bias and discrimination able to tackle the challenges faced by the Group. In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board. The Committee will oversee the development of a diverse pipeline for succession for the Board.

The Board notes the 2016 Hampton-Alexander Review target of 33% representation of women on Boards by the end of 2020. As at the date of this policy DFS has exceeded the target for female representation on the Board set by the Hampton-Alexander Review, with 57% of the Board being



women. The Board also complies with the Parker Review target of at least one Director from an ethnic minority background.

It is key to us to nurture high-potential and high-performing candidates in less senior management roles, to ensure progression occurs. In this regard, the Board is committed to increasing the pipeline of diverse talent within the organisation and increasing diversity overall and regularly reviews management succession and talent plans.

The Committee reviews and assesses Board composition on behalf of the Board and works with an external Executive Recruitment firm in a manner which enhances opportunities for diverse candidates to be considered for appointment. The Committee recommends the appointment of all new Directors.

The Committee on behalf of the Board also reviews the results of the annual Board evaluation process. As part of this evaluation, the Committee will consider the balance of skills, experience, independence and knowledge of the Board and its diversity and inclusion. A summary of this policy, and of the progress made in achieving its objectives, will be disclosed in the Annual Report & Accounts.

Amendments to this Policy

This policy is owned and approved by the Board of DFS Furniture PLC. All changes to the Policy must be approved by the Board unless they are so minor as to not change the meaning or intent of the Policy or any sections within it. Changes to the policy are to be considered by the Committee on the Board's behalf.

This document will be reviewed in May 2024.

Steve Johnson

Chair

8 June 2023