DFS GROUP

Board Equity, Diversity, & Inclusion Policy

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Gillian Grady	1.3

Document Control Summary

Version Control

V	Last Modified By	Change Description	Last Modified On
	Gillian Grady	Update approved by the Board	01/07/2026

Reviewers

V	Reviewer Name	Reviewer Role	Approved Date
1.0	Liz McDonald	Company Secretary and General Counsel	26/04/21

Authorised by

V	Approver Name	Approver Role	Approved Date
1.0	Nominations Committee		12/04/2021
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1.2	Nominations Committee		08/07/2026

Related Documents

Document Name	Document Location
Equal Opportunity, Diversity & Inclusion Policy	

1. Board Equity, Diversity, and Inclusion Policy

1.1. DFS Furniture PLC and its subsidiary companies ("DFS Group") believes that a diverse, equitable and inclusive culture with "Everyone Together" at the core, is essential for the success of the Group. The organisation stands for fair treatment for everyone, and strives for a diverse and inclusive workforce which reflects the communities we serve, to benefit both our colleagues and our customers.

2. Purpose

2.1. 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 Opportunity, Diversity & Inclusion Policy applies to all colleagues in the DFS Group of companies.

3. Policy Statement

3.1. 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.

3.2. Diversity is essential to the success of our business; it promotes the inclusion of different insights, perspectives and ideas, mitigates against 'group think' and ensures that DFS can benefit from the attraction, retention and development of the best talent. 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, socioeconomic and ethnic background, race, gender, and other distinctions between Directors such as neurodiversity and personal strengths. These differences will be considered in determining the optimum composition of the Board and when possible, should be balanced appropriately.

3.3. It is DFS' policy to maintain and develop the diversity of its Board 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. The promotion of a diverse Board makes prudent business sense and makes for good corporate governance.

3.4. All Board appointments are made on merit, in the context of 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 Board will consider candidates for appointments from a wide pool, including those with little or no FTSE board experience. The Committee will oversee the development of a diverse pipeline for succession for the Board.

3.5. With regard to gender diversity the Board supports the recommendations set out in the FTSE 350 Women Leaders Review and the Parker review on ethnic diversity.

3.6. 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.

3.7. The Committee reviews and assesses Board composition on behalf of the Board and works only with candidate firms that have signed up to the standard voluntary code of conduct for executive search firms, therefore in a manner which enhances opportunities for diverse candidates to be considered for appointment. The Committee recommends the appointment of all new Directors.

3.8. 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 details of our Board composition, will be disclosed in the Corporate Governance Report within our Annual Report & Accounts.

4. Review and Amendments to this Policy

4.1. This policy is owned and approved by the Board of DFS Furniture PLC and it will be reviewed annually. 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.

Steve Johnson

Chair

8 July 2026