

COMMITTING TO PROVIDING
AN **EDUCATED CHOICE**
AND MORE **SUSTAINABLE**
CONSUMPTION

FNAC DARTY



CSR REPORT 2023-2024





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MESSAGE

from the CEO

"In 2023, Fnac Darty continued its transformation around service, advice and sustainability. A focus which goes hand in hand with our exacting standards to implement our CSR approach. Fully integrated in our business model, it is central to the daily lives of everyone and contributes to making Fnac Darty a leader in terms of social and environmental responsibility.

In 2023 alone, our Group repaired 2.5 million products and exceeded the one-million subscriber mark for Darty Max, thereby consolidating our role as a driver of this repair economy which we largely contributed to developing over recent years.

Each and every one of us is also aware of the need to shrink energy consumption. In recent years, this is the path we have taken and 2023 saw the formalisation of an energy policy in its own right which should enable us to go even further in cutting our costs and dramatically reducing our consumption. This prioritisation of energy efficiency is in line with our efforts to lower the impact of our activities on the climate and better understand the risks of global warming, a strategy once again acknowledged by the CDP* this year. In 2023, the Group maintained its A- rating.

In this report, you will discover the full range of our CSR actions, firmly rooted in our corporate culture and implemented with pride by our employees on a daily basis.

Happy reading!"

Enrique Martinez
CEO

CSR TARGETS FOR THE EVERYDAY STRATEGIC PLAN

By 2025



2.5 M

products
repaired



2 M

Darty Max
subscribers



135

sustainability
score



35%

of women in
leadership positions

By 2030



-50%

emissions from our
energy consumption and
transportation by 2030
compared with 2019

KEY PERFORMANCE INDICATORS

2019**

2023

1.8 M

2.5 M

0

1,125,000

100

118

24.3%

33.2%

82.3 K tCO₂e

60.6 K tCO₂e
-26%

*CDP: Carbon Disclosure Project
** Reference year



CSR AT THE HEART

of our “Everyday” Strategic Plan

With nearly 25,000 employees worldwide, more than 1,000 stores, and 11 million loyal customers, Fnac Darty is fully aware of its responsibilities as a business and of consumers' growing expectations.

The Group decided to place Corporate Social Responsibility (CSR) at the heart of its Strategic Plan – “Everyday” – to enshrine its approach in a sustainable development model and to generate positive impacts for society.



OUR RAISON D'ÊTRE

“Committed to providing an educated choice and more sustainable consumption.”

KEY FIGURES END 2023



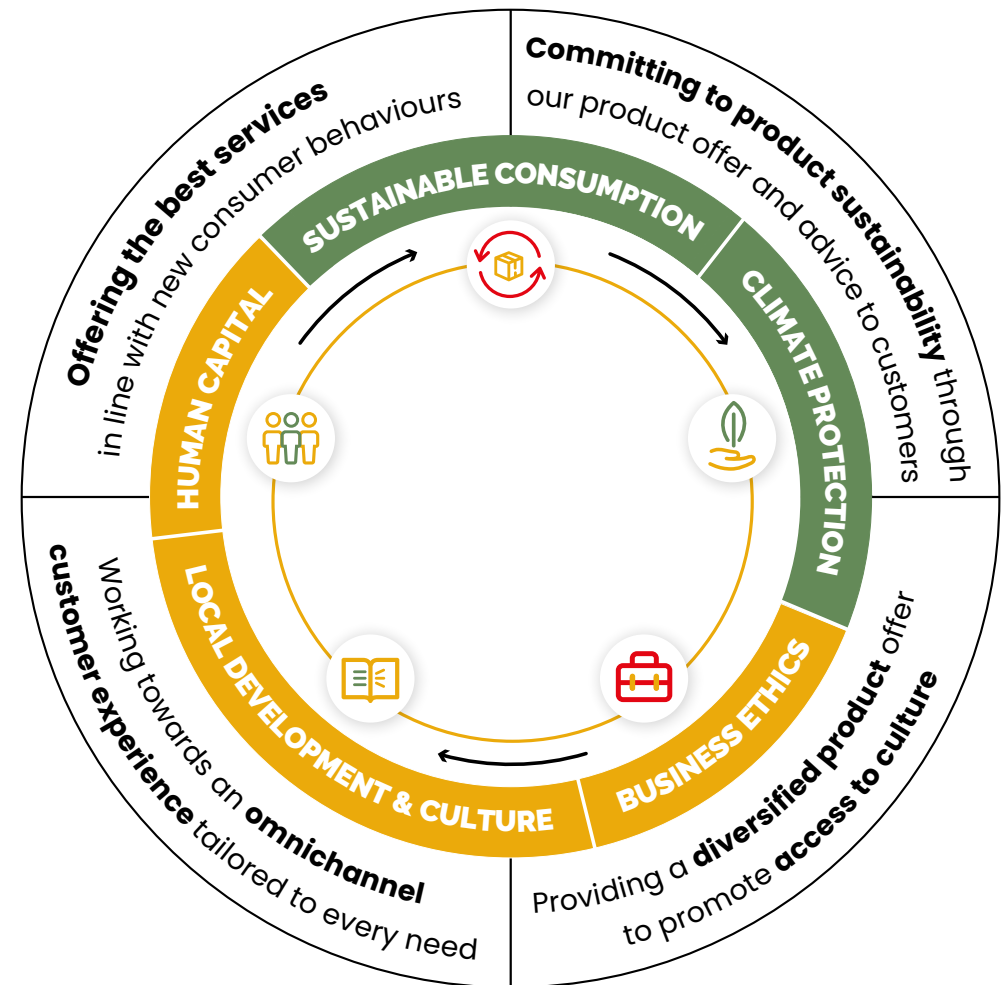
1,010
| stores



≈ 25,000
| employees



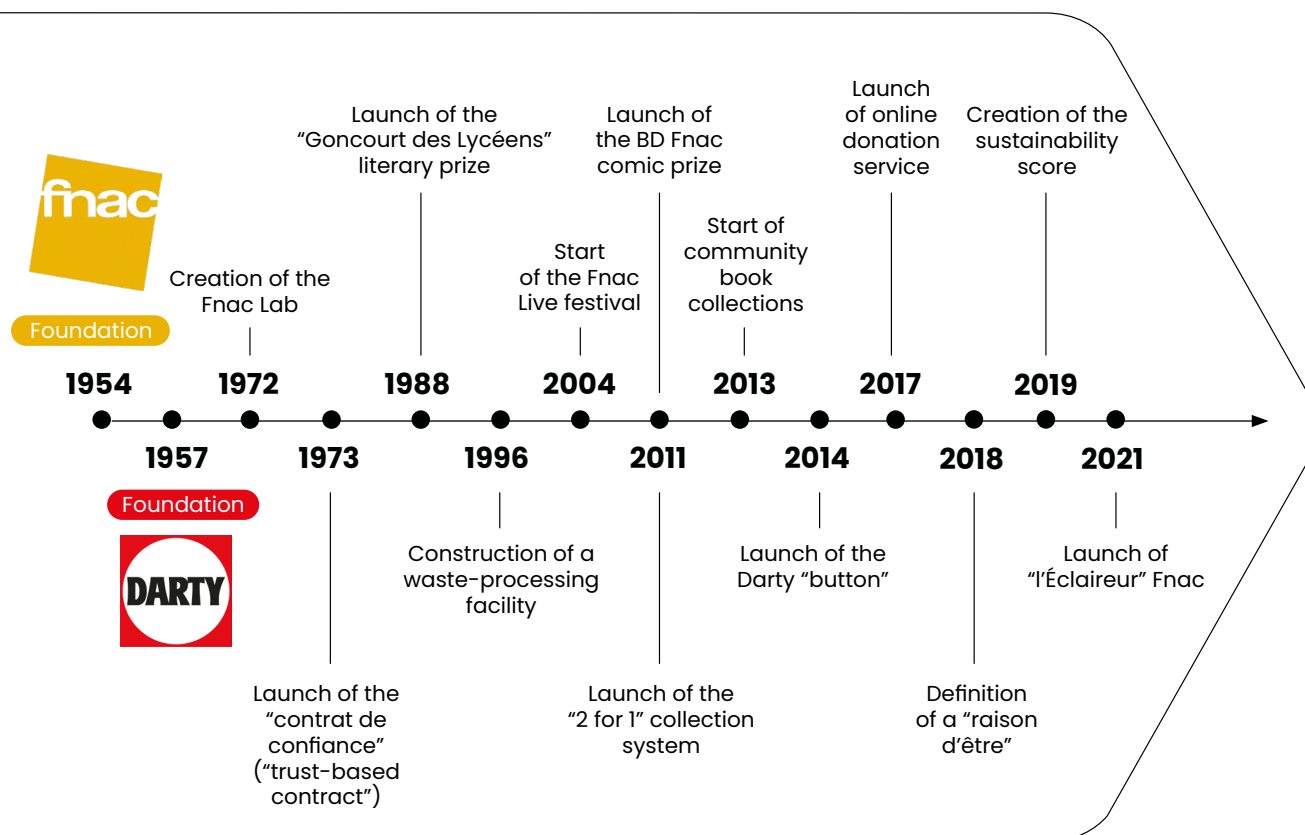
€7.9 B
| in revenue





MORE THAN 65 YEARS OF COMMITMENT

to addressing societal issues



AFTER-SALES SERVICE BAROMETER 6th edition

[Learn more](#)

THE SUSTAINABLE CHOICE

[Learn more](#)

FNAC & DARTY SECOND LIFE

[Learn more](#)

CHARITABLE ROUNDING AT CHECKOUTS

[Learn more](#)

ACQUISITION OF WeFix

[Learn more](#)

NATURE & DÉCOUVERTES A "MISSION-DRIVEN" COMPANY (société à mission)

[Learn more](#)

OLYMPIC GAMES PARTNERSHIP

[Learn more](#)

PARTNERSHIP WITH ECOSYSTEM TO RECYCLE WEEE*

[Learn more](#)

* Waste Electrical and Electronic Equipment



Our CSR GOVERNANCE

The Group's CSR approach, built on five pillars, enables the integration of CSR both in corporate strategy and at the heart of business practices through dedicated governance.

DEDICATED GOVERNANCE

- A CSR Committee within the Board of Directors that meets three times a year.
- A Climate Committee, a Circular Economy Committee, and a Sustainability Committee to support the strategic plan and propel transformation projects.
- An Ethics Committee, to ensure our values are upheld, to oversee compliance, to enforce our duty of care, France's Sapin 2 law and the GDPR*.
- Designated CSR leads in each division, each country and in each store.
- CSR objectives as criteria for the variable portion of the remuneration packages of the CEO and members of the Executive Committee, and of all other eligible executives.

A TRAINING PLAN AND EXTENSIVE AWARENESS RAISING

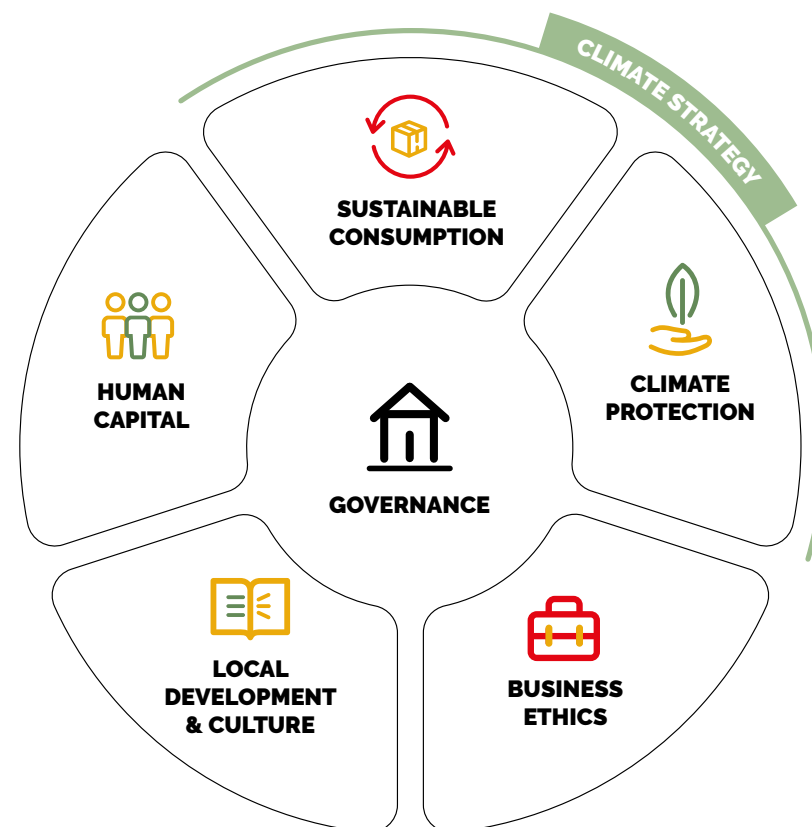
- Training the Board of Directors and the Executive Committee on climate challenges and their consequences.
- Training of Management Committees in France and subsidiaries on specific CSR and climate challenges (2 tonnes workshop).
- CSR Day for all Group employees.

Introduced in 2023, the #TousEngagés community is a network of in-store CSR representatives. In total, more than 300 CSR representatives (one in each Fnac and Darty store) embody our commitments with our customers.

*General Data Protection Regulation

THE 5 PILLARS OF OUR CSR STRATEGY

reflecting the social, environmental and ethical concerns of our stakeholders.





Our CLIMATE STRATEGY

The Group developed a climate strategy based on two major and interconnected pillars: contributing to climate protection and promoting responsible consumption.

Reducing the impacts of the Group's activities on the climate and adapting to the context of global warming, Fnac Darty has reinforced its system of governance and management of climate risks and has adopted direct and indirect greenhouse gas emission reduction targets.

While 91% of the Group's carbon footprint relates to products sold, contributing to the transformation of consumption patterns is an essential driver to act efficiently in favour of the climate. To this end, Fnac Darty commits to championing a more circular economy by extending the life span of products, promoting repair and reuse and providing consumers with useful information to make educated and sustainable choices.



OUR REDUCTION TARGETS

Fnac Darty has set three targets for its direct (scopes 1 and 2) and indirect (scope 3) GHG* emissions, aligned with the most ambitious trajectory of the Paris Agreement (+1.5°C by 2100):

- 50% reduction in scope 1 and 2 emissions by 2030 vs 2019;
- 22% reduction in CO₂ emissions from product use out to 2030 vs 2019;
- Suppliers accounting for 80% of CO₂ emissions from product manufacturing will have set science-based reduction targets by 2026.

RELIABLE AND CONCRETE AMBITIONS

Our objectives are based on climate science and validated by the Science Based Targets initiative (SBTi). A detailed transition plan including tangible, actionable measures to achieve these targets (see page 10).

Key results 2023



-26%

emissions from our energy consumption and transportation**



-10%

emissions from the use of our products**



60.5%

of CO₂ emissions from product manufacturing are generated by suppliers who set science-based reduction targets***

*Greenhouse gases

**Compared with 2019

*** For a target of 80% in 2026

REDUCING **THE GROUP'S IMPACT** **ON CLIMATE AND BIODIVERSITY**

Climate strategy





Climate strategy

Our carbon

FOOTPRINT IN 2023

Measuring our impact throughout the value chain is a vital step. With a clear and accurate overview, we can better control and more efficiently reduce CO₂ emissions from our activities and products.

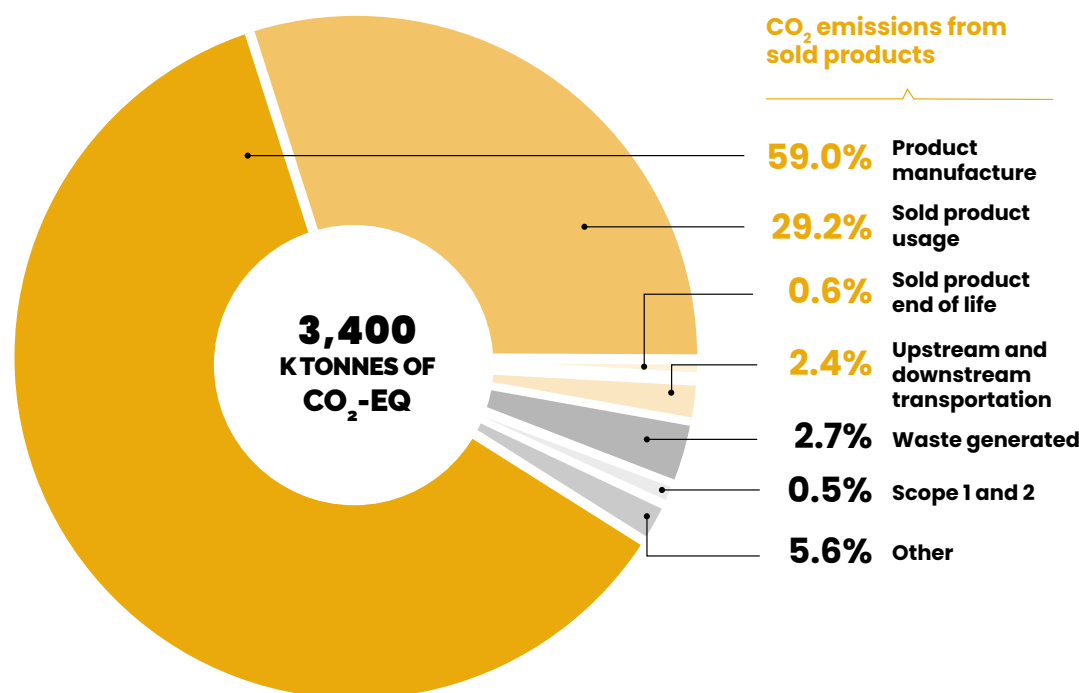
BREAKDOWN OF 2023 CARBON FOOTPRINT EMISSIONS

(scopes 1, 2 and 3 emissions)

● Product emissions: 91.2%

Scope 1 and 2: our direct emissions (energy, transportation) accounting for 18 K tonnes of CO₂-eq*

Scope 3: 3,382 K tonnes of CO₂-eq*, mainly related to products sold throughout their entire life cycle (manufacturing, transportation, usage, end of life).



Fnac Darty's climate strategy was commended by the CDP, awarding an A- rating (versus C for the sector as a whole) for the third year in a row, enabling the Group to maintain its "Leadership" position.

* Carbon dioxide is the main greenhouse gas (GHG), but not the only one. To simplify the measurement of GHG emissions, other gases use a conversion factor (Global Warming Potential - GWP). The unit of measure is expressed as "CO₂ equivalent".



Climate strategy

Our decarbonisation TRAJECTORY

In order to reach its low-carbon trajectory and achieve its reduction targets for the most direct (scope 1 and 2) and indirect (scope 3) emissions, the Group has implemented a transition plan focusing on three emission sources: energy consumption, transportation and products sold. This plan sets out the ambitions to achieve, the actions to implement, the resources to allocate as well as the indicators to enable performance monitoring.

ACTIVATED DRIVERS

- Dedicated climate governance.
- Analysis of climate risks and opportunities.
- Incorporation of climate issues into the strategic guidelines, via a trajectory aligned with the targets of the Paris Agreement and via the diversification of business activities.
- A transition plan with measurable initiatives, allocated resources and monitored results.

Key results 2023

**60.6 KtCO₂Eq**

from transportation and energy, i.e. a reduction of 26% compared with 2019

**-15.5%**

of electricity consumption in France* versus 2022

**22%**

of the warehouse-store transporter fleet now low-carbon

*Calculated in unified degree days, scope excluding Nature & Découvertes.



REDUCING THE IMPACT

of energy consumption

With more than 1,600,000 m² of warehouses, stores and offices, energy consumption of Group sites represents more than 30% of scope 1 and 2 emissions.

OPTIMISING ENERGY MANAGEMENT

The Group has an energy management system – for which we obtained ISO 50 001 certification in 2024, set up a tool to collect and analyse consumption, and lastly leveraged a network of in-store CSR representatives.

Numerous initiatives were led: less energy intensive equipment, installation of reduced lighting, new temperature guidelines, consolidated maintenance operations and team awareness raising sessions.

DECARBONISING OUR ENERGY MIX

The Group contributed to the construction of a solar farm in central France, which has been operational since April 2023. This agrivoltaic park generating 20 MW covers around 17% of annual energy consumption at Fnac Darty sites.

In addition, 99% of electricity used by the Group's subsidiaries is renewable.

KEY FIGURES

**-13%**

of electricity consumed at the Group level compared with 2022

**137**

stores switched to LED lighting in 2023



More than
300

in-store CSR representatives

**51%**

renewables in the total electricity consumption mix



Climate strategy

Transition plan

DECARBONISING TRANSPORTATION

and optimising logistics

Every day, thousands of products are moved between our depots, stores, and customers. It is critical for the Group to activate several drivers in order to limit the impact of this transportation on air quality and climate change.

DECARBONISING THE VEHICLE FLEET

The Group is changing its vehicle fleet to transition to more eco-friendly solutions:

- business vehicles: a wider range of vehicles (electric, hybrid) with no new diesel vehicles in the catalogue;
- After-Sales Service fleet: vehicles running on bioethanol in the short term, with a gradual transition to 100% electric vehicles by 2030.

WORKING ON LOGISTICS FLOWS

Between warehouses and stores Fnac Darty is working with its suppliers to increase the share of biofuels and biogas used over long distances and of electric lorries on short-distance journeys.

The last mile As the last link in the chain, last-mile deliveries require optimum management. The Group has opted for natural gas vehicle (NGV) lorries, an alternative fuel with fewer GHG emissions than petrol.

Parallel to this, in 2023, telematics boxes were introduced in lorries, which will provide data to optimise fleet management.

E-COMMERCE ORDERS

The Group acts on the impact of its e-commerce deliveries, promoting “click&collect” in-store and favouring transporters who invest in decarbonising their fleets, or whose GHG emissions are offset.

KEY FIGURES

**50**

electric vehicles and 200 bioethanol vehicles integrated in the After-Sales Service fleet in 2023*

**39**

lorries running on natural gas for last-mile deliveries



DID YOU KNOW?

The Group is developing remote repairs. A discussion with an After-Sales Service technician to better describe breakdowns and thereby contribute to reducing the amount of call-outs.

*i.e. around 25% of the total After-Sales Service fleet



Climate strategy

Transition plan

ACTING ON

indirect emissions

As part of its drive for continuous improvement, the Group seeks to reduce its other scope 3 CO₂ emission sources, also known as indirect emissions. Because 91.2% of its emissions are from products sold, the Group is adjusting its economic model to make it more circular and thereby reduce or avoid these impacts.

ACTIVATED DRIVERS

- Adjusting the Group's business model by prioritising an extension of the lifespan of products over their replacement.
- Selecting, spotlighting and incentivising customers to choose more reliable products with higher reparability and lower energy consumption.
- Encouraging suppliers to eco-design their products.



DID YOU KNOW?

According to a study conducted by Fnac Darty and Eco Act, the "large household appliances" category represents 46% of repairs but 70% of emissions avoided by the Group. Indeed, the impact of repairs is all the more significant for heavy products with higher carbon intensity. Repairing a front-loading washing machine using the Fnac Darty services avoids the emission of around 173 kg of CO₂-eq i.e. 59% less compared with a new replacement.

COMMITTING TO MORE RESPONSIBLE DIGITAL TECHNOLOGIES

In 2023, Fnac Darty signed the FTCC (French Tech Corporate Community Mission) sustainable IT charter.

In this perspective, a "Green IT" approach was kick-started in-house to calculate the Group's digital impact and activate reduction levers, such as extending the life span of equipment, hosting data at eco-responsible service providers and raising teams' awareness of their day-to-day practices.

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KEY FIGURE

**3.1 M**

tonnes of CO₂ from products sold, throughout their life cycle -4% vs 2022



Climate strategy

INTEGRATING

challenges linked to biodiversity

Directly linked to climate challenges, recognising biodiversity is a crucial step in lowering the impact of our activities on ecosystems, thereby safeguarding them and spearheading initiatives that foster their protection.

ASSESSING OUR IMPACT ON BIODIVERSITY

In 2023, the Group completed a measurement of the impact of its activities on biodiversity, using the Global Biodiversity Score (GBS) tool. This assessment tool developed by CDC Biodiversité examines the contribution of economic activities to pressures on biodiversity and determines their impact.

This review illustrated that the impact intensity of the Fnac Darty Group is more moderate than the global average among companies and mainly relates to its impact on the climate. These results provide an initial basis on which to draw up a reduction plan aligned with the Kunming-Montreal* goals.

Results of the impact assessment were as follows:

- nearly 86% of the Group's terrestrial dynamic impacts are related to "climate change" pressure. The remaining impacts are mainly generated by "land use".
- the "upstream scope 3 – product manufacture" item accounts for more than 98% of static terrestrial and static aquatic impacts;
- nearly 60% of impacts are related to terrestrial ecosystems and 40% to aquatic ecosystems.

* The Kunming-Montreal Global Biodiversity Framework is a strategic plan adopted by the 15th Conference of Parties to the Convention on Biological Diversity, held in December 2022 (COP 15).

** International Union for Conservation of Nature

THE NATURE & DÉCOUVERTES FOUNDATION ASPIRES TO DEEPEN PEOPLE'S CONNECTION WITH NATURE

Since 1994, the Nature & Découvertes Foundation has endorsed grass-roots, non-profit projects to protect biodiversity and actively educate those who connect with nature. Placed under the aegis of the Fondation de France, since 2005, it has been a member of the IUCN**.

In 2023, alongside seven other foundations and the "1% for the planet" movement, it launched the second Call for Commons "for education in contact with nature". Achieving total donations of €512,411, to which the Nature & Découvertes Foundation contributed €100,000, 29 projects benefited from this support.

PROMOTING SUSTAINABLE CONSUMPTION AND **AN EDUCATED CHOICE**

Climate strategy





Climate strategy

Our APPROACH

The Group's commitment to sustainable consumption and making an educated choice is our *raison d'être* and at the heart of our "Everyday" strategic plan. Our ambition is to accompany our customers towards more responsible consumption.

To achieve this, we select and showcase more reliable products that are more repairable and less energy intensive, boosting suppliers to focus on the eco-design of their products and prioritising an extension of their life span – particularly through repair and re-use services – as well as overseeing product recycling.

KEY FIGURES

Waste management

**42 K T**

| of WEEE* collected

**70.6%**

| of waste recycled

Repair and reuse

**≈ 3,000**

| dedicated repairers

**1,125,000**

| Darty Max subscribers

**2.5 M**

| products repaired

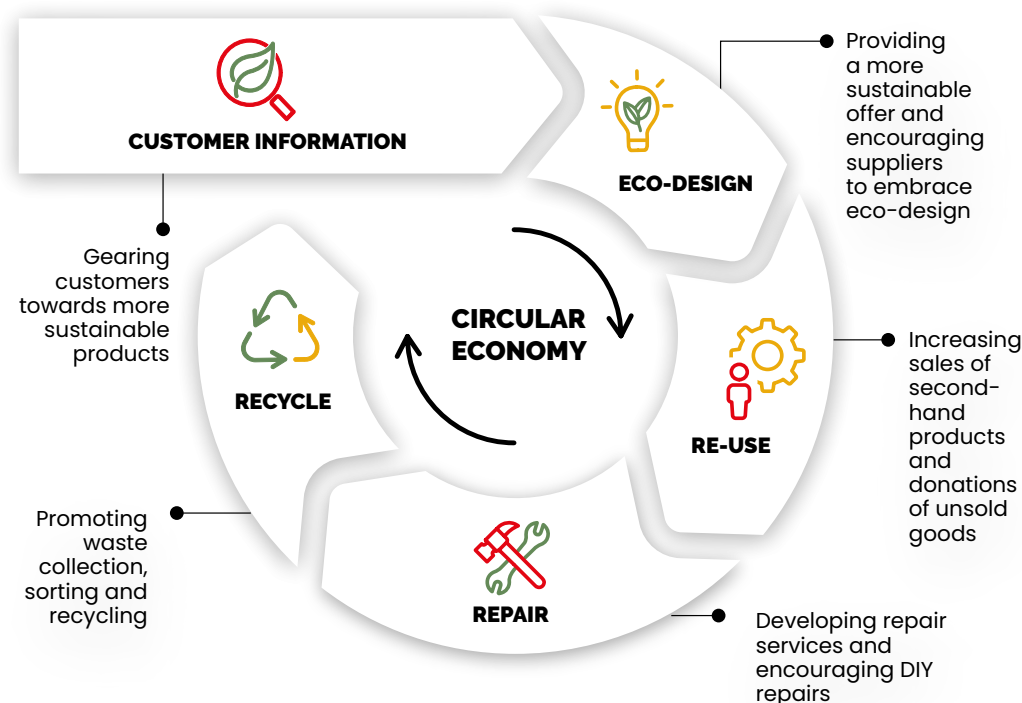


Almost

600 K

| products donated to associations

ACTIVATED DRIVERS



*Waste Electrical and Electronic Equipment



Climate strategy

INFORMING CUSTOMERS

and developing the offer, to enable an educated choice

In order to help customers towards more responsible consumption and choices, the Group has bolstered the availability of information on product performance to customers while creating new services to meet these needs.

PROVIDING USEFUL INFORMATION TO MAKE AN EDUCATED CHOICE

The product sustainability score

Fnac Darty calculates a sustainability score for each product based on its reliability (breakdown rate) and its repairability (repair rate, availability of spare parts). Weighted against the volume of each product sold, this score enables improvements to product ranges.

KEY FIGURES

Customer information

**95**

product families covered by the After-Sales Service barometer (vs 80 in 2022)



Sustainability score

118

target of 135 by 2025 (vs 100 in 2019)

The After-Sales Service Barometer



An essential decision-making and benchmark tool, the 6th edition of the After-Sales Service Barometer was extended to 95 domestic appliance and technical product categories and more than 160 brands. It assists customers in making an educated choice and encourages suppliers to accelerate their approach to extend the life span of their products.

[Learn more](#)

The "Sustainable Choice" label



Helpful in guiding customer choices, the "Sustainable Choice" label serves to highlight the most reliable, repairable and eco-friendly products.



More than
900

"Sustainable Choice" items

[Learn more](#)

DELIVERING ALL-NEW SUSTAINABLE SERVICES

A solution dedicated to energy savings

In the autumn of last year, Darty joined forces with Voltalis to provide customers with a free energy-saving solution, which serves to optimise electricity consumption from heating.

Introducing an expanded repair service with HomeServe



In October 2023, Fnac Darty strengthened its partnership with HomeServe, unveiling the first-ever unlimited maintenance and repair subscription for plumbing and electrical needs: "MaisonRelax".

Supporting customers in their digital lives

Initiated in 2023, the "Fnac Vie Digitale" service responds to the digital needs of consumers, including user and device protection, expert advice and access to the benefits of the Fnac+ programme. This service therefore gives customers peace of mind, guaranteeing digital security, particularly for families.



Climate strategy

Promoting maintenance AND REPAIRS

Repair is an essential driver for extending the life span of technical and household electrical appliances, thereby reducing their impact on the environment while also creating local jobs. To accelerate this transition to a more circular economy, the Group harnessed the expertise of its 3,000-strong technicians – France's leading After-Sales Service.

MAKING REPAIRS EASIER THANKS TO DARTY MAX

With the Darty Max service, customers can easily opt for repairs, with no limits on the number of devices, breakdowns or age, as long as spare parts are available. Second life products sold by the Group are also covered by this service. A key pillar of the “Everyday” strategic plan and the Group’s low-carbon trajectory, Darty Max celebrated one million subscribers in 2023. Since 2021, an equivalent service is also offered by Vanden Borre in Belgium.

1,125,000 Darty Max and Vanden Borre Life subscribers at end-2023.



DID YOU KNOW?

40-70%* of all breakdowns are due to lack of maintenance or improper use of appliances. The Darty Max service, extended to the Fnac, includes preventive maintenance of devices in the form of an annual video-conference meeting with a Darty expert.

KEY FIGURES



190,000

tonnes of CO₂ eq** avoided in 2023 through repairs performed by our After-Sales Service technicians in the home and the workshop.

*According to an Ademe study

** Calculation methodology validated by an independent external certifying body in January 2023

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Climate strategy

Giving products A SECOND LIFE

The sale of reconditioned and second-hand products helps drive forward our transition to a more circular economy. Donating our “non-saleable” new products is also an important driver of the Group’s solidarity policy.

PROMOTING CIRCULARITY THROUGH REUSE

Used products?
We'll pick them up!

The Group has initiated reuse schemes to encourage customers to place their second-hand products on the market. In exchange for a voucher, Fnac and Darty take back technical products such as smartphones, cameras and other multimedia devices. Products can be taken back to a store or online by dropping them off at a pick-up point. Most of these products are then refurbished and resold directly by Fnac Darty.

DEVELOPING A HIGH-QUALITY “SECOND LIFE” PRODUCT OFFER

The Group decided to position its second-hand product offer alongside its new product offering, and to supply its online and in-store customers with a second life alternative while upholding the same standards of quality, trust and service as epitomised by its brands, in terms of After-Sales Service (with a two-year warranty), delivery-installation and related repair services (including second-hand products as part of the Darty Max service).

DONATING OUR NON-SALEABLE NEW PRODUCTS

Fnac Darty donates non-saleable new products to associations as well as social and solidarity economy companies. In 2023, almost 600,000 products were donated to associations including the Agence du Don en Nature, Emmaüs France, Bibliothèques sans Frontières, Envie and Secours Populaire.

KEY FIGURE



€120M
second-life volumes
resold in 2023
(+30% vs 2022)



Climate strategy

OPTIMISING PACKAGING

and reducing waste

In an endeavour to limit related environmental impacts, the Group is elevating its performance with respect to packaging and waste management. This involves both contributing to collection and recycling at a national level as well as efforts to shrink packaging and champion eco-design.

CONTRIBUTING TO WASTE COLLECTION AND RECYCLING

Last year, working in tandem with Ecosystem, Fnac Darty decided to round out its WEEE* collection service with a new free and unlimited service for bulky domestic appliances. Collection is no longer conditional on purchasing in store or on Fnac and Darty e-commerce sites; it now enables all French consumers to easily recycle their domestic appliances at no cost, promptly and irrespective of their custom at Fnac Darty.

**42,000**

| tonnes of WEEE* recycled

IMPROVING THE DESIGN OF OUR PACKAGING

To limit the packaging of own-brand products, Fnac Darty triggers several drivers:

- incorporation of recycled plastic in non-visible product components;
- removal of polystyrene in packaging and replacement with cardboard supports;
- 100% cardboard packaging for new "Accessory" type products, listed for the Group's own brands.

Furthermore, the Group also takes action at the level of waste packaging generated by own-brand product logistics (pallets, protective wrapping, etc.). Numerous initiatives were led to optimise this packaging, including the use of 100% recycled and recyclable stretch film in warehouses, and replacement of plastic cushioning with recycled and recyclable kraft, saving 20% in plastic rolls. The volume of packaging (cardboard and plastic) purchased was down 17% from 2022.

OPTIMISING MANAGEMENT AND RECYCLING WASTE

Fnac Darty deploys a centralised waste management system for stores and warehouses in order to monitor its performance and correct any potential shortcomings. The Group also invests in equipment and has conducted new processes with a view to improve sorting and reduce the number of collections.

As such, some strategic sites were fitted with compactors, which enable them to reduce the number of journeys, and to package the materials in a way that allows them to be sold to recycling channels. The waste recovery rate increased from 68.1% in 2022 to 70.6% in 2023.

DEVELOPING OUR MOST VALUABLE ASSET: **PEOPLE**





Our HUMAN CAPITAL

With close to 25,000 employees, 3 out of 4 who have direct contact with customers, planning and supporting rapid changes to business lines, guaranteeing employee health and safety and boosting their engagement are the major challenges faced by the Group.

ACTIVATED DRIVERS

- Attracting and retaining talent, particularly in professions with shortages and in growth areas.
- Capitalising on all our talent
- Supporting changes in businesses and work organisations.
- Developing the sense of belonging, social ties and quality of life at work.

KEY FIGURES



Almost

25,000

employees, 18,000 located in France



89%

| of permanent contracts



94%

| of employees trained in 2023



33%

| of women in Leadership Group* roles

PROMOTING SHARED VALUES

“Tous Leaders” (“All Leaders”), the Group’s corporate culture programme continued in 2023 focusing on three priorities:

- an “All Leaders” objective was set for all head office executives to provide them with self-development opportunities under one of the programme’s five operating principles by working on the “life skills” part of their performance;
- a co-opting platform was launched in 2023 to enable all Group employees to share positions open to external recruitment with those within their networks;
- working groups met in 2023 to prepare a team seminar programme, with the aim of calling managers and their teams to action on the five operating principles. In 2024, rolling this programme out will enable collective action plans to be launched for each team.

* Of the Group’s 200 or so top managers



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ATTRACTING AND RETAINING TALENT,

particularly in professions with shortages and in growth areas

To support the diversification of our business activities, the development of e-commerce and repairs, specific positions are essential. These include After-Sales Service technicians, delivery and installation staff, kitchen sales designers and web developers. However, these profiles suffer shortages and are hard-to-fill job roles. Several drivers were activated to attract and retain talent.

DIVERSIFYING

RECRUITMENT SOURCES

In 2023, two new measures were tested to foster diversity in recruitment. A co-opting system was introduced to promote recruitment. All employees have the option to co-opt a candidate using a designated platform. If a co-opted candidate is successful, the employee is offered a bonus of €500 for recruiting an executive and €1,000 for a candidate in a profession with shortages.

A simulation-based recruitment pilot (MRS) was run in conjunction with France Travail for the role of domestic appliance repair technician. Individuals who pass the tests are then offered "job-dating" and referred to the required training course. This approach allows for recruitment of a variety of profiles, regardless of their initial qualification or their business experience.

ACCELERATED TRAINING IN THE REPAIR PROFESSIONS

One year after founding its Apprentice Training Centre (CFA), in 2023, the Fnac Group kick-started a certified training course for technicians specialising in domestic appliance and multimedia device repairs. This immersive six-month programme offers a solution to hire repair technicians in the short- and medium-term within the Group. By developing this training, Fnac Darty is cementing its status as a leading repairer while actively helping to establish a fully-fledged repairs sector throughout France.



Fnac Darty hired

500+

After-Sales technicians
to drive its strategy

SUPPORTING THE DIVERSIFICATION OF OUR BUSINESS ACTIVITIES

The Kitchen Academy provides a specific pathway which was developed to cater to training needs for the kitchen design-installation business. 2023 saw 298 employees receive training via this course.

© Rea

KEY FIGURES Tech Académie



27

| classes



176

| graduates in 2023



236

| students



116

| permanent contract hires
at the end of training



Capitalising on ALL OUR TALENT

Fnac Darty has implemented several actions to upskill all talent within the Group and champion the diversity of people's backgrounds by advocating women's potential and leveraging the added value contributed by all generations, whether "young or old".

1ST ASSESSMENT OF DIVERSITY AND INCLUSION POLICIES

Together with Mixity, Fnac Darty conducted an initial impact study on its policies using methodology recognised by the French Ministry for Gender Equality. The Group achieved a score of 75%, exceeding the benchmark for companies in the retail sector.*

PROMOTING GENDER EQUALITY THROUGH MENTORING

Created in 2021, the Ex Aequo network has over 220 members, both women and men. The network aims to remove obstacles to equality and to support the careers of women within the Group. Last year saw the Group extend the roll-out of this mentoring programme for women which was initiated in 2022.

COMMITTING TO COMBATING EVERYDAY SEXISM

In 2023, the Group signed up to the #StOpE initiative (stop casual sexism in the workplace), alongside 47 other new companies and organisations.

In this way, the Group is committed to providing information and raising awareness about sexist behaviour and its impact as well as taking action against casual sexism.

In 2023, these commitments were shared with the entire Leadership Group**, under the banner "zero sexism in Fnac Darty".

ATTRACTING "YOUNG" TALENT

Fnac Darty leads a work-study policy across all Group entities. The Group maintains long-term relationships with training providers, offering degree courses related to the Company's business lines. In 2023, the Group welcomed nearly 1,391 work-study participants in France.

KEY FIGURES

**33%**

of women in Leadership Group** roles in 2023
(+7 points in two years)
Everyday 2025 goal: 35%

**39%**

of staff
are women

**88/100**

score on the French
Gender Equality Index

**28%**

senior employees
(vs 27% in 2022)

**5%**

of employees with
disabilities in the
permanent workforce

* Companies identified in the same business sector as Fnac Darty from among the 138 organisations that have measured their diversity and inclusion policies with Mixity.
** Leadership Group: approximately the top 200 managers at Group level.



SUPPORTING

changes in business lines and work organisations.

Performance, expertise, professional development: Fnac Darty has made these challenges strategic priorities in order to guarantee the employability and fulfilment of employees in their careers and to better meet customer expectations.

DRAWING ON THE EXPERTISE OF OUR TRAINING CENTRE: THE ACADEMY



Working in support of the Group's new strategic directions, The Academy has been Qualiopi-certified since 2021: a testament to quality enabling the centre to run external training programmes. An additional Qualiopi certification was achieved to validate the activities of an in-house Apprentice Training Centre (CFA), with the first class enrolled at the end of 2023.

PLACING EXPERTISE AT THE HEART OF OUR BUSINESS LINES

As in-store ranges are constantly changing, leading-edge expertise in products, related services and sales techniques is required. Via the Expertise programme, employee knowledge is assessed via a quiz at the start of the year. Results are used to create three training groups and adapt the sessions in line with the identified needs with respect to knowledge.

"CONTINUOUS CONVERSATION": A MEASURE TO FACILITATE DIALOGUE

In 2023, the "Continuous Conversation" project was launched with the aim of improving dialogue between managers and their teams. Interviews are carried out, enabling them to take stock two or three times a year, using a formal model.

KEY FIGURES

**94%**

of employees received training in 2023

**41**

Tech Academies opened since 2019 in collaboration with the Apprentice Training Centres (CFA)



Developing the sense of belonging, social ties and QUALITY OF LIFE AT WORK

Protecting the health and ensuring the safety of our employees are top-of-mind for Fnac Darty. In this spirit, the Group has invested heavily in training its teams, and particularly managers, in order to shore up risk prevention.

PROMOTING FREEDOM OF EXPRESSION REGARDING WORKING CONDITIONS

The Group provides various means by which employees can freely express themselves on the content and organisation of their work:

- Supermood, an innovative and anonymous tool for listening to employees, affording them the opportunity to express their opinion and expectations then enables managers to provide appropriate, targeted and fast responses. **In 2023, the recommendation rate* was 72.3%.**
- An external listening hotline with occupational psychologists is open to all 24 hours a day, 7 days a week.

*Portion of employees scoring between 7 and 10 on a scale of 0 to 10.

** Career and professional development management

PREVENTING RISKS IN THE MOST HAZARDOUS OCCUPATIONS

Fnac Darty via its GEPP** agreement has identified professions with a “high physical impact” in order to qualify them for certain specific measures. In particular, this concerns the professions of delivery driver, technician and order picker. In this way, targeted preventive measures were implemented, including:

- investments aimed at improving the comfort of work stations and the working environment (installation of safety barriers, alarms, floor markings, etc.);
- for certain sites, implementation of prevention workshops with a physical therapist and consultations with an osteopath;
- the overhaul of the “movements and posture in the workplace” training with a roll-out scheduled for 2024.

RAMPED UP TRAINING INITIATIVES

In 2023, to prevent risks in the most hazardous jobs, several types of training were strengthened or developed: regulatory training, (electrical accreditation, movements and posture in the workplace, first aid at work, gas safety, etc.) as well as specific courses for managers (safety management, crisis management, permanent site opening).



KEY FIGURE

50,752

training hours focused
on safety in 2023
(+6.2% vs 2022)

ACTING ETHICALLY THROUGHOUT THE **VALUE CHAIN**





Our ETHICAL APPROACH

Fnac Darty is committed to acting with integrity, both in its operations and at every stage of its value chain. The Group strives to uphold ethical principles in its relationships with its employees, suppliers, customers, partners and shareholders.

ACTIVATED DRIVERS

- Ethical principles shared with Group stakeholders across the board.
- Appropriate governance bodies and training programmes.
- Risk mappings, policies and specific preventive and mitigation measures to protect personal data, combat corruption, monitor indirect purchasing and uphold the duty of care.
- An ethics whistleblowing platform is hosted by an external partner, accessible to third parties and available in all Group languages.
- Responsible fiscal policy.

AN ETHICS APPROACH SHARED THROUGHOUT THE GROUP

Our Code of Business Conduct reaffirms the fundamental principles which must govern each and every person's behaviour in a professional setting, both individually and collectively.

The Gifts and Benefits Charter outlines the Group's rules and provides guidance for employees on what to do when they receive gifts or invitations.

The Prevention of Conflicts of Interest Charter helps employees to avoid such situations and makes them aware of how to act appropriately.

The ethics whistleblowing platform allows for whistleblowing in complete confidence through an encrypted reporting site that guarantees anonymity.

RAISING EMPLOYEE AWARENESS AND TRAINING

7 e-learning modules:
Code of Conduct, Gifts and Invitations, Whistleblowing, Conflicts of Interest, Assessment of third parties, Risk mapping, Ethics and managers.

KEY FIGURES

**99%**

of exposed employees trained in conflict of interest risk

**82%**

of contracts include the Code of Business Conduct



Analysis of GDPR risks

100+

project secured a visa from the DPO and the legal team



Identifying and preventing RISKS

Under its Vigilance Plan, the Group establishes a regularly updated risk matrix to cover risks relating to serious human rights infringements, as well as damage to people's health and safety, and to the environment. Its scope covers all the Group's activities, including those of its subsidiaries, suppliers and direct partners.

SPOTLIGHTING A NEW ORGANISATION FOR RISK MANAGEMENT

Since January 2023, a new Risk Department, reporting to the Group's general secretariat, oversees coordination of measures to reinforce internal control and risk management.

COLLECTIVELY IMPROVING SUPPLY CHAINS

Fnac Darty partnered with the Initiative for Compliance and Sustainability (ICS), a multi-sector initiative enabling members to collaborate through common tools, share social and environmental audits conducted on production sites, and thereby participate in reducing the number of simultaneous audits.

3 LINES OF DEFENCE IN RISK PREVENTION



KEY FIGURES

**10**

| internal auditors

**103**| auditing criteria,
with 27 CSR-related**85**| plants audited
on environmental
criteria in 2023More than 1,325 Marketplace
sellers tested and**96**| sellers removed from
the approved list



CONDUCTING A RESPONSIBLE

Indirect Purchasing Policy

Fully aware of the social and environmental impacts of its indirect purchases, the Group is committed to a global and sustainable performance approach for the Company and the stakeholders in its ecosystem.

Our responsible purchasing approach has been Responsible Supplier Relations and Purchasing labelled out to 2025.

OUR THREE CORNERSTONE COMMITMENTS

- Acting as a responsible purchaser regarding suppliers, and working to continuously improve purchasing practices, by forging long-term, balanced relationships with suppliers.
- Helping to achieve the objectives set in the Group's CSR roadmap in terms of climate change and durability/recyclability/eco-design of products by incorporating social and environmental responsibility into the purchasing processes.
- Encouraging the Group's partners to develop their own CSR approach, by promoting and monitoring the procedures and initiatives of Fnac Darty suppliers.

KEY FIGURE



83%

of indirect purchasing tenders include CSR criteria

A RESPONSIBLE FISCAL POLICY

Fnac Darty is committed to paying taxes in the countries where it operates and does not participate in any tax avoidance schemes. This commitment contributes directly to the development of local communities and countries.

More than €73 million taxes paid in 2023





PROTECTING

personal data

With millions of monthly visitors to our commercial websites and close to 12 million subscribers, personal data protection is a priority for Fnac Darty, forming the cornerstone of the Group's digital strategy.

CONTINUOUS IMPROVEMENT OF DATA PROTECTION

A "privacy by design" procedure ensures that personal data protection issues are properly addressed from the outset when projects are designed and tools selected. In 2023, more than 100 projects were reviewed, securing the visa of the DPO and the legal team:

- A 4-person data protection team
- Data Protection Officers (DPOs) in every subsidiary
- General Data Protection Regulation (GDPR) officers in each major department
- Regular training and awareness sessions

We also work to implement governance factoring in Artificial Intelligence (AI) issues, notably via the launch of a Data & AI Factory.

OVERSEEING CYBERSECURITY

To ensure the protection of information systems and all Group third-party data, governance and resources have been allocated to cybersecurity.

In 2023, the IT Charter was updated with the incorporation of the new restrictions relating to the development of artificial intelligence (AI). Fnac Darty has been PCI-DSS certified since 2021, illustrating the robustness of its commercial systems and its data theft prevention systems.

KEY FIGURE

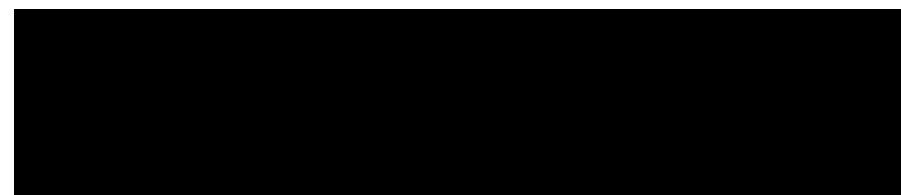


8.9 M

malicious requests blocked
(+30%) vs 2019



To enable customers to manage their data more effectively, Fnac Darty rolled out a "Preference Manager" tool for darty.com and fnac.com customer accounts.



CONTRIBUTING

**TO THE SOCIAL AND CULTURAL
DEVELOPMENT OF TERRITORIES**





Our contribution to THE TERRITORIES

With its network of stores throughout France, Fnac Darty helps boost the economic appeal of the cities where it operates – by creating jobs and backing local projects – and plays a social role for customers at local level.

Widening access to culture for all, one of our long-standing missions, is made tangible via year-round cultural events hosted in Fnac stores and during large-scale gatherings that bring people together.

SERVING AS A REGIONAL PARTNER

2023 saw high inflation, which considerably impacted household purchasing power and aggravated the difficulties faced by people in precarious situations. Against this backdrop, the Group's long-established policy of contributing to the social and cultural development of regions takes on its full meaning, by widening access to culture, by accentuating its positive impact on regions and by pursuing a solidarity policy to combat insecurity and exclusion.

ACTIVATED DRIVERS

- Promotion of cultural diversity and new cultural trends (comics, manga, video games).
- Support for artistic literary and musical creations (Fnac Live, literary prizes, etc.).
- Continued store openings, particularly via franchises.
- Development of solidarity initiatives.
- Promotion of donation collections from customers.

COMMITTING TO CREATE VALUE LOCALLY

By opening up new stores, providing employment that cannot be offshored, and even paying our taxes where we create value, we actively contribute to the economic, social and cultural life of the regions where we operate.

Braderie Solidaire de Dijon

KEY FIGURES



43

store openings in 2023,
including 28 in France



€73M

More than
in taxes
paid in 2023



7,000

cultural events
hosted, with close
to 1,400 in France



252,000

books collected for
Bibliothèques Sans Frontières
(France and Switzerland)



GUARANTEEING ACCESS

to culture for all

For over 40 years, Fnac has sought to widen access to culture for all, in all its diversity. This customer-centric approach is reflected in a host of free cultural events such as Fnac Live and ceremonies for prestigious literary prizes: the Prix Goncourt des Lycéens, the Prix du Roman Fnac and the Prix de la BD Fnac France Inter.

SPARKING CULTURAL INTERACTIONS

In 2023, the Group continued its cultural commitment to bringing creators and their audiences closer together, with the same ambition as ever: to build bridges between disciplines and artists (emerging and established), without losing sight of the principle of widening access to culture, which is its key strength. In 2023, no fewer than 70,000 customers benefited from nearly 1,400 events, in 145 stores throughout France, confirming Fnac's leading position in the local cultural scene.

RENEWED INVESTMENT TO SHOWCASE PHOTOGRAPHY

In 2023, Fnac rekindled its ties with the world of Photography, spearheading two major initiatives. First, via a special contribution to the Prix Nadar, which honours the originality of a French photography book published in 2023, and via its endorsement of the "Tremplin Jeunes Talents" sponsorship programme for young talent, delivered as part of the Planches Contact de Deauville festival.

ACTIVATED DRIVERS

Encouraging literature in all its forms and cementing Fnac's status as a strategic player in the publishing world Prix du Roman Fnac (Fnac novel prize)/ Prix Goncourt des Lycéens (literary prize)/ Prix BD Fnac France Inter (comic prize)

Working with established artists and promoting the best of the current music scene Fnac Live Paris festival/ Prix Joséphine des jeunes artistes (Joséphine Young Artists Prize)

Renewing historic ties with photography "Tremplin Jeunes Talents" programme of the Planches Contact de Deauville festival/Special contribution to the 69th edition of the Prix Nadar

Digitising and modernising Fnac's role as a source of recommendations More than 1 million unique visitors to the Éclaireur Fnac website

Promoting Fnac's cultural actions internationally 7,000 events organised in 2023 at the Group level and across the franchise network.





IMPLEMENTING

solidarity-based actions

Fnac Darty kick-started initiatives aimed at forging bonds with associations and backing a series of local projects, via financial or product donations, made directly to the Group's partner associations or through customer donations via charitable rounding at the checkout.

STEPPING UP DONATIONS OF NON-SALEABLE NEW PRODUCTS

In 2022 and 2023, a new solution enabling the donation of non-saleable items directly by and from stores was deployed in all Fnac, Darty and Nature & Découvertes stores. It was introduced in conjunction with Comerso, one of the leading players in the recovery of unsold items which developed a logistics and IT management solution for in-kind donations. As a result, stores can donate directly to local associations.

FACILITATING CUSTOMER DONATIONS THANKS TO CHARITABLE ROUNDING

Since 2022, Fnac Darty has successfully increased the impact of checkout donations through the deployment of a charitable rounding solution in partnership with Microdon, which aims to automate the process of suggesting donations at checkouts.

In 2023, this scheme raised nearly €450,000 in Fnac stores, which went to the Un Rien C'est Tout association and the Nature & Découvertes Foundation. In 2024, the same scheme was extended to all DARTY stores.

THE "BIG BOOK DRIVE"

In 2023, Fnac organised its eleventh Big Book drive in partnership with Bibliothèques sans Frontières (Libraries Without Borders). In doing so, Fnac joins forces with its customers, inviting them to donate their books to the association each year. This book collection, which is the largest in France, was also extended in 2022 to Fnac stores in Switzerland. In all, 252,000 books were collected.

KEY FIGURES

**€7M**

total amount of Fnac Darty solidarity initiatives



Almost

€1M

collected thanks to the range of charitable rounding measures at Fnac, Darty and Nature & Découvertes* brands

*Microdon charitable rounding, Common Cents charitable rounding and Nature & Découvertes charitable rounding.

FOSTERING CSR COMMITMENT WITHIN OUR SUBSIDIARIES





COMMITMENT

at the heart of Nature & Découvertes' values

For Nature & Découvertes, the first certified B Corp in France and a mission-driven company, this commitment has been an essential driving force for more than 30 years. It takes concrete form through its selection of products and the endeavours of its Foundation.

A COMMITMENT TO REDUCING EMISSIONS

To this end, Nature & Découvertes defined an overall trajectory to shrink carbon emissions focused on the product families that generate the most emissions, with the goal of reducing emissions by -26% out to 2030.

A SUSTAINABLE INNOVATION DIVISION

At Nature & Découvertes, the Sustainable Innovation Division supports product managers and works with suppliers to improve the offer design as well as to curb the environmental impact of products, from design to end of life. To make its offering more sustainable, Nature & Découvertes operates according to a list of 25 failure-point criteria. The 2,800 most impactful products were filtered based on these requirements in 2023.

KEY FIGURES

**1ST**

certified B Corp retail company in France

**60.2%**

of 2023 revenue generated from positive impact products*

**75%**

of actively listed products meet at least one responsible purchasing criteria

**20.8%**

of products are certified/labelled in the 2023 Offer

NATURE & DÉCOUVERTES FOUNDATION

Since 1994, the Nature & Découvertes Foundation has supported grass-roots charity projects to protect biodiversity and educate others about nature. In 2023, the Foundation funded 149 projects for an amount of €498,138, providing €224,200 to 100 local projects as part of its Coup de main ("Helping Hand") committees.



**FONDATION
NATURE &
DÉCOUVERTES**

SOUS L'ÉGIDE DE LA FONDATION DE FRANCE

** Products which as well as satisfying the needs and desires of customers have a beneficial impact on society and/or the environment.*

UNPRECEDENTED MOBILISATION FOR THE BLOOM ASSOCIATION

During its national charitable rounding campaign supporting the BLOOM association at the end of 2023, Nature & Découvertes imagined an omnichannel communication solution and a partnership with makesense, to mobilise its communities and increase their awareness. The event was an opportunity to demonstrate the commitment of the Nature & Découvertes Foundation and highlight the BLOOM association's efforts to protect the oceans, and more specifically the critical challenge of marine protected areas. The campaign raised close to €75,000.

THE FIRST YEAR AS A MISSION-DRIVEN COMPANY

By adopting mission-driven status at the end of 2022, Nature & Découvertes committed to a voluntary approach with its raison d'être as its focus, enshrined in its legal by-laws: to make a genuine commitment to society.

In 2023, to fuel and challenge the directions taken to implement the objectives in its by-laws, a mission committee was formed with experts in sustainable development, the ecological transition, biodiversity and learning about the natural world. A first mission report, audited by an independent third party, is to be issued in summer 2024.



THE ACTIONS

of our European subsidiaries

Whether it's in Belgium, Switzerland, Portugal or Spain, our subsidiaries actively contribute towards making our CSR commitments a reality. CSR representatives develop and execute roadmaps adapted to the specificities of each country and its customers, working closely with the Group CSR department.



SPAIN

Designing more sustainable stores

The Green Store Challenge is a competition which aims to encourage stores to opt for a more sustainable model. Drawing on an in-house label, including a standard assessment as well as a verification protocol based on ISO 17029 and ISO 14065, this competition enables measurement of CSR performances and progress made by stores. Within the network, this eco-virtuous undertaking promotes shared best practices. Each year, the best stores receive awards at a special ceremony.



SWITZERLAND

Developing second life services

In 2023, Fnac Switzerland introduced second life spaces in all of its 25 stores, directly built into the ranges presented in their various departments. This initiative involved personal computers, telephones, sound systems, photography equipment, connected objects and even gaming devices. All with the support of the Fnac second life platform as an extension of the store offering.

Transforming the transportation fleet

Fnac Switzerland continues to switch part of its transportation fleet for packages ordered online to hydrogen-powered vehicles. The goal is to transition all vehicles to models that emit less carbon.



PORTUGAL

Reducing the impact of energy consumption

In 2023, Fnac Portugal continued its efforts to reduce energy consumption. Centralised technical management systems, installed in all stores, enable programming guidelines and maximum optimisation of working schedules, notably for air conditioning and lighting systems. All of these measures enabled a 10.15% reduction in energy consumption at constant scope in 2023.



BELGIUM

Investing in people

Each year, Fnac Vanden Borre invests in a training plan for all of its businesses and employees. In 2023, 38,000 training hours were delivered and 96% of employees received training in at least one course. Parallel to this, the roll-out of the "Why, How, What" communications campaign for employees sought to make a connection between business, the Everyday strategy, the 5 CSR pillars and the Group's values.

FNAC DARTY

