

KURT GEIGER

Kindness with every step

SUSTAINABILITY STRATEGY LAUNCH 2023



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ORGANISATIONAL DETAILS

- Legal name: Kurt Geiger Ltd.
- Nature of ownership and legal form: privately owned, incorporated entity.
- Headquarters: 24 Britton St, London EC1M 5UA.

ENTITIES INCLUDED IN THIS REPORT

- Kurt Geiger Ltd.
- Kindness Foundation incorporated and registered with the Charity Commission.
- All the entities in our financial reporting are also included in our sustainability reporting; see our last registered accounts filed at Companies House.

REPORTING PERIOD, FREQUENCY AND CONTACT POINT

- This report launches our Kindness with every step sustainability strategy. It sets out the work carried out to date and our ambitions in four strategic areas across our entire value chain.
- Date of publication: December 2023.

CONTACT FOR ENQUIRIES

- Laura Treacher
(LauraTreacher@kurtgeiger.com).

ASSURANCE

- The contents of this report have been approved by the Board; it has not been externally assured.

ABOUT KURT GEIGER AND OUR VALUE CHAIN

We are a fashion business with a difference

We embrace kindness and inclusivity to empower our customers to be themselves, creating unique shoes and accessories infused with good energy and respect for our communities. As part of our mission to inspire and unite, we strive to help advance our world towards a fairer, kinder future with equal opportunities and freedom for all. Taking action on sustainability will enable us to move further towards fulfilling our ambitions. And with a business designed to deliver kindness, we know that our employees will stand with us on the journey to long-term, sustainable growth.

WHAT WE DO

We design, distribute and sell high quality shoes and accessories, under the Kurt Geiger London, KG and Carvela brands, through shops, online, wholesale partners and concessions within upmarket department stores.

Our team of in-house shoe and accessory designers has been creating authentic, distinctive designs for more than 50 years, bringing the diversity and dynamic spirit of London to the world.

With more than 1,500 employees, we serve global markets, primarily the UK, the US and Europe. We operate 113 stores in the UK and Ireland, and distribute products in the Middle East and Australia. We are also in over 200 doors across the USA (wholesale). As our business grows and our footprint expands in international markets, embedding sustainability becomes even more important to our success.

UNDERSTANDING OUR SUPPLY CHAIN

Kurt Geiger has strong relationships with over 100 suppliers principally in Asia and Europe. We implement a globally consistent approach to sourcing, in order to respond to trends rapidly, without compromising product quality. We continuously monitor our suppliers' performance and require high levels of ethical and environmental standards, in line with international laws and regulations.

OUR EMPLOYEES

| | | | | |
|-------|---------|-----------|----|-------|
| UK | Ireland | Australia | US | Italy |
| 1,391 | 108 | 3 | 13 | 3 |



OUR MISSION AND VALUES

Our mission is to inspire and unite and to look towards a world that celebrates kindness, inclusivity and freedom.

OUR VALUES

CREATIVITY

Creativity is what drives us. We like to make unique style statements and for over 50 years our team of in-house shoe and accessory designers has been creating authentic, distinctive designs built to empower and embolden our community.

LONDON

London is our home, and we draw inspiration from the energy and spirit of the city. The city's diversity, equality and inclusion are at the core of who we are, and we strive to reflect this in every corner of our company culture. We promote equal opportunities, and advocate for an inclusive and creative environment.

KINDNESS

We harbour a passion for purpose. We look beyond fashion and continuously seek out new ways to make a kind impression on our world. Our mission is to inspire and unite and to look towards a world which celebrates kindness, inclusivity and freedom.

The rainbow is our signature. It represents our values of creativity and kindness. It represents the good energy and love we have for our community and the many ways we collectively express our individual style. This is who we are, what we stand for and the thing that unites us.



OUR SUSTAINABILITY JOURNEY

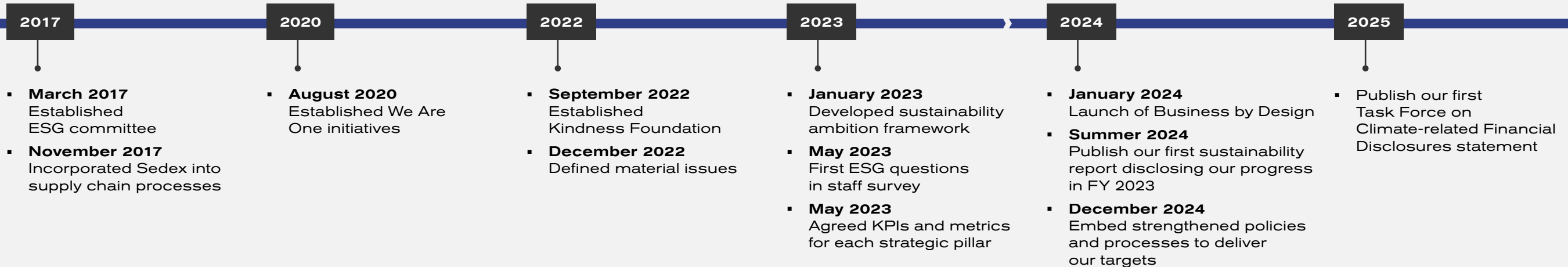
A holistic approach

Creating responsible fashion is more important than ever, as the industry faces the challenges of fighting climate change and resource scarcity, conserving nature and creating a fairer, more sustainable future. As a fashion business with supply chains extending around the world, we have a responsibility to source and make our products with kindness, protecting the environment and caring for people, while delivering high quality, distinctive designs to customers.

With a holistic approach covering our business and value chain, we have developed a strategic, comprehensive approach to our sustainability journey, informed by internationally respected standards and principles.



OUR SUSTAINABILITY JOURNEY



LOOKING AHEAD

SUSTAINABILITY STRATEGY AND GOVERNANCE

A strong foundation for our sustainability journey

Kindness sits at the heart of our strategic ambition framework and overall purpose, creating a strong foundation for our sustainability journey. Covering our entire business and including the needs of stakeholders across our value chain, the framework is underpinned by robust governance and the principles of integrity and respect.

Led by our ESG committee and approved by the Board, the work closely integrates with our business priorities and, equally importantly, reflects the topics that matter most to our stakeholders (see material topics on page 8).

We will leverage our creativity and diversity to deliver action across the four areas that matter most to our business, covering our products, supply chain and operations, employees and communities.



PRODUCT

Kind by design

We aim to design our products so they're high quality, low impact and long lasting.

[Read more on page 22](#)



ENVIRONMENT

Kindness across our footprint

We want to play our part in mitigating the impacts of our business on people and the planet across our supply chain and stores.

[Read more on page 18](#)



PEOPLE

Be kind to one another

We treat our employees, partners and customers with respect. We value diversity and foster an inclusive, collaborative workplace.

[Read more on page 14](#)



COMMUNITIES

Cultivating kindness and creativity

We're a positive force in our communities, dedicated to giving young people opportunities, support and resources to enter the creative industry.

[Read more on page 10](#)

Our level of ambition reflects the early stage of our journey and will grow as we build momentum on our social and environmental priorities. To achieve this, we will support and empower our employees to build their capabilities to create responsible supply chains, source sustainable materials and take climate action.

The policies guiding our approach include our Environmental Social and Governance, Environmental, Sustainability and Modern Slavery Statements, and our Equal Opportunities Policy. In this way, we will leverage opportunities to deliver strong design, quality and value to our customers while protecting the environment, promoting diversity and inclusion and respecting human rights. Integrating these priorities within our business will continue to unlock further potential for success.

SUSTAINABILITY STRATEGY AND GOVERNANCE continued

Robust governance of sustainability

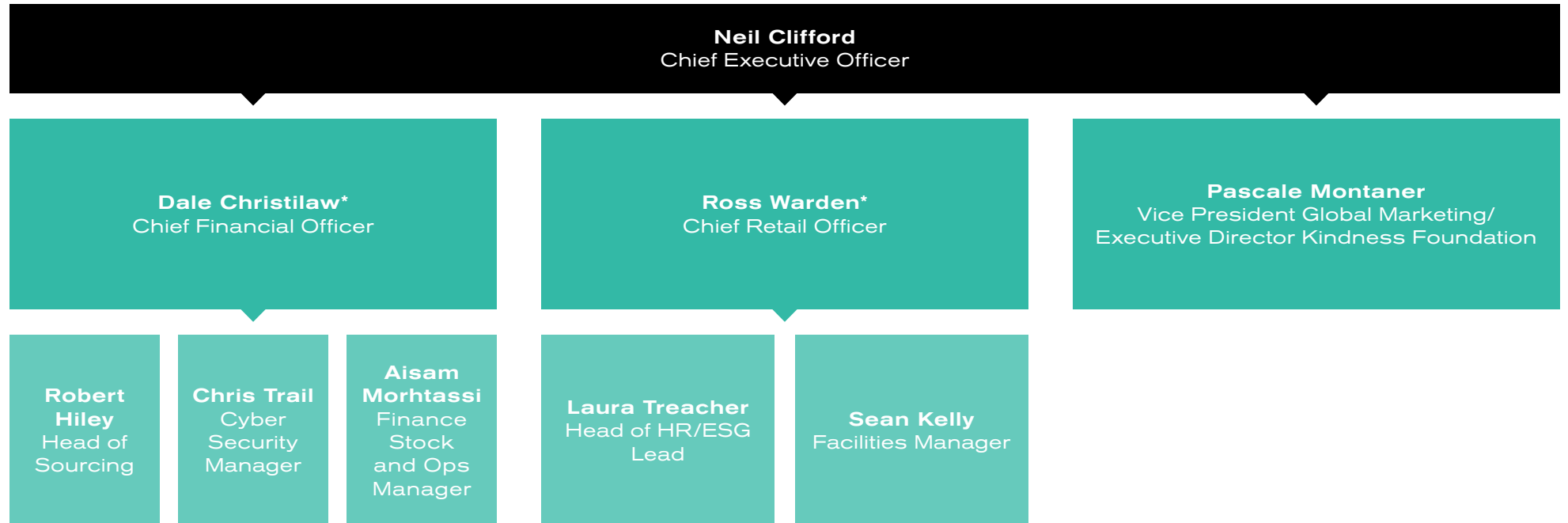
SUSTAINABILITY GOVERNANCE

Our Chief Executive Officer, Neil Clifford, holds overall responsibility for governing sustainability within our business. He is supported by Dale Christilaw, CFO; Ross Warden, CRO; and Pascale Montaner, Executive Director of the Kurt Geiger Kindness Foundation, who in turn oversee our sustainability strategy and help lead and support our ESG committees.

Dale Christilaw – Board lead of the ESG committee and works closely with the cyber security, logistics and supply chain, finance and merchandising to set the strategic direction for sustainability efforts and oversee reporting through our ESG committee.

Ross Warden – Board member of the ESG committee responsible for developing and delivering our sustainability strategy in relation to our employees and health and safety.

Pascale Montaner – member of the ESG committee and leads the strategy, policy development and execution of our community relations efforts through kindness, in particular through the upcoming Business by Design Academy.



* Executive Board member representatives.

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

We are formalising and strengthening our efforts



NEIL CLIFFORD
Chief Executive Officer

As a major fashion business, we face the great challenge of how to operate successfully while creating the kindest, most gentle footprint and maximising our positive impact, particularly among underprivileged communities.

Kind design is the way we conduct business; it's how we create positive impact on the world around us. We have always striven to be a decent company, acting responsibly and doing the right thing by our employees, customers and everyone connected to our products. Now, with this new sustainability strategy and in response to growing stakeholder interest, we are formalising and strengthening our efforts, integrating social and environmental considerations at the core of our business.

We want to be part of a broader ecosystem of human beings, collectively working to transform how fashion products are sourced and made, and taking care of our planet. I am delighted that £1 per item purchased will go to our Kindness Foundation to amplify our positive contribution to empowering young creative people.

Every day, we are attracting new talent enthused by our ambitions and wanting to contribute their skills to our journey. I know we have some distance to travel, but we are laying robust foundations for change, making continuous improvements, and I am proud of our progress so far.

As part of our work to cultivate kindness and creativity, we will soon be launching our Business by Design Academy, opening our doors to 20 young people from under-represented backgrounds keen to enter the creative industry, offering unparalleled opportunities and support to help them fulfil their potential.

I am delighted that we donated £1 million of shoes and handbags to UK health workers during the pandemic. Our employees were at the centre of this effort – delivering gift cards to their local hospitals. In Hackney, one of London's most deprived boroughs, our head office employees came together with the KIDS charity to help refurbish a playground for children with disabilities.



We want to be part of a broader ecosystem of human beings, collectively working to transform how fashion products are sourced and made, and taking care of our planet.

Importantly, we want to make products that last and are loved, not wasted – shoes and accessories that remain a favourite in people's wardrobes for years. We are rethinking our business model, focusing on making our products both desirable and sustainable, so our customers feel amazing wearing them for longer. This means working closely with our suppliers to ensure durability in accessories, and using materials that can be reused or recycled when the product is no longer in use. We are fortunate to have strong, long-term relationships with a small group of suppliers, and this trust will be essential as we seek to improve our product offering.

We have new global ambitions commercially, and as the finances of our Foundation are directly linked to our commercial success, I am excited by the opportunity to make a positive impact worldwide. In particular, I am looking forward to expanding the work of our Foundation and Academy in helping young people, who so need the best start in life. And we want to reward our customers with the knowledge that their purchase will help to improve lives.

I warmly invite you to read about our progress, challenge and plans for the future, and share your feedback with me and my team.

Yours sincerely,

NEIL CLIFFORD
Chief Executive Officer, Kurt Geiger

DEFINING OUR MATERIAL TOPICS

Identifying the topics that matter most

To identify the sustainability topics that are most important to our business and stakeholders, we undertook a materiality assessment in 2022. The resulting priority topics formed the basis for the development of our strategic ambition framework. Our approach incorporated the risk-opportunity continuum and the double materiality principle to explore how each issue could impact our business and how our activities have an external impact.

Importantly, we listened to our stakeholders and sought to determine the issues where we stand to make the greatest impact. We also reviewed integrated industry research, the policy landscape, best practice and peer progress on sustainability, together with our existing business strategy and initiatives. Harnessing these qualitative insights and conducting comprehensive risk and opportunity analysis, we were able to prioritise a definitive list of topics.

Overall, we spoke with seven individuals from different areas of the business about current sustainability priorities, attitudes and initiatives. This was complemented by ESG awareness surveys conducted among 16 employees, who gave their views on the most significant topics for the company.

We considered our global business and explored the potential impact of each topic in relation to the risk or opportunity it presents for the business over the next three years and how these can be mitigated or enhanced. When considering the likely impacts on our business we considered where there were opportunities to develop new products, services and efficiencies. By visualising these parameters, we created a score for each topic reflecting its overall importance. We discussed and agreed with our Board members to ensure their accuracy.

We will continue to review our priorities regularly as our business and industry evolve.



The scoring to determine the positioning of each topic on the matrix incorporates industry intelligence gathering, the policy landscape, stakeholder interviews, peer review and risk and opportunity analysis.

STAKEHOLDERS AND PARTNERSHIPS

Our stakeholders and partnerships

We work closely with all our stakeholders to understand their interests and concerns, and strive to continuously improve the way we address the topics that matter most to our business and diverse stakeholder groups.

Employees – We understand that the strength and success of our company is based on the dedication of our employees. We therefore survey their opinions regularly and seek to respond to their needs.

Customers – As a retail business, customers are at the heart of what we do. We innovate to offer customers high quality, affordable and sustainable products.

Suppliers and business partners – The Board values our long-term relationships with many of our suppliers. We work closely with our suppliers and set clear requirements for ethical, social and environmental standards through our supplier operating procedures manual and Modern Slavery Act statement. We monitor their performance and advise on opportunities for improvement.

Shareholders – We rely on shareholders as an essential source of capital to grow our business, and seek to act responsibly and sustainably as we create value in return.

STRATEGIC PARTNERSHIPS FOR SUSTAINABILITY

Collaboration is central to addressing global challenges such as fighting climate change, building a resilient and ethical supply chain and designing more sustainable products and packaging.

We are working with the following partners:

Supply chain



Sedex is a membership organisation whose mission is to supply data-driven insights, tools and services to help companies continuously improve environmental, social and governance outcomes.



The Leather Working Group is a global multi-stakeholder community committed to building a sustainable future with responsible leather. It drives best practices and positive social and environmental change for responsible leather production.

Carbon footprint



Ever Sustainable exists to help companies stand the test of time through sustainable business transformation that tangibly improves performance and the world around them.

Employee wellbeing



The Retail Trust is a registered charity which supports all those working in retail. Our partnership with it enables free, impartial and confidential advice for all Kurt Geiger employees alongside full and free access to a virtual GP, 24 hours a day.

Inclusion consultancy



We worked with Creative Equals to help design and deliver diversity and inclusion training for our teams.

Kindness Foundation charity partners



Brixton Finishing School offers free, in-person and online, 10-week summer courses in advertising, marketing and communication, to nurture young talent from under represented communities.



Art Start uses the creative process to nurture marginalised young people, offering a space for them to imagine, believe and represent their creative vision for their lives and communities.



Rocking Ur Teens supports teenagers, aged 13–15, to help them explore their career options and work towards building good self-esteem for a positive future.



Accumulate uses creativity to improve the wellbeing of young people who are affected by homelessness.



Jamal Edwards Delve is a grassroots youth charity founded by Jamal Edwards MBE providing young people in Ealing with opportunities to learn, work and connect.



Arts Emergency is an award-winning mentoring charity and support network that works long term with young people aged 16–25 in London, Brighton, Greater Manchester and Merseyside connecting them with mentors in the creative industries including fashion.



Gurls Talk is a community-led non-profit organisation dedicated to promoting the mental health and wellbeing of adolescent girls and young women.



Cocoon – Care After Care provides financial and practical support to young care leavers across Hounslow, Richmond and Kingston. It strives to encourage and improve quality of life.

COMMUNITIES

Cultivating kindness and creativity



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CULTIVATING KINDNESS AND CREATIVITY

We're a positive force in our communities, dedicated to giving young people opportunities, support and resources to enter the creative industry.

HIGHLIGHTS

283,000

young people reached through our charity partners

150

young people have gained mentoring opportunities

90+

hours volunteered by our employees

£750,000+

raised by the Foundation

EMPOWERED PROGRAMME



Our People Empowered campaign supports and raises the profile of local activists and community heroes making a positive impact on worthy causes. Our Empowered champions include entrepreneurs, students, athletes and models working on important issues such as disability, the climate crisis, positive body image and anti-racism. We reveal a new activist every week on our social media channels and website, celebrating stories rich in compassion, inspiration and strength. Since its launch in 2022, the programme has highlighted 68 people making a difference in their communities.



Consumers want to see evidence of authenticity and fairness being demonstrated by the firms they frequent. Our motto is that “kindness is the new luxury” and we try to encompass this in all our actions moving forward.

NEIL CLIFFORD
Chief Executive Officer

CULTIVATING KINDNESS AND CREATIVITY continued

// We aim to help young people harness their creative potential, no matter their background. By working with grassroots charities, we are reaching people who wouldn't ordinarily have access to the creative industry with practical opportunities to build their skills and expertise.

MARWA RAHMAN
Kurt Geiger Kindness Foundation Manager

OUR MANAGEMENT APPROACH

Since September 2022, the Kurt Geiger Kindness Foundation has led our community relations initiatives. Charitable giving is directly linked to sales and via our customer loyalty scheme which raises exposure for our charity partners. In addition, all employees have two days per year to use for volunteering for a charity or good cause of their choice.

COMMUNITY RELATIONS – EXPLANATION OF THE MATERIAL TOPIC

We define community relations as the efforts and initiatives undertaken to engage with the communities where we operate. We understand that our impact on local communities goes beyond economic benefits and that our business has direct and indirect impacts across our value chain. To make a positive difference, we have so far focused on activities including charitable giving, volunteering, fundraising and knowledge sharing to support charitable partners striving to include young people in the UK and the US. We aim to expand our efforts to reach communities in all markets and ultimately our supply chain.

WHY THIS IS IMPORTANT

Developing strong community relations and promoting diversity and inclusion are important to Kurt Geiger as they help to improve quality of life in our communities, while attracting talent to our business and engaging our employees. The pandemic and subsequent cost of living crisis have exacerbated challenges faced by young people from marginalised communities, who are already underrepresented in the creative industry. Only 16% of people in the UK creative sector are from working class backgrounds, 11% are from BAME communities and 4–5% have mental or physical disabilities.¹ We know that diversity is a key component of commercial success and we want to help young people, regardless of background, gain the skills they need to engage in fulfilling, creative careers.

OUR IMPACTS

Dedicating time and resources to community relations helps us deliver positive impact in the markets we operate in and for our business:

Internally: employee engagement, attraction and retention, and enhanced reputation.

Externally: access to education, training, skills and career opportunities for disadvantaged groups, and increased visibility for grass roots charities with shared values of kindness and inclusion.

CREATING A PLAYGROUND FOR CHILDREN WITH DISABILITIES

More than 150 Kurt Geiger employees helped to renovate a playground in Hackney, London, for children with disabilities and learning difficulties. Together with our charity partner KIDS, our people volunteered their time to create a safe place for the children to play and explore, supervised by the KIDS team. We will continue to support the charity in its work to provide children from all backgrounds with a better quality of life.

¹ Sources: <https://pec.ac.uk/research-reports/getting-in-and-getting-on-class-participation-and-job-quality-in-the-uks-creative-industries>
<https://creative-pec.files.svdcdn.com/production/assets/publications/PEC-report-Social-mobility-in-the-Creative-Economy-Sept-2021.pdf>
[Equality_Diversity_and_the_Creative_Case_A_Data_Report__201920.pdf](https://equality-diversity-and-the-creative-case-a-data-report-201920.pdf)

CULTIVATING KINDNESS AND CREATIVITY continued



By donating £1 for every item purchased to the Foundation, we aim to raise and distribute £1,000,000 annually for worthy causes.

KINDNESS FOUNDATION

As part of our vision for a kinder, more diverse and inclusive world, we founded the Kindness Foundation in 2022 to help promote a world where creative expression is open to everyone. We believe there is a wealth of talent that deserves to be supported into fulfilling, creative careers in fashion and beyond. And we know that supporting young people to fulfil their potential will attract more up and coming talent to our business.

Through the Foundation, we aim to make creative roles more accessible for young people, particularly those from marginalised communities, empowering them to flourish and fulfil their potential. To achieve this, we provide grant funding and practical support to social impact charity partners in the UK and US working with young people aged 13–25 to provide learning opportunities and access to the creative industry. We also help young people to thrive in the creative industry through our Business by Design Academy.

By donating £1 for every item purchased to the Foundation, we aim to raise and distribute £1,000,000 annually for worthy causes. This builds on our existing work to fund initiatives supporting young people from marginalised communities and young people through charities including Save the Children, UNICEF, the British Red Cross and KIDS UK. For example, we pledged £300,000 to a specialist college providing mentoring for emerging footwear designers and partnered with the Brixton Finishing School to offer free ten-week creative training programmes. We also partner with charity Accumulate, which provides art, design and creative writing opportunities to young people affected by homelessness. In the US, we have supported charity Art Start in enabling young people to gain experience of editorial style photography.

Looking ahead, we aim to scale up our activities by strengthening our partnerships and engaging with more charities in the US.



EMPOWERING YOUNG PEOPLE: BUSINESS BY DESIGN ACADEMY

Our new Academy, launching early next year, will offer 20 young people aged 18–20 the opportunity to complete a seven-month programme studying all aspects of our business – from design, merchandising, marketing and sales to HR and finance. Key members of our senior team and creative partners will be offering masterclasses and mentorship to help participants understand what it takes to succeed in the creative industry. And everyone will come away with an AQA certification for each field. In this way, we aim to empower more young people to pursue their dreams and gain access to better employment opportunities. Building on this, we aim to expand the initiative and create virtual classes to reach more people and increase our positive impact.

PEOPLE

Be kind to one another



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BE KIND TO ONE ANOTHER

We treat our employees, partners and customers with respect. We value diversity and foster an inclusive and collaborative workplace.

HIGHLIGHTS

56%

senior managers are female

516

colleagues made use of wellbeing services

100%

of head office colleagues completed diversity training

Zero

substantiated complaints concerning breaches of customer privacy and losses of customer data

HOW WE RETAIN AND DEVELOP OUR TALENT

We encourage and nurture our employees' performance through the Excellency Framework. In this way, we create an honest, ongoing conversation between managers and team members on how best for them to develop in their role and career. Using the framework, managers assess their teams' performance towards defined goals, with regular meetings to discuss progress in areas such as customer focus, resilience, commercial acumen, collaboration and communication.

LOOKING AFTER OUR PEOPLE – EXPLANATION OF THE MATERIAL TOPIC

We define diversity and inclusion as the extent to which people, regardless of their differences, such as gender, ethnicity, disability and sexual orientation, feel a sense of belonging and support through effective management and policies.

Human capital management is our approach to recruiting, managing and engaging with the workforce, including the moral and legal obligations to uphold high standards of employment and protect workers' rights, such as freedom from forced and child labour, the right to strike and the right to fair and just working conditions.

Occupational health and safety is the approach and culture surrounding employees' health and safety in the workplace, including assessing and supporting employee wellbeing.

Our efforts to care for our people extend to everyone working for us, including our employees.

WHY THIS IS IMPORTANT

Our people are our greatest asset. We aim to create a safe, diverse, inclusive workplace where our employees can flourish and fulfil their potential, while delivering the creativity, innovation and performance we need to grow our business. We strive to attract and retain the best talent, provide high quality learning and development opportunities, respect our employees' human rights, foster a strong culture of health and safety and promote employee wellbeing. This is particularly important post pandemic, with labour shortages and skills gaps across the UK economy posing risks to business continuity, while in the US, workplace culture is proving to be one of the most significant factors in employee retention.

In order to create the enabling conditions for success and growth, we know that offering our employees best practice and flexible working conditions will be central to ensuring a happy and motivated workforce able to perform at a high level.

OUR IMPACTS

Promoting health and safety and a diverse workplace where employees' rights are respected enables us to ensure that we deliver good performance as a business:

Internally: employee engagement, retaining talent and enhanced reputation.

Externally: reputation and talent attraction.

BE KIND TO ONE ANOTHER continued

OUR MANAGEMENT APPROACH

Our commitment to diversity and inclusion informs the way we do business and is central to our employee engagement, external communications and marketing and community relations efforts. Our staff handbook encompasses our employee policies, training, support and benefits from recruitment to retirement. These focus on employee wellbeing and development. In 2022 our senior leadership team and head office team undertook inclusion training with our external partner Creative Equals to continuously improve the way we recruit employees in order to ensure we are taking an inclusive approach. Our hiring managers in our retail teams are now working through this training. We offer high quality learning and development opportunities through our Excellency Framework and ensure employees have the best opportunities to further their personal and professional development. We have rigorous health and safety policies and procedures in place, and strive to create a culture of workplace safety.

SUPPORTING WOMEN

The majority of our colleagues are women and we are proud to offer support to help them thrive and develop their careers at every stage of life. In 2022 we introduced enhanced company maternity pay which increases the period on full pay to 14 weeks. In 2023 we introduced our Menopause Policy and a Fertility Treatment Leave policy. In addition, all our employees are entitled to two days' paid dependency leave per year.



We work hard every day to make sure everyone in the company has great opportunities. We are passionate about harnessing the energy, creativity and diversity of all our teams and strive to make meaningful impact in everything we do.

LAURA TREACHER
Head of HR

CREATING MORE SOCIAL OPPORTUNITIES FOR EMPLOYEES

To engage our employees and offer them more social opportunities following the pandemic, we established a committee dedicated to creating social events. We listened to our teams and developed a host of activities, including a paella day and early finishing for conversation and socialising on the last day of the month. We aim to expand our events programme and engage people from across the company in coming together to build relationships and enjoy social time.

PROMOTING DIVERSITY AND INCLUSION

We celebrate individuality, harnessing our differences to make us more powerful as a collective. Diversity, equality and inclusion sit at the core of our identity, and we strive to reflect this in our company culture, in particular by promoting equal opportunities and creating an environment where our employees can be themselves. We continue to ensure that we use fair processes to recruit a diverse workforce.

Our diversity committee is employee led, with a wide range of people including head office and retail colleagues. Our HR team attends the meetings and is supported in facilitating our projects and objectives by the Board. The Chair is a senior leader of the Selfridges Group. To raise our performance, in 2022 we hired an inclusion consultancy to audit our practices, making changes such as introducing diversity targets for our resourcing team, evolving our recruitment communications, and ensuring any recruitment agencies understand our diversity requirements.

Additionally, we have launched more comprehensive, mandatory diversity training, exploring the best ways to prevent unconscious bias and attract people who share our company values. We have provided the training to our head office employees, and plan to expand it virtually to our retail teams, as we continue to strengthen our efforts to recruit fairly and inclusively.

Recognising the diverse needs of all employees, we have made the right to a request flexible working a day-one right, despite this not yet being a legal requirement, to support everyone who may benefit from working more flexibly.

WOMEN IN MANAGEMENT:

56%
of our senior managers (grades 1, 2 and 3)

71%
of overall management (including retail)

[Read our Gender Pay Gap Statement](#)

BE KIND TO ONE ANOTHER continued



Our customers are at the centre of everything we do. Striving to maintain integrity in our practices and protect our customers’ privacy is fundamental to protecting their rights and ensuring that we continue to excel as a business.

PROTECTING CUSTOMER PRIVACY – EXPLANATION OF THE MATERIAL TOPIC

Customer privacy and data security is the responsible gathering protection and use of personal information provided by customers in the course of everyday transactions.

Through responsible marketing, we make only verifiable claims in marketing and advertising and focus efforts on attracting consumers who want to make a positive difference with their purchases.

This applies to all personal data collected from customers and every communication published by our company.

WHY THIS IS IMPORTANT

Our customers are at the centre of everything we do. Striving to maintain integrity in our practices and protect our customers’ privacy is fundamental to protecting their rights and ensuring that we continue to excel as a business. We therefore ensure the responsible gathering, management and use of personal information provided by customers in the course of daily transactions, upholding rigorous processes and leveraging the latest data security technology. This continues to be important amid public concerns surrounding the privacy, security and use of data provided to consumer companies.

Telling the truth about the story of a product, including how and where it is made, is important within a climate of misleading claims and greenwashing. Doubts over the integrity of industry marketing communications have entered mainstream news conversations, with regulators moving to ensure that customers have a clearer insight into claims made in relation to fashion products.

OUR IMPACTS

Protecting customer data and issuing responsible communications enable us to maintain good relationships with our customers:

Internally – employee retention.

Externally – customer relationships.

OUR MANAGEMENT APPROACH

We collect, process and are responsible for personal data relating to our customers, those interested in our products and others. Our use of personal data is regulated by data protection laws, particularly the General Data Protection Regulation (GDPR) in the European Union. We are responsible as controller of that personal data for the purposes of data protection legislation.

Our marketing and advertising comply with the principles set out in the Competition and Markets Authority Green Claims Code that claims must be truthful, accurate, clear and unambiguous, and must not omit or hide important relevant information, comparisons must be fair and meaningful, and claims must consider the full life cycle of the product or service and be substantiated.

RAISING THE STANDARD OF OUR EMPLOYEE PRACTICES

We continuously work to engage our employees and ensure they are aware of their rights and the behaviours and practices we expect. In 2022, we undertook a major overview of our employee handbook and launched an updated version in 2023. For the first time we have a specific handbook for Ireland. As our presence grows in North America, we have developed a separate US handbook.

The handbooks contain key information about the business and our values, expectations of employees, and important company policies and procedures. In particular, we have included updates on brand ambassador training, the Kurt Geiger Kindness Foundation, anti-bullying and harassment, and parental leave.

ENVIRONMENT

Kindness across our footprint



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KINDNESS ACROSS OUR FOOTPRINT

We want to do our part to mitigate the impacts of our business on people and planet across our supply chain and stores.

HIGHLIGHTS

1st
Scope 3 carbon footprint calculation undertaken in 2023

96%
of stores/estate set up directly by Kurt Geiger are REGO and Green energy contracts

Sites with highest energy consumption converted to LED lighting

Zero
waste to landfill from head office

MANAGEMENT APPROACH AND DATA COLLECTION

We have monitored energy usage within our operations since 2020, and this year we have sought independent support to measure the carbon footprint of our entire value chain. We will continue to improve the way we capture information on greenhouse gas emissions as we raise the level of our ambition.

Our direct water impact is minimal because we are not currently operating in areas with water scarcity and our usage is low. We are not currently able to monitor water use in all our stores, particularly those in shopping centres and outlets. In future, we will investigate how this can be achieved, and seek to track our indirect water usage and management, particularly in relation to our supply chains and leather production.



We are proactively taking steps to reduce our carbon footprint and are quickly building our own knowledge and understanding. Our leadership team is clear about how important it is and environmental considerations are starting to be embedded into the culture.

SEAN KELLY
Facilities Manager

SAVING ELECTRICITY FOR A BRIGHTER OUTLOOK

To improve our energy use across our directly managed estate, we piloted a “Light as a service” programme with our partner eEnergy to replace conventional lighting with LED bulbs at sites with high energy consumption. This included our head office, which had the highest energy consumption, according to an independent audit. The work was completed in January 2023, and we estimate that the change will reduce lighting costs by approximately £46,965 annually. The new solution has lowered our energy use and allowed us to move to whiter, brighter light, enhancing visibility. Meanwhile, we have funded the work from the savings achieved. Building on this success, we will expand the initiative to more sites in 2024.

KINDNESS ACROSS OUR FOOTPRINT continued

PROTECTING THE ENVIRONMENT – EXPLANATION OF MATERIAL TOPIC

We are committed to protecting the climate and lowering our environmental footprint across our global operations. In particular, to reduce our energy and greenhouse gas emissions, we aim to uphold the responsible management of the emission of CO₂ and other greenhouse gases into the atmosphere related to direct and indirect business activities, including the use and management of energy.

As part of our supply chain mapping, we will investigate what action we can take to conserve and protect the quality of water used in our upstream value chain.

OUR IMPACTS

Reducing our impact on the environment will enable us to continue making and distributing our products for longer:

Internally – compliance with regulatory requirements, and transition and adaptation risk.

Externally – climate action, access to/quality of water resources, and community wellbeing.

WHY THIS IS IMPORTANT

The fashion sector has a significant opportunity to protect the environment. The industry was responsible for some 2.1 billion metric tonnes of GHG emissions in 2018, and has a substantial journey to respecting the globally agreed 1.5°C pathway to mitigate climate change, in line with the 2015 Paris Agreement. However, by taking action at a company and collective level, we stand to make long-lasting progress, making energy, water and cost savings.

OUR MANAGEMENT APPROACH

Measuring our carbon footprint provides a clear and comprehensive understanding of the carbon emissions produced as a result of our business activities. This enables us to assess our environmental impact and take actions to reduce or offset those emissions. We commissioned carbon reduction consultants to measure our climate risks and opportunities in 2020, and are taking steps to develop a comprehensive strategy to lower our impacts.

We have disclosed our Scope 1 and 2 carbon emissions since 2020. This is the first time we have sought to define our most material Scope 3 footprint. We will continue to adapt our processes to capture more and better quality data, continuously monitoring our energy and water use in order to reduce our environmental impact.

OUR CARBON FOOTPRINT

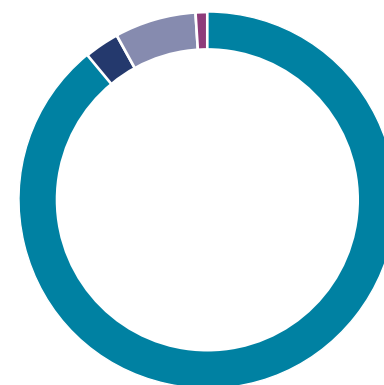
In 2022, our Scope 1 and 2 emissions were 147 and 481 tonnes of CO₂e, respectively. Our operational emissions have risen since 2020 due to our increased physical footprint and the reopening of our stores following the pandemic. To improve our performance, we will continue to implement energy saving initiatives.

Within the monitoring of our value chain, we have initially focused on the categories most relevant and material to our business. Our Scope 3 footprint covers purchased goods and services, upstream transportation and distribution, operational waste and business travel. Our total Scope 3 footprint for these categories is 67,452 tonnes of CO₂e. Looking ahead, we will strive to increase the quality of our data and expand our coverage to monitor further areas.

Total emissions per category

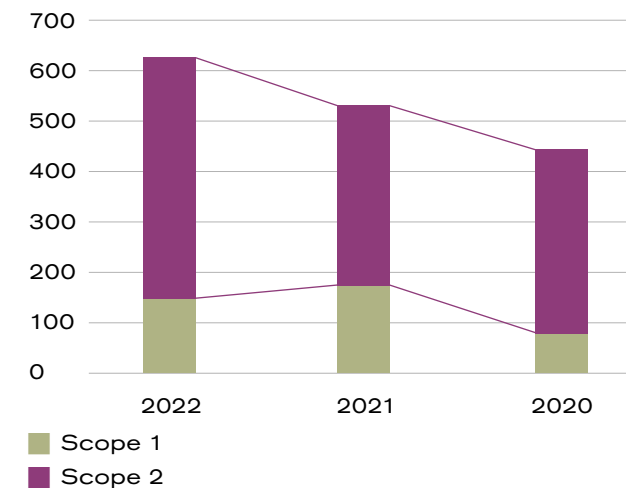
| Emissions category | 2022 Emissions tCO ₂ e | 2021 Emissions (tCO ₂ e) | 2020 Emissions (tCO ₂ e) |
|--|-----------------------------------|-------------------------------------|-------------------------------------|
| Scope 1 | 147.21 | 173.21 | 77.64 |
| Scope 2 | 481.33 | 360.18 | 367.31 |
| Total Scope 1 and 2 | 628.54 | 533.39 | 444.95 |
| Scope 3 | 67,451.70 | 10.01 | 7.56 |
| Purchased goods and services | 60,262.56 | — | — |
| Upstream transportation and distribution | 2,070.41 | — | — |
| Waste generated in operations | 61.02 | — | — |
| Business travel | 5,057.71 | 10.01 | 7.56 |
| Total emissions (tCO ₂ e) | 68,080.24 | 543.40 | 452.51 |

Emissions by category



- Scope 1 (0%)
- Scope 2 (1%)
- Purchased goods and services – Scope 3 (89%)
- Upstream transportation and distribution – Scope 3 (3%)
- Waste generated in operations – Scope 3 (0%)
- Business travel – Scope 3 (7%)

Scope 1 and 2 emissions (tCO₂e)



External consultants Ever Sustainable calculated our Scope 3 footprint in accordance with GHG Protocol guidance, with gap filling utilised to ensure highest coverage, given data quality and availability restrictions. Emissions factors and other external data sources utilised were sourced from DEFRA, DESNZ, ONS, US EPA and IGES.

KINDNESS ACROSS OUR FOOTPRINT continued

RESPONSIBLE SOURCING – EXPLANATION OF MATERIAL TOPICS

We are taking action within our business and across our supply chain to promote ethical sourcing. We take accountability for the social impacts of sourcing decisions on human rights, labour conditions and the health and safety of workers and their communities to maximise opportunities for creating shared value across supply chains.

We also strive to protect biodiversity and prevent further land use change through the impact of indirect and direct business activities connected to the sourcing of raw materials to meet business needs.

OUR IMPACTS

Improving the impact of our sourcing activities on the natural environment will enable us to continue sourcing the raw materials we need to make our products:

Internally – enhance supply chain visibility and resilience.

Externally – protecting human rights, and conserving biodiversity and ecosystem services.

WHY THIS IS IMPORTANT

The fashion industry’s long, fragmented and opaque supply chains prevent manufacturers and retailers from gaining visibility over human rights and supply continuity risks. There is an opportunity for more resilient, transparent and sustainable supply chains, improving resource efficiency, developing circular economy solutions and raising standards in social supply chain practices. This is particularly important as stakeholders seek more information on how companies protect the rights of those connected to their supply chains.

At an environmental level, biodiversity is becoming a key focus area for fashion and textile companies, and will become ever more important, as we collectively strive to protect the habitats and ecosystems in the regions where we source natural materials.



Transparency is vital to achieving a sustainable, accountable and fair fashion industry.

ROBERT HILEY
Head of Sourcing

OUR MANAGEMENT APPROACH

We work closely with our suppliers to improve their practices, using a consistent, holistic approach to sourcing designed to improve product quality and sustainability. This starts with monitoring their performance and adherence to our Supplier Code of Conduct, which sets out the high levels of ethical and environmental standards that we require, and in line with international laws and regulations.

ENGAGING WITH OUR SUPPLIERS

Kurt Geiger is committed to ethical business practices in all of our operations worldwide. We choose suppliers and contractors whom we believe share that commitment. We require our suppliers and contractors to comply with all applicable laws and regulations of the country, or countries, in which they are conducting business. To maintain high standards in our supply chain, we follow dedicated processes when appointing suppliers. Any new suppliers must agree to follow our supplier manual and undergo independent supply chain sustainability assessments (through the Supplier Ethical Data Exchange). We monitor progress, and have a small team of employees in China, where the majority of our suppliers’ factories are based, working closely with factory managers to raise standards and help them adopt sustainable sourcing practices.

PRODUCT

Kind by design



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KIND BY DESIGN

We aim to design our products so that they're high quality, low impact and long lasting.

HIGHLIGHTS

2023 renewed membership of Leather Working Group

Redesigned consumer packaging for greater recyclability

Zero

returned product to landfill

Zero

returned product to landfill from distribution

MANAGEMENT APPROACH AND DATA COLLECTION

Our main focus is on designing products that last and we know that this is a quality that is highly valued by our customers. All our brands are based on strong design, quality and great value where our customers are at the centre of everything we do.

We know that exploring the materials we use offers great opportunity to reduce our environmental impacts and ensure safe and fair working conditions in our value chain. This material mapping work will progress in parallel with our Scope 3 carbon footprint analysis. Both areas are complex and evolving and we intend to take a systematic approach based on our most significant impacts – based either on volumes or other risk or opportunity factors. We have already redesigned our shoeboxes and carrier bags so they are fully recyclable.

Retaining our integrity and staying relevant to our customers will remain at the centre of our approach. In December 2021, we piloted some plant-based alternatives to leather such as cactus shoes which we marketed as vegan product lines. Currently, we are using recycled nylon in some products including trainers. In the Kurt Geiger London range we have very successful recycled nylon ranges. These were launched in 2021. If leather is used in these ranges, the leather is also recycled.

SOURCING RESPONSIBLE LEATHER

Leather is a durable, breathable, natural material that makes good quality, long-lasting shoes and accessories. We use more leather by volume than any other material and are therefore collaborating with the Leather Working Group, a global multi-stakeholder group committed to building a sustainable future with responsible leather, to better understand and reduce its environmental and social impact. As a by-product of the food industry, leather provides a high value use for hides that would otherwise be discarded, often in landfill. We are working with our strategic suppliers to establish more transparency in our leather supply chain and create direct relationships with our tanneries to ensure that international environmental standards are adhered to. Meanwhile, we require our suppliers to follow our traceability requirements, sharing the country of origin of any leather, and sourcing from tanneries operating recognised best practices and sustainability principles. This is important as it enables us to be sure that the leather is not linked to deforestation in the Amazon rainforest. We will continue to focus on and develop sustainable materials as we drive growth in our business.

KIND BY DESIGN continued

//
 I'd rather make people happy by wearing our shoes than see returns going to landfill or even recycled. By adopting a new process to manage returns and working with a waste management partner, we now have zero waste to landfill from a distribution perspective.

KRISTY CLARKE
 Head of Logistics

TOWARDS SUSTAINABLE PRODUCTS – EXPLANATION OF MATERIAL TOPICS

Product design and life cycle refers to environmental considerations in design and innovation, particularly in relation to material choice, life span, opportunities for reuse, repair or repurposing and recyclability to ensure the efficient use of resources and minimal end-of-life waste.

To better manage our packaging and waste, we review any environmental considerations for the quantity and type of packaging materials used in the production, transportation and sale of products, in addition to the treatment of any other forms of waste produced through business activities.

Overall, we strive to create products that are high quality, long lasting and safe for use for the purpose for which they have been designed.

OUR IMPACTS

We strive to reduce the impact of our products on the environment:

Internally – innovation and resource efficiency.

Externally – protecting the environment.

WHY THIS IS IMPORTANT

Each year, the global fashion industry uses 342 million barrels of petroleum to produce plastic-based fibres such as polyester, nylon or acrylic. This equates to 1.35% of the world's oil consumption. These plastic-based fibres pollute our oceans, while single-use plastic packaging is largely discarded. And with consumer understanding of plastic pollution

growing and more demand for sustainable products and greater interest in reuse and recyclability, it has never been more important to address the way our industry uses this material. Leather is also a water and energy-intensive material and if not responsibly sourced can contribute to deforestation and pollution of water resources.

To help transform the way we create our products, we intend to harness circular economy principles, whereby products are designed to eliminate waste and pollution, and materials can be extracted and repurposed when the shoe or accessory is no longer used. This approach is kinder to nature, uses fewer natural resources and could enable us to recapture the value of the materials within our products.

OUR MANAGEMENT APPROACH

Maximising the in-use life of each product is at the heart of our approach. We do not want our products to be wasteful. We design products that will be loved for years, reducing the intensity of their environmental impact. While we have taken some steps towards considering alternative materials and making design choices, we know there is an opportunity to explore this further, including by reviewing the materials we use across our ranges. We have also trialled bring-back schemes, whereby consumers can return their used items to us for repurposing into new materials and products.

DIVERTING RETURNS FROM LANDFILL

In 2023, we began to focus on maximising the number of returns we resell, so our shoes and bags can be loved and enjoyed by a customer, reducing waste. To date, this has saved £20,000 in landfill costs, compared to 2022.

Our process identifies the best resale route for returned shoes, based on how pristine the product and its packaging remain on return. Our aim is to maximise online sales with high quality products and packaging. Any blemished items are sent to suitable stores for sale at a lower price, while any returns with less than perfect packaging are directed to stores or outlet villages.

For any damaged or unsellable returned products, we offer our warehouse teams the opportunity to purchase at a significant reduction. Half of the money raised goes to a social fund, with the other half going to charity. So far, we have raised more than £10,000.

The final route, where products and packaging cannot be repurposed, is certified recycling, whereby the component parts are recycled and used as a new material, such as playground surfaces or recycled fuel, ensuring zero waste to landfill.

WHAT'S NEXT

Looking ahead

As we move forward, we will seek to build on the foundations we have created through our holistic sustainability strategy. In particular, we will strengthen our policies and processes to respect international frameworks. We will also complete the measurements of our current environmental performance and create new targets for our priority topics, developing our governance to incorporate new processes and ways of working. Overall, we will integrate our sustainability strategy across the business, reporting transparently on the progress we are making in maximising our positive impacts to ensure the kindest and most gentle footprint.

WE WILL FOCUS ON THREE AREAS:

Empowering our people – We will build our teams' capacity to embed sustainable practices in all aspects of our operations, including by creating working groups linked to our four focus areas, in order to manage regular data monitoring, identify opportunities for innovation and process change, share knowledge and engage colleagues with new ways of working. The working groups will report to our ESG committee, while the Board will continue to offer strategic direction and leadership. Importantly, we will explore ways to harness our people's enthusiasm for sustainability and our kindness strategy to accelerate progress.

Improving our processes – In agreeing our targets and metrics, we will move ahead with our focus area ambitions. In particular, we have identified opportunities to improve and expand our data collection and integrate climate and wider sustainability considerations, such as supply chain resilience, further in our risk and opportunity assessment and business strategy.

Collecting baseline data will enable us to clarify priorities and set measurable and realistic targets. We expect policy development and process change to be an integral part of our action planning in order to deliver against our new targets and strengthen our reporting. We will continue to refine our Scope 3 carbon data and analysis in line with international best practice.

Strengthening our products – We will seek to better understand how we can expand the reach of our kindness promise to people within our value chain and to the planet in the coming years.

Together, these priorities will improve our ability to deliver:

- more, higher quality, data to identify priorities and inform our decision making;
- measurable, time-bound targets for priority areas;
- transparent disclosure in line with leading sustainability reporting frameworks; and
- a compliant TCFD statement in 2025.



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Produced by
designportfolio