

# ALLSAINTS



# OUR VISION AND COMMITMENT

AT ALLSAINTS, WE ARE DRIVEN BY THE BOLD AMBITION TO BE THE MOST INCLUSIVE FASHION BRAND ON THE PLANET.

WE FUNDAMENTALLY BELIEVE FASHION IS A FORCE FOR EMPOWERMENT, ENABLING EVERY INDIVIDUAL TO SHOW UP AS THEIR TRUE, AUTHENTIC SELF - UNAPOLOGETICALLY, WITHOUT FEAR OR COMPROMISE. INCLUSION IS NOT JUST INTEGRAL TO OUR CULTURE, IT POWERS OUR CREATIVITY AND OUR COMMERCIAL DECISIONS.

WE ARE ACTIVELY BUILDING A GLOBAL COLLEAGUE COMMUNITY WHERE DIVERSITY IS NOT ONLY CELEBRATED BUT POWERS NEW IDEAS, INNOVATION, AND CONTINUOUS PROGRESS. WE BELIEVE THAT EVERY VOICE MATTERS, EVERY STORY ADDS VALUE, AND EVERY LIVED EXPERIENCE IS A SOURCE OF INSPIRATION. WE ARE DETERMINED TO DELIVER REAL, LASTING IMPACT BY ACTING WITH TRANSPARENCY, INTEGRITY AND PURPOSE, AND IN LINE WITH OUR CORE BRAND VALUES.

WHILE WE CELEBRATE THE SIGNIFICANT PROGRESS OF THE PAST YEAR, WE ARE FOCUSED ON THE JOURNEY AHEAD. WE WANT TO BE FASTER, BOLDER AND SMARTER IN OUR COMMITMENT TO EXPAND OPPORTUNITIES FOR PROGRESSION AND REPRESENTATION, ENSURING THE FUTURE IS ONE OF TRUE EQUITY.

I CONFIRM THE INFORMATION WITHIN THIS REPORT IS ACCURATE AS OF THE 5TH APRIL 2025

ALEX DIDYMIOTIS

CHIEF PEOPLE OFFICER



# OUR CULTURE

OUR CULTURE IS SHAPED BY OUR FOUR CORE VALUES: **THE CUSTOMER IS THE BOSS** – CREATING EFFORTLESS EXPERIENCES; **ONE TEAM** – WINNING TOGETHER; **WE ARE RESPONSIBLE** – CARING FOR OUR PEOPLE, PARTNERS, COMMUNITIES, AND PLANET; AND **WE DO WHAT WE SAY WE WILL** – DELIVERING WITH PACE AND PRECISION. THESE VALUES GUIDE HOW WE SHOW UP EVERY DAY AND HOW WE INTERACT WITH OUR COLLEAGUES AND CUSTOMERS, BUILDING AN INCLUSIVE CULTURE WHERE WE MOVE FORWARD AS ONE. EMPOWERING DIVERSE VOICES AND EMBRACING THEIR CONTRIBUTIONS, STRENGTHENING COLLABORATION, AND DRIVING MEANINGFUL PROGRESS WITH SHARED PURPOSE. WE SEE THIS AS OUR COLLECTIVE OBLIGATION TO CREATE GOOD FEELINGS.



## THE CUSTOMER IS THE BOSS

WE ARE DETERMINED TO MAKE IT AS EASY AS POSSIBLE FOR OUR CUSTOMERS TO ENJOY OUR BRAND.



## WE DO WHAT WE SAY WE WILL

WE PAY ATTENTION TO DETAIL AND WE WORK WITH PACE TO DELIVER OUR GOAL.



## ONE TEAM

#WEAREALLSAINTS AND ALLSAINTS IS ALL OF US.



## WE ARE RESPONSIBLE

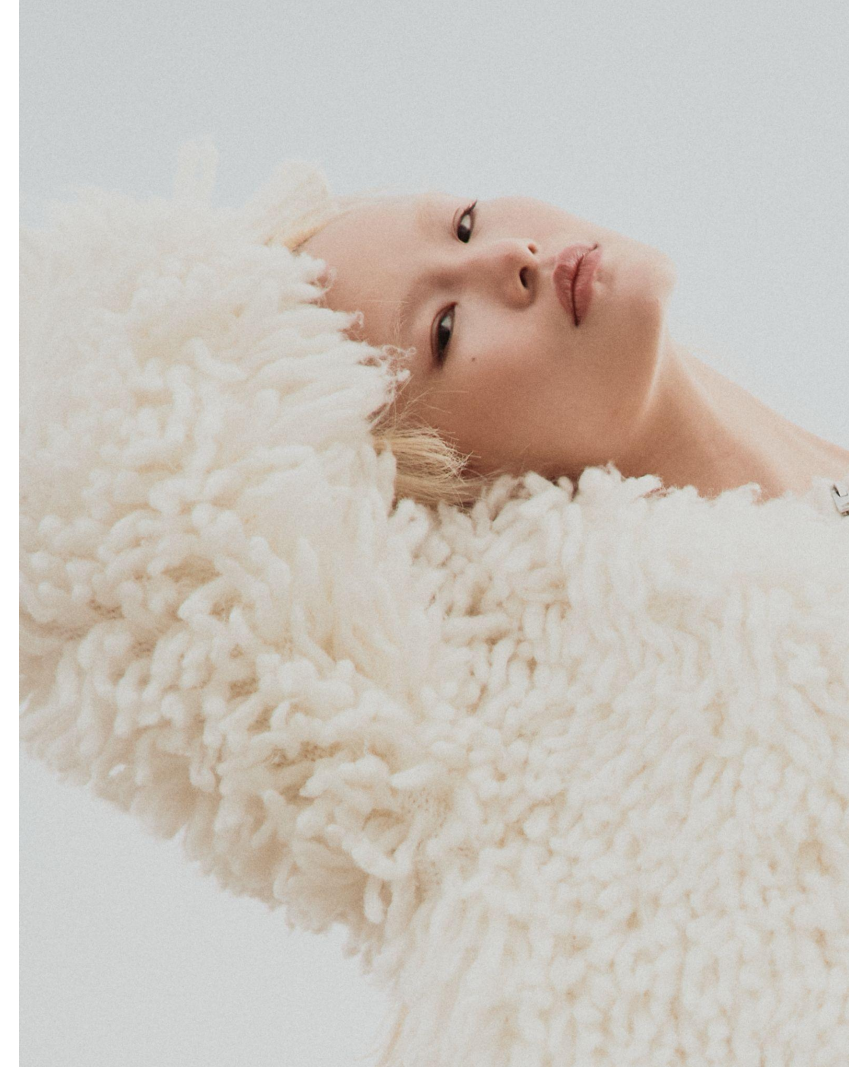
WE STEP UP TO LOOK AFTER EACH OTHER, OUR CUSTOMERS, OUR SUPPLIERS AND PARTNERS, OUR COMMUNITIES AND OUR PLANET.

# OUR PROGRESS

WE ARE PROUD TO REPORT THAT 63% OF OUR UK EMPLOYEE POPULATION ARE FEMALE. 66.6% OF OUR SENIOR LEADERSHIP TEAM ARE ALSO FEMALE, AND 66.6% OF ALL INTERNAL PROMOTIONS GLOBALLY DURING THE SNAPSHOT PERIOD WENT TO FEMALE COLLEAGUES.

AS PART OF OUR COMMITMENT TO GENDER EQUALITY WE CONTINUE TO OFFER HYBRID WORKING AND CORE HOURS, WHILST A LOT OF OUR INDUSTRY PEERS HAVE RETURNED TO THE OFFICE FULL TIME. WE ALSO OFFER PART TIME AND FLEXIBLE WORKING ARRANGEMENTS TO OUR RETAIL COLLEAGUES, INCLUDING THOSE IN MANAGEMENT ROLES, TO ENABLE THEM TO WORK AROUND COMMITMENTS OUTSIDE OF WORK WHILST STILL DEVELOPING THEIR CAREER. WE ACCOMMODATED ALL FLEXIBLE WORKING REQUESTS RECEIVED IN 2025.

WE RECOGNISE THERE IS STILL PLENTY OF WORK TO BE DONE, BUT THANKS TO THE CONTRIBUTIONS OF OUR EMPLOYEE ADVOCACY COMMUNITIES, THE COMMITMENT OF OUR LEADERSHIP TEAM AND THE ENTHUSIASM OF OUR COLLEAGUES, WE ARE CONFIDENT THAT MEANINGFUL PROGRESS IS BEING MADE.





**OUR PEOPLE**



# OUR PEOPLE

AT ALLSAINTS WE CELEBRATE INDIVIDUALITY, SELF EXPRESSION AND THE FREEDOM TO BE WHO WE ARE, NOT WHAT SOCIETY DICTATES. OUR BRAND IS BUILT ON INCLUSIVITY THAT EMPOWERS PEOPLE TO EMBRACE THEIR IDENTITY, HOWEVER THEY DEFINE IT. GENDER PAY GAP LEGISLATION REQUIRES US TO DIVIDE OUR WORKFORCE INTO 'FEMALE' AND 'MALE' CATEGORIES, BUT WE RECOGNISE AND RESPECT THAT NOT ALL OF OUR EMPLOYEES IDENTIFY WITH THESE LABELS OR WISH TO BE CATEGORISED THIS WAY.

GLOBALLY, WE EMPLOY 1941 EMPLOYEES AND 61% OF US ARE FEMALE AS WELL AS 1% OF US WHO IDENTIFY AS NON-BINARY. ALLSAINTS IN THE UK EMPLOYS 1020 EMPLOYEES AND THAT MAKES US 63% FEMALE, 36% MALE, WITH 1% OF US WHO IDENTIFY AS NON-BINARY.



GLOBAL	UK
<b>1941</b>	<b>1020</b>



FEMALE	MALE	TRANS, NON-BINARY
<b>61%</b>	<b>38%</b>	<b>1%</b>



FEMALE	MALE	TRANS, NON-BINARY
<b>63%</b>	<b>36%</b>	<b>1%</b>



# HOW IS THE PAY GAP CALCULATED?

## MEDIAN PAY GAP

IF ALL OF OUR FEMALE COLLEAGUES STOOD BESIDE EACH OTHER IN A LINE IN ORDER OF SALARY AND ALL OF OUR MALE COLLEAGUES DID THE SAME THING AND WE THEN SELECTED THE SALARY OF THE PERSON IN THE MIDDLE OF EACH GROUP, THIS IS THE MEDIAN PAY. BY THEN COMPARING THE MEDIAN FEMALE PAY WITH THE MEDIAN MALE PAY, WE ARE SHOWN OUR MEDIAN PAY



## MEAN PAY GAP

THE MEAN PAY GAP IS WORKED OUT BY CALCULATING THE AVERAGE PAY FOR EACH GENDER AND THEN FINDING THE DIFFERENCE BETWEEN THESE TWO AVERAGES. TO FIND THE AVERAGE PAY, TOTAL EARNINGS FOR ALL MALE COLLEAGUES ARE DIVIDED BY THE NUMBER OF MALE COLLEAGUES, AND TOTAL EARNINGS FOR ALL FEMALE





# UNDERSTANDING OUR GENDER PAY GAP

## **GENDER BALANCE IN SENIOR LEADERSHIP ROLES**

ON THE SNAPSHOT DATE (5 APRIL 2025), 66.6% OF OUR SENIOR LEADERSHIP TEAM WERE FEMALE - A NOTABLE CONTRAST TO THE FASHION RETAIL INDUSTRY AVERAGE OF 38%. WE ARE ALSO PROUD THAT 66.6% OF OUR HEAD OF LEVEL ROLES RECRUITED IN THE UK DURING THE 2025 SNAPSHOT PERIOD WERE FEMALE COLLEAGUES, BUILDING A STRONG PIPELINE FOR MORE FEMALE SENIOR LEADERS IN THE FUTURE.

## **MORE WOMEN IN PART TIME POSITIONS**

38.9% OF OUR UK BASED ROLES ARE PART-TIME WITH 67.5% OF THESE ROLES FILLED BY WOMEN. THE BONUS GAP CALCULATION TAKES INTO ACCOUNT THE OVERALL BONUS AMOUNT PAID BUT DOESN'T MAKE ALLOWANCES FOR HOURS WORKED. WITH MORE OF OUR PART-TIME COLLEAGUES BEING WOMEN, THEIR TOTAL BONUS AMOUNTS ARE LOWER DUE TO THEIR HOURS WORKED BEING LESS.

## **INTERNAL PROMOTIONS REPORTING**

AS A BUSINESS WE REMAIN COMMITTED TO PROGRESSING OUR INTERNAL TALENT. WE ARE PROUD TO REPORT THAT DURING THE SNAPSHOT PERIOD, ACROSS OUR STUDIOS, DISTRIBUTION CENTERS AND RETAIL GROUPS; 100 OUT OF OUR 150 PROMOTIONS (66.6%) WENT TO FEMALE COLLEAGUES. HIGHLIGHTING THE STRENGTH OF WOMEN BEING SUPPORTED TO PROGRESS THEIR CAREER WITH US.

## **FEMALE ONLY US DC LEADERSHIP TEAM**

WHILST NOT PART OF THIS REPORTING, WE ARE PROUD TO NOTE THAT OUR US BASED DISTRIBUTION CENTRE IS LED BY A FEMALE ONLY LEADERSHIP TEAM, WITH OUR GLOBAL DIRECTOR OF DC AND SUPPLY CHAIN OPERATIONS ALSO BEING A FEMALE. WE ARE PARTICULARLY PROUD OF THIS, AS SUPPLY CHAIN TYPICALLY TENDS TO BE A MALE DOMINATED ENVIRONMENT.



# GENDER PAY GAP

THE MEAN PAY GAP IS THE DIFFERENCE BETWEEN AVERAGE HOURLY PAY EARNINGS OF MEN AND WOMEN.



2024  
MEAN PAY GAP

8.64%



2025  
MEAN PAY GAP

4.42%



UK NATIONAL  
MEAN PAY GAP

12.8%

**WE ARE PROUD TO SEE A NEARLY 50% REDUCTION IN THE MEAN PAY GAP ON LAST YEAR'S NUMBERS.**

**WE ARE DELIGHTED TO REPORT THAT 62 OF THE 100 HIGHEST PAID JOBS AT ALLSAINTS ARE OCCUPIED BY FEMALE COLLEAGUES.**

OUR MEAN GAP, WHICH MARGINALLY FAVOURS MEN, HAS BEEN INFLUENCED BY OUR COMMISSION SCHEME FOR OUR RETAIL TEAMS. THE GOVERNMENT REQUESTS THAT ALL REGULAR EMPLOYEE PAYMENTS, PAID IN THE RELEVANT PAY PERIOD, INCLUDING COMMISSION, FORM PART OF THE PAY GAP REPORTING, NOT JUST THE BONUS GAP REPORTING. AS IT HAPPENS, THE BEST PERFORMING STORES DURING THE RELEVANT PERIOD, THAT ATTRACTED THE HIGHEST COMMISSION PAYMENTS, HAVE A MARGINALLY HIGHER PERCENTAGE OF MALE LEADERS. OUR COMMISSION SCHEME ENABLES ALL COLLEAGUES IN OUR STORES TO EARN ADDITIONAL MONETARY INCENTIVE BASED ON THE STORE SALES PERFORMANCE. WE ARE PROUD TO CONTINUE TO OFFER COMMISSION AS A WAY FOR OUR RETAIL COLLEAGUES TO ENHANCE THEIR REGULAR INCOME, WITH ALL TEAM MEMBERS ELIGIBLE FOR COMMISSION IRRESPECTIVE OF THEIR GENDER.

# GENDER PAY GAP



**2024 MEDIAN PAY GAP 5.66%**

**2025 MEDIAN PAY GAP 3.43%**

*WE ARE PLEASED TO REPORT THAT OUR MEDIAN GAP HAS DECREASED BY C.39% IN COMPARISON TO LAST YEAR. JUST LIKE WITH THE MEAN CALCULATION, MEDIAN HAS BEEN INFLUENCED BY THE AMOUNT OF COMMISSION AND BONUS EARNED. WITHIN OUR HOURLY PAID COLLEAGUE POPULATION, 66.5% ARE FEMALE, MANY OF WHOM WORK PART TIME AND RECEIVE COMMISSION CALCULATED ON A PRO RATA BASIS TO HOURS WORKED. THERE IS NO PROVISION WITHIN THE CURRENT CALCULATION, AS DIRECTED BY THE GOVERNMENT, TO DIFFERENTIATE BETWEEN PRO RATA COMMISSION AMOUNTS FOR PART TIME COLLEAGUES AND ITS FULL TIME EQUIVALENT. OUR RATES OF PAY, ALONG WITH THE COMMISSION AND BONUS TERMS APPLY TO ALL COLLEAGUES IRRESPECTIVE OF THEIR GENDER.*



**BONUS PAY GAP**

# BONUS PAY GAP

THIS DATA SHOWS THE PERCENTAGE OF FEMALE AND MALE COLLEAGUES WHO RECEIVED A BONUS (INC. COMMISSION) IN THE 12 MONTHS PRECEDING THE SNAPSHOT DATE OF 5 APRIL 2025. WHILST WE ARE NEARLY AT GENDER PARITY FOR THE PERCENTAGE OF COLLEAGUES RECEIVING BONUS, THE NUMBER OF COLLEAGUES WHO RECEIVED BONUS IS SIGNIFICANTLY LOWER THAN THE PREVIOUS YEAR, IRRESPECTIVE OF GENDER. THIS IS DRIVEN BY COMPANY WIDE BONUS NOT BEING ACHIEVED DURING THIS PERIOD BY OUR STUDIO AND DC TEAMS. COMMISSION, DRIVEN BY THE SALES PERFORMANCE OF INDIVIDUAL STORES, WAS ACHIEVED BY SOME OF OUR RETAIL COLLEAGUES.



2024	2025
89.18%	53.5%



2024	2025
86.70%	52.8%

# BONUS PAY GAP



MEDIAN BONUS GAP

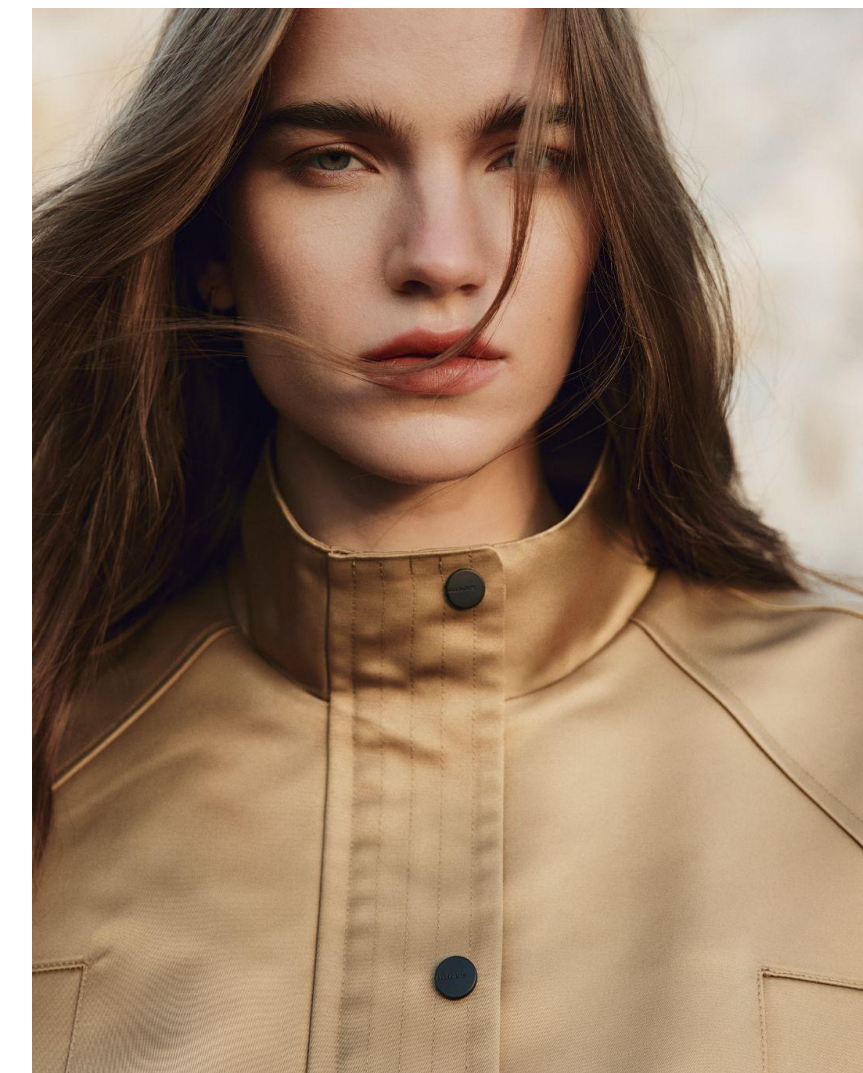
23.1%



MEAN BONUS GAP

46.5%

WE CONTINUE TO OFFER A COMPANY WIDE BONUS SCHEME TO ALL QUALIFYING COLLEAGUES DRIVEN BY THE PERFORMANCE OF THE BRAND. WE OPERATE A SEPARATE COMMISSION SCHEME FOR OUR STORE BASED COLLEAGUES, DRIVEN BY THE MONTHLY PERFORMANCE OF THEIR INDIVIDUAL STORES. DURING THE QUALIFYING PERIOD THE COMPANY WIDE BONUS WAS NOT ACHIEVED. RETAIL COMMISSION WAS ACHIEVED IN A NUMBER OF STORES AND PAID TO THE QUALIFYING COLLEAGUES IN THESE STORES. 38.9% OF OUR ROLES ARE PART TIME, AND 67.5 % OF THESE ROLES ARE PERFORMED BY FEMALE COLLEAGUES. A BONUS FOR PART TIME EMPLOYEES IS CALCULATED ON A PRO RATA BASIS, BASED ON HOURS WORKED. THERE IS NO PROVISION IN THE GENDER PAY GAP AND BONUS PAY GAP CALCULATION TO REFLECT BONUS AMOUNTS BEING PAID ON A PRO RATA BASIS. OUR BONUS GAP IS ALSO DRIVEN BY THE FACT THAT SOME OF THE STORE TEAMS WHO QUALIFIED FOR COMMISSION HAD A HIGHER NUMBER OF MALE EMPLOYEES DURING THE QUALIFYING PERIOD, INCLUDING STORE LEADERSHIP ROLES.





**GENDER DEMOGRAPHICS**

# GENDER DEMOGRAPHICS - PER QUARTILE

THESE CHARTS SHOW THE GENDER SPLIT WHEN WE ORDER HOURLY RATE OF PAY FROM HIGHEST TO LOWEST AND GROUP THE DATA INTO FOUR EQUAL QUARTILES. THE CHARTS SHOW THAT ALLSAINTS HAS A HIGHER PERCENTAGE OF WOMEN IN ALL QUARTILES DUE TO A GREATER NUMBER OF WOMEN IN THE BRAND OVERALL.



# OUR CULTURE & HERITAGE

SELF REPORTED GLOBAL SNAPSHOT DATA (2025)



61% WOMEN



36% MEN



3% TRANS + IDENTITIES\*\*



47% BLACK, INDIGENOUS,  
OR PEOPLE OF COLOUR  
(BIPOC)



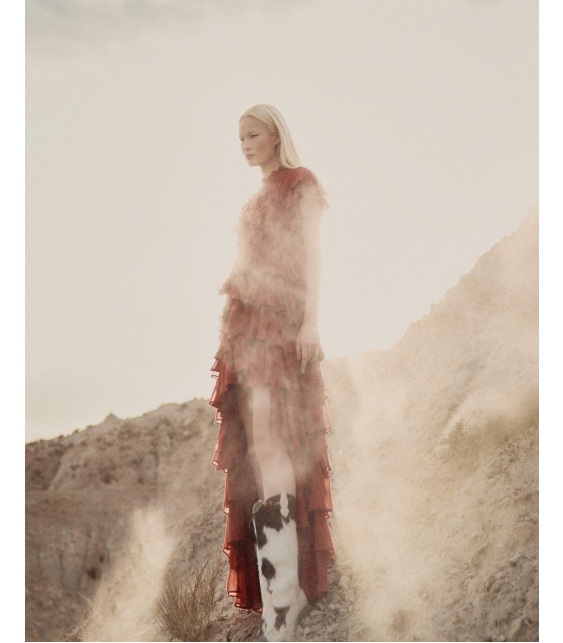
18% LGBTQ +  
IDENTITIES



23% PARENTS OR CARERS



20% NEURODIVERGENT,  
DISABILITIES OR  
HEALTH CONDITIONS



AVERAGE EMPLOYEE AGE  
OF 32

\*\*PLEASE NOTE THIS PERCENTAGE IS LARGER COMPARED TO OUR % SHOWED EARLIER IN THIS REPORT, AS THE GLOBAL HEADCOUNT AT THE TIME OF THE SNAPSHOT IS DIFFERENT FROM ONE PRESENTED ON THIS PAGE.

# ADVOCACY

THE DIVERSITY OF OUR TEAM, WITH ITS BROAD RANGE OF HERITAGE, BACKGROUND AND LIVED EXPERIENCE, IS A MAJOR STRENGTH OF OUR BRAND. IT CONTRIBUTES TOWARDS THE DIVERSITY OF THOUGHT AND CREATIVITY THAT IS CORE TO WHAT WE DO AND WHAT DRIVES US FORWARD. WE ARE DELIGHTED TO SEE BROAD DIVERSITY REPRESENTATION ACROSS OUR GLOBAL COMMUNITY, WITH OUR TEAM SELF IDENTIFYING AS 23% PARENTS OR CARERS, 18% LGBTQ+, 47% BIPOC , 20% DISABLED OR NEURODIVERGENT, 61% FEMALE, 36% MALE AND 3% IDENTIFY AS TRANS + (TRANS, NON-BINARY, GENDERFLUID OR GENDER NON-CONFORMING).

WE ARE PROUD TO HAVE ATTRACTED MORE INDIVIDUALS WHO IDENTIFY AS BIPOC, DISABLED/NEURODIVERGENT, TRANS+ AND LGBTQ+ TO OUR BRAND. WE ARE ALSO DELIGHTED TO HAVE CREATED OUR VERY FIRST YOUTH ADVISORY BOARD, HOSTED BY OUR SENIOR LEADERSHIP TEAM. THESE COMMUNITIES CONTINUE TO BE SPACES FOR SAFE CONVERSATIONS, SOME OF WHICH CONTINUE TO BE SPONSORED BY OUR SENIOR LEADERS AND NOT ONLY SUPPORT CULTURAL EVENTS ACROSS OUR GLOBAL COMMUNITY CALENDAR BUT ALSO PROVIDE PERSPECTIVE AND INSIGHT ON OUR BRAND STRATEGIC PROJECTS AND INITIATIVES.

2025 SAW US RELAUNCH OUR COMMUNITY SPIRIT FUND, AND DEEPEN OUR LONG STANDING CHARITY PARTNERSHIPS WITH NOT FOR SALE, SHELTER, KALEIDOSCOPE TRUST AND RETAIL TRUST. FOR THE FIRST TIME, WE MEASURED HOW MANY OF OUR COLLEAGUES GLOBALLY HAD SUPPORTED THEIR LOCAL COMMUNITY OR A BRAND CHARITY PARTNER, EITHER INDIVIDUALLY OR AS A TEAM. THIS HAS CREATED AN INTERNAL BENCHMARK OF 49% OF TEAM MEMBERS. WE CONTINUE TO EMPOWER OUR TEAMS TO MAKE A TANGIBLE IMPACT IN THEIR LOCAL AREAS AND IN THE COMMUNITIES THAT MATTER THE MOST TO THEM. TO SUPPORT THIS WE OFFER EVERYONE PAID TIME OFF TO DO CHARITY AND COMMUNITY WORK AND WE MATCH ANY FUNDS RAISED THROUGH THEIR ACTIVITIES, IN ADDITION TO OUR CHARITABLE DONATIONS AT A BRAND LEVEL.





# CLOSING THE GAP(S)



## YOUTH ADVISORY BOARD

IN 2025, WE LAUNCHED OUR VERY FIRST YOUTH ADVISORY BOARD.

REFERRED TO INTERNALLY AS 'NOVA LAB', THIS INITIATIVE IS AIMED AT OUR GEN-Z TEAM MEMBERS ACROSS THE BRAND, WHO AT THE TIME OF OUR LAST SURVEY IN OCTOBER 2025, REPRESENTED 41% OF OUR GLOBAL TEAM. GEN Z IS EXPECTED TO REPRESENT THE MAJORITY OF OUR GLOBAL WORKFORCE IN THE NEXT TWO YEARS.

NOVA LAB SITS ALONGSIDE OUR SENIOR LEADERSHIP TEAM EVERY 4-6 WEEKS, PROVIDING INPUT INTO STRATEGIC BRAND INITIATIVES, SOME OF WHICH HAVE ALREADY BEEN SUCCESSFULLY IMPLEMENTED.

AS PART OF NOVA LAB WE ALSO PROVIDE A REVERSE MENTORING PROGRAMME FOR OUR SENIOR LEADERSHIP TEAM.



## MENTORSHIP

ACROSS THE YEAR, THROUGH PARTNERSHIP WITH THE EARLY CAREERS FOUNDATION, FASHION MINORITY REPORT (FMR) AND FASHION RETAIL ACADEMY WE ENABLED OUR TEAM MEMBERS TO MENTOR YOUNG PEOPLE INTERESTED IN A CAREER IN FASHION. WE WERE DELIGHTED TO PLAY OUR PART IN GIVING EACH MENTEE, MANY OF WHOM CAME FROM UNDERREPRESENTED BACKGROUNDS, FURTHER EXPOSURE TO THE FASHION INDUSTRY AND A HELPING HAND WITH BUILDING THEIR INDUSTRY NETWORK.

OUR SENIOR LEADERSHIP TEAM ALSO PARTICIPATES IN OUR INTERNAL MENTORING PROGRAMME, WORKING WITH COLLEAGUES ACROSS THE BRAND TO SUPPORT THEIR CAREER DEVELOPMENT.

WE ALSO HAVE AN INTERNAL NETWORK OF MENTORS/REVERSE MENTORS AVAILABLE TO SUPPORT OUR TEAM'S LEARNING GOALS.



## STORE TO STUDIO PROGRAMME

IN 2025, OUR STORE-TO-STUDIO PROGRAMME PROVIDED AN OPPORTUNITY FOR STORE AND DISTRIBUTION CENTRE COLLEAGUES TO SPEND TIME IN OUR LONDON STUDIO DEPARTMENT OF THEIR CHOICE. THE GOAL OF THE PROGRAMME IS FOR THE COLLEAGUES TO GAIN A DEEPER UNDERSTANDING OF THE ROLES AND RESPONSIBILITIES WITHIN EACH TEAM AND EMPOWER THEM TO APPLY FOR STUDIO ROLES. OUR AIM IS TO RECRUIT 50% OF VACANT GLOBAL ROLES INTERNALLY AND FOR ALL ENTRY LEVEL ROLES TO BE FILLED INTERNALLY.