

FOOTASYLUM. FY26 ESG REPORT

26 January 2025 – 31 January 2026

www.footasylum.com

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INTRODUCTION



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INTRODUCTION & ABOUT US

Footasylum Limited (further referred to as the “Group” or “Footasylum” in this report) is committed to maintaining transparency and addressing stakeholder needs through its sustainability disclosures, which align with the Global Reporting Initiative (“GRI”) Standards. This report, referencing the GRI framework, covers the Group’s Environmental, Social, and Governance (“ESG”) performance for the financial year FY26 (26 January 2025 - 31 January 2026). Consistent with our previously published Task Force on Climate-related Financial Disclosures (“TCFD”) Report, Net Zero Strategy and Annual Report and Accounts (“ARA”), this report utilises an operational control approach to consolidate sustainability data for Group-level operational sites under direct control. The GRI Content Index, provided within this report, demonstrates our ongoing commitment to GRI reporting on an annual basis. Where applicable, third-party consultants are acknowledged for their contributions. Notably, this report has not undergone external assurance.

About Us

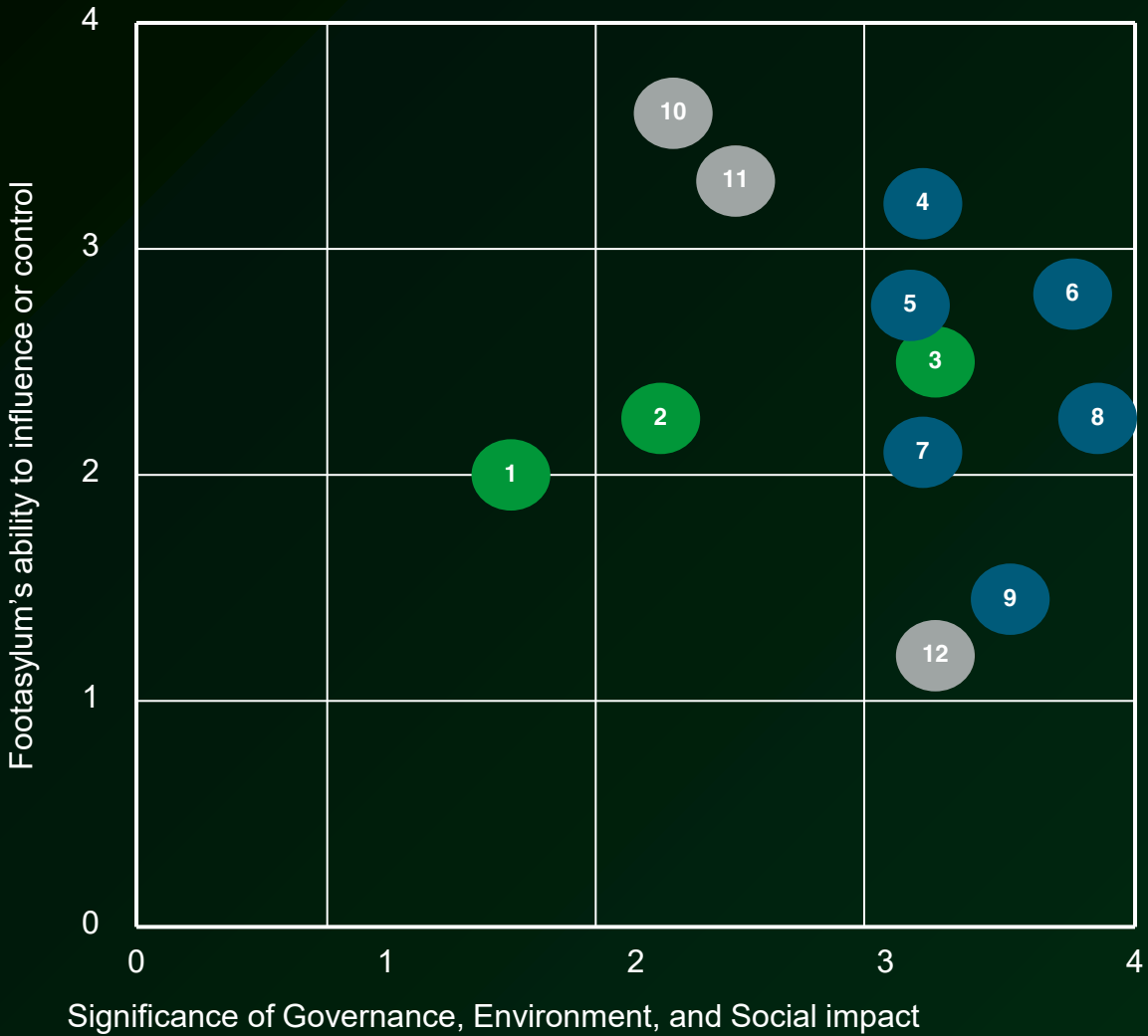
The Group was founded in 2005 and is headquartered in Rochdale. It sells a mix of footwear, apparel and accessories through stores, websites, and a wholesale channel. Well-known key third-party brands include Nike, Adidas, The North Face and New Balance. Examples of Footasylum’s exclusive brands include Zavetti Canada, Alessandro Zavetti, and Monterrain. Footasylum employs around 2,500 staff across the UK and was acquired by AURELIUS (“Aurelius Group”) in August 2022.

About This Report.

To provide transparency and facilitate performance tracking, our report is structured around three actionable pillars: Climate and Environment, People and Community Engagement, and Responsible Business Conduct, reflecting Aurelius Group’s sustainability commitments as we drive responsible, value-aligned growth. This framework serves as the blueprint for embedding ESG considerations into our core operations, allowing us to manage climate-related risks, enhance supply chain resilience, and foster an inclusive workplace. By adopting this consistent structure, we ensure that our sustainability journey supports the Group’s objective of creating long-term, sustainable value through active operational stewardship and ethical governance.

MATERIALITY

As part of Footasylum’s commitment to embedding sustainability within its business strategy. In March FY26, we repeated an ESG materiality assessment. This was conducted in collaboration with key stakeholders to systematically identify and prioritise the ESG topics most relevant to the Group



Key:

Environment:

- 1. Biodiversity
- 2. Environment interactions
- 3. Climate

Social:

- 4. Employees
- 5. Human rights
- 6. Diversity and inclusion

Governance:

- 7. Communities
- 8. Customers
- 9. Suppliers
- 10. Governance
- 11. Corporate Governance
- 12. Economic

Comparison to the 2025 Materiality Assessment

The table below highlights any updates made from the 2025 materiality assessment, which took place in April 2025.

Table 1: Materiality FY25 vs FY26

Category	FY25 Status	FY26 Status	Primary Change or Update
Suppliers	Max Influence/Max Impact	Low Influence/Max Impact	Major Gain in Control: Strategic shift upward from a moderate baseline to top-tier priority following supply-chain infrastructure updates.
Employees	Max Influence/Max Impact	Max Influence/Max Impact	Stayed a priority: Maintained at peak strategic focus with reinforced resource allocation and internal wellbeing programmes.
Climate	High Influence/Max Impact	High Influence/Max Impact	Stable/Consistent: Maintained exactly at the same high-priority tier due to ongoing compliance requirements and governance pressure
Economic	Max Influence/Max Impact	Low Influence/Max Impact	Strategic Integration: Significant year-over-year escalation, embedding commercial frameworks directly into the core matrix.

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CLIMATE AND ENVIRONMENT



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CLIMATE AND ENVIRONMENT

Footasylum continues to strengthen its environmental management framework, recognising that responsible stewardship of energy, carbon and resources is essential to long-term resilience. Footasylum has made meaningful progress this year in formalising its approach to climate-related risks and opportunities through the publication of our fifth voluntary Task Force on Climate-related Financial Disclosures (TCFD). For further details on this, please see our latest FY26 TCFD Report.

Case Study: Make it Wild

As part of our continued efforts to be net zero by 2040 (Scope 3), we partnered with the Make It Wild project in 2025. Make It Wild is a family run project born out of a love of nature and wildlife and a desire to actively preserve it. The family began by purchasing a plot of land and planting an initial 20,000 trees. Fast forward to today, and the land is now thriving with wildlife and rare flowers, helping to protect nature and encourage businesses to offset their carbon footprint. By the end of FY26, Footasylum offset 2,142 tonnes of carbon dioxide through planting 584 trees in the Aldwood Reserve in Lancashire. We want to help spread the word of these simple yet effective steps we can all take to help protect our environment and are hoping to get our staff down there amongst the trees to learn more about the benefits of living a more sustainable lifestyle. This is something we hope to continue throughout FY27



GREENHOUSE GASS EMISSIONS

Since 2022, Footasylum has measured its full Scope 1, 2, and 3 emissions, demonstrating a long-term commitment to decarbonisation. Our data is provided to third-party ESG advisors for calculation following the Greenhouse Gas Protocol; however, no formal assurance is provided. In 2022, we established science-aligned near-term and net zero targets based on the Science-Based Targets initiative (SBTi) Corporate Net Zero Standard. While not officially verified by the SBTi, these targets follow the “90/10” principle: achieving a minimum 90% absolute reduction in emissions, with no more than 10% neutralised via high-quality carbon removals from the target year onwards. To remain at the forefront of global standards and align with the BRC Climate Action Roadmap, this year we have updated our targets to set a 2030 Net Zero goal for Scope 2 (location-based), a 2035 Net Zero goal for Scope 1 and a 2040 Net Zero goal for Scope 3. Detailed targets and the associated risks they mitigate are outlined in Table 2.

**An increase of 17.9% in total distance travelled by employees in FY26 compared to FY25 due to more accurate data from employee commuting survey.*

**Scope 2 emissions targets are tracked using the location-based methodology in FY26, changing from the market-based methodology in 2025, and have been separated from Scope 1 targets to align with the BRC’s Climate Action Roadmap.*

Table 2: Footasylum’s Near-term and Net Zero Targets.

Target	Baseline FY22 Value	Most Recent Year FY26 Value	Performance Against Targets
Reduce absolute Scope 1 emissions 90% by 2035 from an FY22 baseline, in line with net zero	739 tCO ₂ e	782 tCO ₂ e	Increase per year since baseline: 5.8%. New annual reduction required to get to 90%: 9.3%. Reason for increase: Additional sites.
Reduce absolute Scope 2 emissions 90% by 2030 from a 2022 baseline on a location-basis*, in line with net zero	1,277 tCO ₂ e	1,325 tCO ₂ e	Increase since baseline: 3.8%. New annual reduction required to get to 90%: 22.6%. Reason for increase: Additional sites.
Suppliers with Science-based targets by 2028: 75% of Purchased Goods and Services, 70% of Capital Goods and 50% of Upstream Transport and Distribution	n/a		FY26 update: Footasylum are currently working to calculate the number of suppliers with science-based targets by June 2026, and figures will be reported in our 2027 Annual Report. Mitigates product regulation risk.
Reduce absolute employee commuting emission 38% by 2030 from a FY22 baseline	1,769 tCO ₂ e	1,936 tCO ₂ e	Increase since baseline: 9.4%. New annual reduction required to get to 38%: -10.8%. Reason for increase: An increase of 17.9% in total distance travelled by employees in 2026.
Reduce absolute Scope 3 emissions 90% by 2040 from a FY22 baseline in line with net zero.	70,203 tCO ₂ e	69,686 tCO ₂ e	Decrease since baseline: 0.7%. New annual reduction required to get to 90%: 6.4%. Reason for decrease: Reduced emissions from third-party logistics.

GREENHOUSE GAS (GHG) EMISSIONS FROM OUR OWN OPERATIONS (SCOPE 1 & 2)

Footasylum is mandated to complete an annual Streamlined Energy and Carbon Report (SECR), covering the Group's Scope 1, 2, and Scope 3 Grey Fleet emissions. Scope 1 emissions are produced from the combustion of natural gas and fuel oil in our sites and from transport fuels in fleet vehicles and company cars. Overall, Scope 1 and 2 (direct) and Scope 3 (indirect) transport emissions for this reporting year totalled 830.67 tCO₂ e, representing a carbon increase of 4.31% from the previous year. This was influenced by a 19.85% increase in Scope 1 transport emissions due to more frequent travel to and from a higher number of site openings. Equally, emissions from natural gas and other fuels decreased by 6.09% rather than increasing, driven by reduced natural gas consumption and the increased use of Hydrotreated Vegetable Oil (HVO), which has a lower carbon intensity than conventional fossil fuels.

Scope 2 emissions are produced from the use of electricity at our sites and electric company cars. While site expansion led to higher electricity demand, Scope 2 emissions actually decreased by 3.33% to 1,311.91 tCO₂ e because of a 14.51% decrease in the carbon intensity of the UK grid-electricity emission factor. Footasylum uses the number of sites as its intensity metric. In FY26, the operational location-based carbon intensity per site was 30.18 tCO₂ e, a decrease of 10.31% compared to the previous year. Footasylum does not utilise an internal carbon price for financial modelling or capital expenditure appraisal. We continue to monitor global and local shifts in carbon pricing mechanisms as part of our transition risk monitoring to ensure the business model remains resilient. Our current metrics are focused on mitigating product regulation risk and energy price risk, with a long-term goal of at least 90% absolute reduction in emissions to align with a Net Zero future.

Scope 2
Emissions



Down
3.33%

Emissions from natural gas
and other fuels decreased by



6.09%

GREENHOUSE GAS (GHG) EMISSIONS FROM OUR OWN OPERATIONS (SCOPE 1 & 2)

Table 3: Footasylum’s UK SECR Energy Consumption.

Utility and Scope	FY26 Consumption (kWh)	FY25 Consumption (kWh)
Scope 1 Total	4,632,775	3,658,637
Natural Gas and Other Fuels	3,830,053	3,000,920
Transportation	802,721	657,717
Scope 2 Total	7,487,422	6,575,818
Grid-Supplied Electricity	7,411,944	6,554,536
Transportation	75,478	21,282
Scope 3 Total	161,538	1,947
Transportation	161,538	1,947
Total	12,281,735	10,236,402

N.B. The reported Scope 1, 2 and 3 consumption has been rounded to zero decimal places. Any calculations have been conducted using complete, unrounded figures.

Table 4: Footasylum’s Total UK Emissions Intensity Metrics.

Intensity Metrics	FY26	FY25	FY26	FY25
Total Number of Sites	71.00	64.00	71.00	64.00
Reporting Method	Location-Based tCO ₂ e per site		Market-Based tCO ₂ e per site	
All Scopes (1, 2 & 3)	30.18	33.65	11.70	12.44
Percentage Change	-10.31%		-5.97%	

N.B. The reported Scope 1, 2 and 3 consumption has been rounded to zero decimal places. Any calculations have been conducted using complete, unrounded figures.

GREENHOUSE GAS (GHG) EMISSIONS FROM OUR OWN OPERATIONS (SCOPE 1 & 2)

Table 5: Footasylum's UK SECR Location-based and Market-based Emissions.

	FY26 Emissions		FY25 Emissions	
Utility and Scope	Location-based (tCO ₂ e)	Location-based (tCO ₂ e)	Market-based (tCO ₂ e)	Market-based (tCO ₂ e)
Scope 1 Total	781.54	791.52	791.52	781.54
Natural Gas and Other Fuels	604.97	644.19	644.19	604.97
Transportation	176.57	147.33	147.33	176.57
Scope 2 Total	1,325.27	1,361.52	4.41	13.36
Grid-Supplied Electricity*	1,311.91	1,357.12	0.00	0.00
Transportation	13.36	4.41	4.41	13.36
Scope 3 Total	35.78	0.40	0.40	35.78
Transportation	35.78	0.40	0.40	35.78
Total	2,142.59	2,153.45	796.33	830.67

*Emissions from Grid-Supplied Electricity (Scope 2) are captured and reported in tCO₂ only, due to the market-based methodology.

N.B. The reported Scope 1, 2, and 3 emissions have been rounded to two decimal places. Any calculations have been conducted using complete, unrounded figures

ENERGY EFFICIENCY MEASURES UNDERTAKEN IN FY26

LED Lighting Upgrade

Energy efficiency measures have been implemented across the estate to reduce overall consumption and improve operational performance. LED lighting upgrades were completed at nine sites, replacing less efficient lighting systems with modern, lower-energy alternatives. This change is expected to reduce lighting-related electricity demand while improving lighting quality and reducing maintenance requirements



Hot Water Control

Hot water control improvements were introduced at five sites, enabling better regulation of water heating schedules and usage. These controls help minimise unnecessary heating during periods of low demand, reducing energy waste and improving system efficiency.



HVAC Upgrades

In addition, HVAC (Heating, Ventilation and Air Conditioning) optimisation works were carried out at six sites. These upgrades enhance system performance by improving control settings and operational efficiency, ensuring heating and cooling systems operate more effectively in line with actual building demand.



GREENHOUSE GAS (GHG) EMISSIONS IN THE VALUE CHAIN (SCOPE 3)

Footasylum has measured its full Scope 1, 2 and 3 emissions since 2022. All fifteen categories of the Greenhouse Gas Protocol were assessed for applicability, and it was found that eight categories were applicable and have been quantified. Footasylum continues to prioritise data quality improvements combined with supplier and employee engagement to tackle these emissions. There are seven Scope 3 categories which have been omitted as non material or non-applicable. Categories 3 and 13 (Leased Assets) are already captured in Scope 1 and 2, while Category 9 (Downstream Transport) is included in Category 4 to prevent double counting. Categories 10 and 11 (Processing and Use of Sold Products) are excluded, as our retail goods are finished, passive items that do not consume energy. Finally, Categories 14 (Franchise) and 15 (Investments) are not applicable to the Group's current business model.

In FY26, Footasylum's total greenhouse gas emissions reached 71,793 ICGQ e (location-based), representing an 8.6% year-on-year reduction. This progress was largely driven by a 45.8% decrease in Capital Goods emissions due to a 41.7% reduction in capital spend, and a 49.7% drop in Offline Transportation and Distribution emissions, resulting from an 80.6% decrease in third-party logistics spend. While Scope 1 emissions fell by 1.3% as a 15.8% reduction in natural gas use offset a 19.8% rise in transport emissions. Scope 2 (location-based) emissions decreased by 2.7%, primarily aided by a 14.5% decline in the UK grid electricity emission factor despite a 12.7% increase in consumption. Notably, Scope 2 (market-based) emissions for electric vehicle charging fell by 100% as all charging transitioned to sites utilising 100% renewable electricity contracts.



GREENHOUSE GAS (GHG) EMISSIONS IN THE VALUE CHAIN (SCOPE 3)

Despite these gains, challenges remain in the value chain, which accounts for 97.1% of total location-based emissions; specifically, Employee Commuting emissions rose by 15.1% due to increased travel distances, and Purchased Goods and Services emissions, the largest footprint contributor at 84.7%, saw a 4.2% decrease driven largely by a 38.3% reduction in the footwear emission factor. To ensure long-term viability, Footasylum will continue to prioritise supplier engagement to address these embedded emissions while leveraging green energy procurement for direct operations.

Scope 1
Emissions

Down

Scope 2
Emissions

Down



GREENHOUSE GAS (GHG) EMISSIONS IN THE VALUE CHAIN (SCOPE 3)

Table 6: Footasylum's full Scope 1, 2 and 3 Carbon Balance Sheet FY26.

Carbon Balance Sheet	FY26	FY25	FY24	FY22	% Change from FY22 Baseline
Scope 1	782	792	707	739	5.8%
Scope 2 (Location-based)	1,325	1,362	1,384	1,277	3.8%
Scope 2 (Market-based)	13	4	7	0	+100%
Scope 3	69,686	76,363	67,376*	70,203*	-0.7%
1. Purchased Goods and Services	60,800	63,477	57,473*	57,627*	5.51%
2. Capital Goods	3,663	6,760	3,869*	3,924*	-6.6%
3. Fuel- and Energy-related Activities	733	611	606	639	14.6%
4. Upstream Transportation and Distribution	1,096	2,181	2,192*	5,253*	-79.1%
5. Waste Generated in Operations	37	42	52	15	151.2%
6. Business Travel	397	608	497*	119*	235.2%
7. Employee Commuting	1,936	1,682	1,750	1,769	9.5%
12. End-of-life Treatment of Sold Products	1,023	1,003	938	858	19.2%
Total All Scopes (Location-based)	71,793	78,517	69,467*	72,219*	-0.6%
Total All Scopes (Market-based)	70,480	77,159	68,090*	70,942*	0.7%
Total per £m revenue (Location-based)	204	221	213	256	-20.3%

*Indicates that this category has been restated due to a correction in the DEFRA factors published by the UK Government.

N.B. The reported Scope 1, 2 and 3 emissions and intensity metrics have been rounded to zero decimal places. Any calculations have been conducted using complete, unrounded figures.



ENVIRONMENTAL POLICY AND THE BRITISH RETAIL CONSORTIUM (BRC) - STRATEGIC ALIGNMENT

Environmental Policy At Footasylum, we recognise that proactive climate action is essential for both the planet and the long-term resilience of our business. Our environmental policy is built on a foundation of transparency, rigorous risk management, and ambitious decarbonisation targets. Our environmental policy is a public document, ensuring transparency for our customers, partners, and stakeholders. To ensure continued effectiveness and relevance in an evolving landscape, the policy and the associated climate risk register are reviewed and updated annually by the Board of Directors.

At Footasylum, we have aligned our Net Zero strategy with the BRC Climate Action Roadmap, ensuring our decarbonisation trajectory meets the collective ambition of the UK retail sector. By mapping our progress against the BRC's five pathways, we ensure our targets for Scope 1, 2, and 3 are grounded in industry-wide best practices. The table below highlights at a top level how we utilise the BRC Pathway to align with our approach.

Table 7: Using the BRC Pathways against Footasylum's FY26 Progress.

BRC Pathway	Footasylum application and FY26 update
Data and Reporting	Using BRC-aligned methodologies to track our Scope 1, 2 and 3 emissions.
Energy	Achieving our 100% renewable electricity target by 2025, ahead of the BRC 2030 milestone.
Logistics	Accelerating our transition toward a 100% electric/hybrid fleet in line with BRC's low-carbon transport goals, actively phasing out remaining internal combustion engine (ICE) vehicles.
Sourcing	Using BRC sourcing guides to engage our top suppliers in setting their own Science-Based Targets (SBTs).
Lifestyles	Engaging our customers and employees through sustainability training.

HEALTH AND SAFETY

At Footasylum, our people are our most important asset. We work hard to create a workplace where every employee, contractor, and visitor feels safe and supported. To keep our standards high, we focus on a few key areas: Leadership and Support: Our Board of Directors, Operations Director and Health and Safety Manager reviews safety reports each month to stay informed. We also provide a confidential support line so any team member can report any concern securely and privately, ensuring everyone has a voice.

Finding and Fixing Risks: We believe in being proactive. Every year, we carry out risk assessments to identify potential hazards before they cause problems. Our golden rule is to remove a hazard entirely whenever possible; if we can't, we use clear safety signs, specialised training, and protective gear to keep everyone out of harm's way.

Continuous Training: Training is the foundation of our culture. Every new starter begins with a safety induction, followed by regular refreshers such as annual training for lifting heavy items and safety check-ins for our store teams every six months. We keep detailed records to ensure no one is left behind. Whenever an accident or a "near miss" occurs, we investigate it immediately to understand what went wrong. These investigations are reviewed by our senior directors to ensure we take the right steps to prevent the same thing from happening twice. We also recognise that some team members need extra support. We have special safety protocols in place for workers under the age of 18 and new or expecting mothers, such as reduced hours. By looking out for everyone's individual needs, we ensure that Footasylum remains a safe and inclusive place to work for everyone.



HEALTH AND SAFETY

Risk Evaluation and Scoring Methodology

To keep everyone safe, Footasylum uses a simple scoring system to grade workplace hazards. We look at two things: how serious an injury could be and how often it might happen. Based on the score, we assign every risk to one of three action zones to decide what to do next. By using this traffic light system, as highlighted below in Table 8, we can clearly see which hazards need our attention first and ensure that no risk is overlooked

Table 8: Risk Evaluation and Scoring Methodology

The Red Zone (High Risk): This is our most serious category. If a task falls into the Red Zone, work must stop immediately. We will not start again until the job is completely redesigned or changed to make it safe.
The Yellow Zone (Medium Risk): These risks need extra attention. We put new safety rules or tools in place to lower the danger level and make the task safer for everyone.
The Green Zone (Low Risk): These are low-priority risks that are currently under control. However, we don't just ignore them—we keep a close eye on these areas to make sure they stay safe and don't become bigger problems later.

Table 9: Risk Assessment Decision Support Matrix, including risk ratings key.

Risk Assessment Decision Support Matrix							
Severity	Consequences				Increasing likelihood →		
	People	Environment	Business Interruption Assets	Brand Reputation	A IMPROBABLE Highly unlikely to occur	B POSSIBLE Has/could happen in office	C VERY LIKELY Foreseeable to happen > once per year
H	Permanent injury	Major effect	Major damage	Major impact	L	M	H
M	Notable first aid or over 3 day injury	Notable effect	Notable damage	Notable impact	L	M	H
L	Minor first aid or negligible injury	Minor or negligible effect	Minor or negligible damage	Minor or negligible impact	L	M	H

Key to Risk Ratings		
High Risk (H)	Intolerable risk - Eliminate	H
Medium Risk (M)	Intolerable risk - Manage (control)	M
Low Risk (L)	Tolerable risk - Review regularly	L

CLIMATE RESILIENT SUPPLIER NETWORK

Supply Chain

The “Tread Lightly” campaign helps improvements in sourcing, supply chain management, and packaging, with a continued emphasis on transparent climate reporting to enhance our appeal as a business partner and retailer. Climate risk modelling of our top 20 suppliers was repeated in FY26, assessing exposure to physical climate risks in our key operational countries. For the first time, the analysis included the risk of sea level rise at supplier sites. Results indicate a reduced wildfire risk compared to the previous year, but increased vulnerability to flooding and water stress, particularly for textile manufacturers due to their significant freshwater usage. Building on this, we conducted financial modelling on select high priority risks in FY26 to quantify potential Value-at-Risk from business interruptions. Going forward, we intend to evolve this into a full TCFD-aligned scenario analysis. This will involve expanding our scope beyond spend-based “Top 20” lists to identify critical Tier 2 bottlenecks and geographic hotspots. Furthermore, we plan to integrate carbon price sensitivity into our financial models to better understand the impact of transition costs on our Cost of Goods Sold (COGS) and to inform our long-term procurement strategy.



OUR PEOPLE

Our people remain a vibrant driver of our success, characterised by a strong representation of young talent, with 78.8% of our employees aged under 30 in FY26. With our commitment to flexibility being reflected in our balanced distribution between full-time and part-time roles, ensuring we remain an employer of choice in the competitive retail landscape

Table 10: Workforce Composition & Diversity, Total Employees as of 31/01/2026.

Category	Male	Female	Total
Total Workforce	1,286	1,416	2,702
Full-time	654	612	1,266
Part-time (<30 hours)	632	804	1,436

Table 11: Workforce Composition & Diversity, Total Employees as of 31/01/2026.

Age	Total
Age: <30	2,129
Age 30-50	474
Age >50	99

Table 12: Employment Flow: New Hires and Turnover, as of January 31, 2026.

Metric	Male	Female	Total
New Hires (Total)	803	936	1,739
New Hires (Full-Time)	255	284	539
New Hires (Part-Time)	548	652	1,200
Employee Leavers (Total)	937	1,069	2,006
Turnover (Full-Time)	288	307	595
Turnover (Part-Time)	649	762	1,411

OUR PEOPLE

Annual Gender Pay Gap Report

Footasylum is captured by UK legislative requirements to publish a Gender Pay Gap Report annually. This statutory disclosure ensures transparency in how we reward our people and helps us identify where further action is needed to achieve true gender parity across all levels of our business. Our latest Annual Gender Pay Gap Report reflects our ongoing commitment to closing the gap and increasing female representation in senior, higher-paid positions

Pay & Bonus Gap Analysis

Our median pay gap currently stands at 5.0%, meaning women earn 95p for every £1 earned by men. While we have achieved parity in the median bonus amount, the mean bonus gap reflects a higher concentration of men in senior leadership roles, an area we are actively addressing through our recruitment and internal progression strategies.

Table 13: Pay & Bonus Gap Analysis.

Metric	Results 2026
Median Hourly Pay Gap	5.0% lower (95p for every £1)
Mean Hourly Pay Gap	14.3% lower
Median Bonus Pay Gap	0.0% (£1 for every £1)
Proportion Receiving Bonus	33.1% (Female) vs 43.8% (Male)

Table 14 illustrates the distribution of male and female employees across four equal pay bands, from our lowest-paid roles to our most senior positions

Table 14: Employment Flow: New Hires and Turnover, as of 31/01/2026.

Pay Quartile	Female %	Male %
Upper Quartile (Highest Paid)	46.0%	54.0%
Upper Middle Quartile	50.0%	50.0%
Lower Middle Quartile	49.0%	51.0%
Lower Quartile (Lowest Paid)	62.0%	38.0%

OUR PEOPLE

While Footasylum's pay gaps remain below the retail average, the 62% female representation in our lower quartile continues to drive our mean gap. In FY26, to address this, we are enhancing recruitment through gender diverse shortlists for senior roles and supporting female talent retention with robust parental leave and flexible working options. Furthermore, we conduct annual pay reviews across all job grades to ensure equal pay for equal work remains a fundamental standard throughout the company.

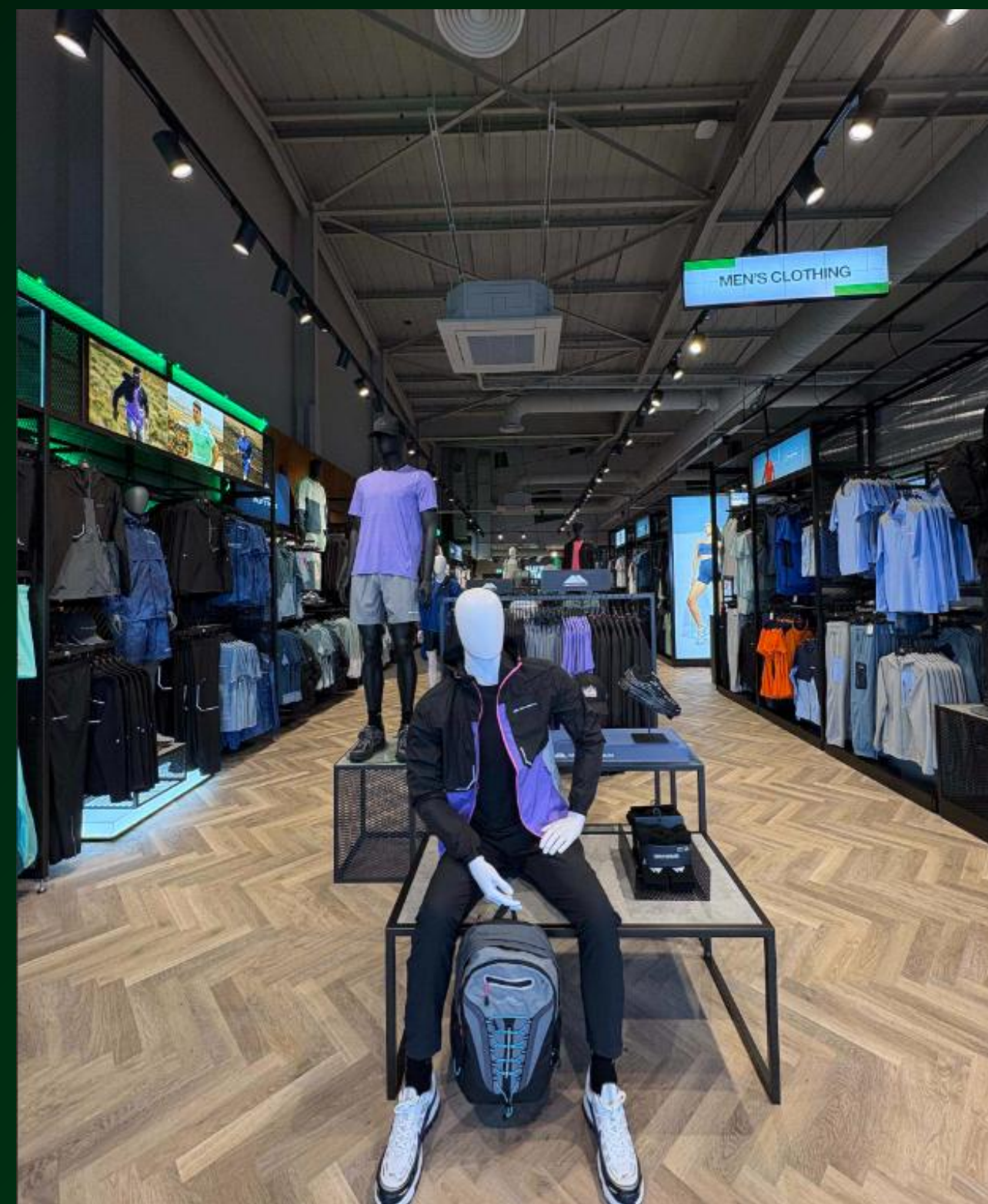
Employee Engagement and Wellbeing

As part of our approach to employee wellbeing and engagement, we hosted a series of yoga sessions at Head Office in January 2026. Delivered by a qualified instructor and open to all experience levels, the sessions focused on supporting physical and mental wellbeing through guided practice, breathing techniques and opportunities to reset during the working day, while also encouraging wider engagement with the building community. Footasylum further support its people through mental health first aiders in place, as well as awareness pieces.

Finally, we have an in-house Nurse to ensure all employees receive the maximum mental health support, demonstrating Footasylum's consideration for employee wellbeing.

Community Engagement

Footasylum is a community-driven organisation. We have partnered with a range of organisations, from the NHS to charitable initiatives, to support the communities in which we operate. In November 2025, we encouraged employees to register as blood donors, helping to contribute to lifesaving efforts. We also partnered with the charity Mission Christmas, supporting children in local communities who are experiencing poverty by helping to provide gifts.



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RESPONSIBLE BUSINESS CONDUCT



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RESPONSIBLE BUSINESS CONDUCT

To ensure everyone stays safe, we hold our outside contractors to the same high standards as our own team through a strict zero-tolerance safety policy. Before any work begins, contractors must submit detailed safety plans, use certified tools, and ensure only trained experts operate heavy machinery. For high-risk jobs, like those involving heat or working at heights, special permits and extra approvals are required.

Awards

Drapers Awards 2025 The Drapers Awards celebrate excellence in fashion retail across 26 categories, including brands, suppliers, and independents. This year, the ceremony was held in November at the HAC in London. We are absolutely delighted to announce that Footasylum took home two major awards. Team of the Year (Marketing): Winning Team of the Year is a massive moment for us. It's a testament to the incredible passion our people bring every day, pushing boundaries to keep Footasylum at the forefront of modern culture. This award belongs to the entire team whose relentless dedication continues to drive our success. Best Use of Social Media: Huge congrats to the team behind "Locked In" Season 5! We are incredibly proud that our flagship YouTube series was recognised for its long-term impact, unique concept and disruptive approach. Additionally, in June 2025, the team won "Best Use of Social Media" at the Drapers Footwear Awards. This specifically recognises footwear brands and retailers in the UK and Ireland for engaging customers and driving sales through platforms like Instagram and TikTok.

Drapers Awards

RESPONSIBLE BUSINESS CONDUCT

Awards

TellyCast Digital Video Awards 2025 The Footasylum Channel, in partnership with Cowshed, was recently honoured with the “Brand Channel: Special Recognition Award” at the TellyCast 2025 Digital Video Awards. This judge-nominated accolade highlights our success in merging high-energy entertainment with strategic brand messaging. By positioning Footasylum at the forefront of youth culture, the channel has cultivated a loyal community, amassing 2.9 million subscribers and generating 100 million views per year. Through a consistent posting schedule and collaborations with key influencers, Footasylum has successfully integrated its presence into the daily digital lives of its audience, effectively balancing content engagement with core commercial objectives. Justin Crosby, chair of judges, said: “Branded content and branded channels is a dynamic and fast-growing sector. Footasylum and Cowshed have led the way – demonstrating how brands can ride the wave of social media culture.”



People in Retail Awards We are immensely proud to share that our commitment to our team was officially recognised at the 2025 People in Retail Awards (PiRA), where we were named “Retail Employer of the Year”. This prestigious win highlights our “people-first” leadership philosophy and our dedication to building an inclusive, high-performance culture that resonates across our entire Group. By investing in our staff and fostering a workplace where talent is nurtured, we have ensured that our internal culture remains as vibrant and forward thinking as the youth culture we serve.



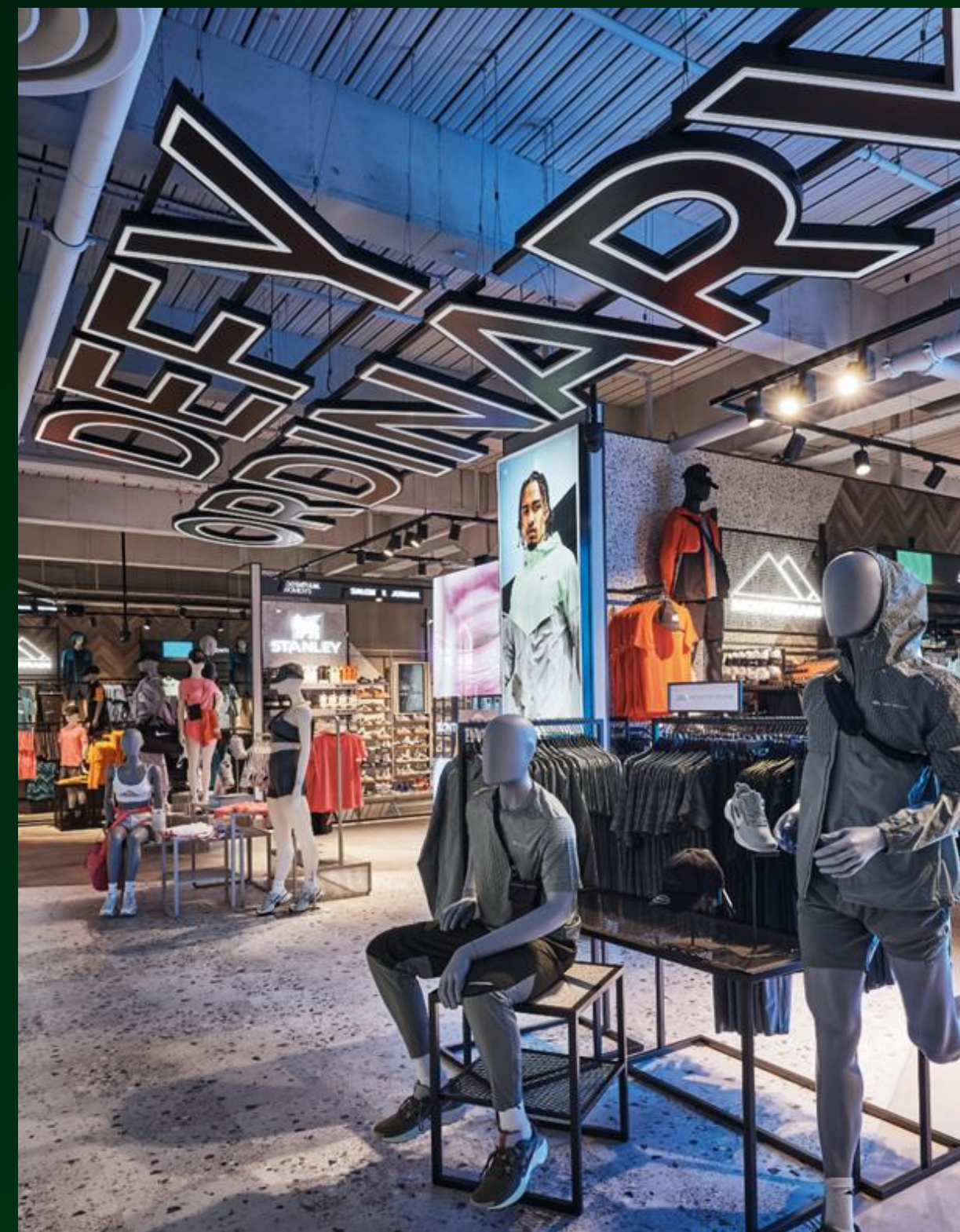
National Contact Centre Awards In further recognition of our commitment to professional development, we are delighted to have secured third place for “Best Apprenticeship Programme” at the 2025 National Contact Centre Awards. This achievement highlights the strength of our training initiatives and our dedication to providing clear, structured career pathways within our customer service teams. By investing in the next generation of talent, we ensure that our frontline staff are equipped with the skills and confidence to deliver the exceptional service our community expects.



RESPONSIBLE BUSINESS CONDUCT

Awards

Gateway to Youth Culture In February 2026, our strategic partnership with Jordan Brand established “The Basement” at our Oxford Street flagship store. This is a space made for young creators who want more than just somewhere to shop. From the start, the vision has been simple: build something with the community, not just for it. Somewhere you can turn up, feel welcome, and actually do something meaningful – whether that’s recording, designing, networking or simply learning something new. This is Footasylum doing what it’s always done best: opening doors, backing talent and giving the next wave a platform to grow. At its core, The Basement is about bringing people together. Music, fashion, sport, social media, podcasting, design, it all crosses over here. You’ll see creators linking up on new projects, DJs testing out sets, podcasters recording episodes and designers sketching ideas in real time. This is where content gets made, long-lasting friendships get built and unique opportunities start arising. This isn’t about flexing fancy equipment. It’s about creating an environment where everyone feels comfortable enough to try, fail, learn, try again and level up. By fostering this ground-up ecosystem, we reinforce our position as the strategic partner of choice for global brands seeking authentic entry into youth culture. This initiative directly advances our ESG commitments, specifically within our social pillar, by providing free access to professional resources and driving social mobility. Furthermore, our focus on community-led value aligns with the broader environmental and ethical standards of our Sustainability Improvement Loan, proving that investing in our people is as vital to our growth as our commercial success.



TAX STRATEGY

Our tax strategy is built on being a responsible and honest Group by following all tax laws in every location where we operate. To ensure we get everything right, our local finance teams work closely with the relevant departmental Directors and expert tax advisors, providing the technical knowledge needed for complex reporting. This entire process is checked and approved every year by the Board of Directors, ensuring our tax practices are transparent, accurate, and reflect our commitment to being a trustworthy company.



Thank You.

Footasylum

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