



2024 CORPORATE RESPONSIBILITY UPDATE

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About This Report

Following the release of Build-A-Bear Workshop, Inc.'s (Build-A-Bear's or the Company's) inaugural 2023 Corporate Responsibility Report in December 2024, we prepared this interim update report to share recent environmental, social, and governance (ESG) developments, initiatives, and performance highlights from FY 2024. This report is designed to keep stakeholders informed and engaged while providing a snapshot of our ESG journey. Unless otherwise noted, the information contained herein reflects decisions and actions through the first quarter of fiscal year 2025 and quantitative data for fiscal year 2024 (February 4, 2024 – February 1, 2025).



A Company with

In 1997, Maxine Clark, our founder, had a vision. She believed that simple, heartfelt gestures of love, friendship, and warm embraces, much like the ones we share with our beloved teddy bears, could truly transform the way we live and interact. From there, she set out on a journey to create a destination where kids could bring furry friends to life – spreading joy and nurturing connections one teddy bear hug at a time.

From that initial spark of inspiration, Build-A-Bear Workshop and a new way of thinking about shopping were formed. Since then, we have flourished into a global brand and entertainment company with multi-generational appeal. Along the way, we have stayed true to our strategic vision and have created nearly 250 million furry friends that celebrate and commemorate life's moments.



The Stuff You Love

We are all about people and the moments that bring us together. Our brand and products appeal to guests of all ages, from toddlers to teens, families, and adults. One’s inner child is awakened in our Workshops when a furry friend is chosen, stuffed, dressed, named and brought to life, as well as on our websites, which are often visited by “kidults” who seek the comfort of reconnecting with childhood memories and growing their collections. During the Heart Ceremony, when a heart is placed inside a furry friend or when guests connect through our storytelling across films and campaigns, they are reminded of the joy, nostalgia and love that define the Build-A-Bear experience.

The embrace of a furry friend can provide comfort, stress relief, sleep support, and security throughout one’s life.¹ We strive to empower all our guests to express themselves in a safe, warm space through our services, experiences and, of course, furry friends.

OUR MISSION
“Add a little more ❤️ to life”



Our Values

Our values are at the heart of everything we do. They guide how we operate our business and the experiences we provide our guests and fellow associates.

ACHIEVE
Push beyond what seems possible. Attain maximum results.

LEARN
Be intellectually curious. Own your development. Listen actively and seek opportunities to improve professionally and personally.

EMBRACE
Value the diversity, individuality and background of associates, guests, and business partners.

COLLABORATE
Trust your teammates and work together to achieve common goals. Seek the opinion of others. Take accountability for your actions.

GIVE
Make our communities a better place to live work and play through contributions of time and talent.

WIN
Consistently demonstrate relentless drive to enhance value for stakeholders. With tenacity, passion and focus, overcome all obstacles and attain excellence.

CELEBRATE
Acknowledge success, recognize individual and team contributions and have fun along the way.



¹Atomik Research survey commissioned by Build-A-Bear (2017). National Teddy Bear Day Survey Finds More Than Half of Adult Americans Still Have Their Teddy Bear From Childhood | Build-A-Bear Workshop (buildabear.com); Sumioka, H., Nakae, A., Kanai, R., and Ishiguro, H. (2013). Scientific Reports. 3:3034; Gannet, S. (2024, February 6). The Case for Sleeping with Stuffed Animals as an Adult. The New York Times.



Our Reach

As of FYE 2024

27 years

of adding a little more  to life

20 years
operating as a public company

\$496 million
revenue

1,000 full-time and 4,100 part-time associates in the U.S., Canada, U.K. and Ireland

589 stores

located around the world²



2 million

furry friends and more than \$25 million donated to charitable organizations since 2004

Ranked 27th
out of 300 on *Forbes* Best Customer Service List 2024

50 million+ guests visiting our experience locations each year⁴

240 million+ furry friends sold since inception

4 Distribution Centers

fulfilling store and e-commerce needs³

Top 20
recognition for 2024 most influential retailer in North America⁵

~40%
of sales are to teens and adults

² Includes 368 corporately managed, 138 partner-operated, and 83 international franchise locations as of February 1, 2025.

³ Distribution centers include one 350,000 square-foot owned location in the U.S., two third-party distribution centers in the U.K and China, and one third-party warehouse in California.

⁴ Experience locations include traditional model stores, tourist locations, concourse and seasonal spaces, vending machines, cruise ships and more. They feature unique combinations of interactivity and products in which guests can "make their own stuffed animals" by participating in the stuffing, fluffing, dressing, accessorizing and naming of their own teddy bears and other stuffed animals.

⁵ WPP and BAV (January 2024). "Most Influential Retail Brands 2024." wpp-bav-retail-influence-2024.pdf (wppbav.com).



♥ Our Approach to Corporate Responsibility

At Build-A-Bear, caring for people, communities, and the world around us has always been part of how we do business. Our corporate responsibility efforts are embedded in our culture and operations and align with the ESG priorities most relevant to our business and stakeholders. These priorities help ensure we continue to integrate responsible practices across our operations, deliver high-quality products and create safe, memorable experiences for our guests and associates.

Our ESG efforts are led by our Vice President of Investor Relations & Corporate Finance, with oversight from the Nominating and Corporate Governance Committee.

Supporting Collective Impact

We support the UN Sustainable Development Goals (SDGs) that align with our business practices and initiatives. Throughout this update report, each section highlights the specific SDGs our actions and programs help achieve.

Read more about our ESG approach in our [2023 Corporate Responsibility Report](#).



Our ESG Priorities

Sustainable Operations	Health and Safety
Product Materials, Distribution, and Packaging	Human Capital Management
Supply Chain Management	Equity and Inclusion
Product Safety	Corporate Governance
Responsible Marketing	Data Privacy and Security



♥ Responsible Products and Value Chain

Supply Chain Standards and Compliance

Our offerings include plush animals, clothing, accessories, collectibles, licensed items inspired by pop culture and sports teams, and products from partner brands. We strive to be a trusted partner, making an impact by adding a little more ♥ through responsible, sustainable and accountable practices across our value chain. From concept to delivery, our products follow a 12-to 18-month journey that involves a collaborative, multi-step process spanning design, production, quality assurance and logistics – with each stage adhering to strict policies and standards. These efforts are intended to ensure our guests receive high-quality, safe products that are responsibly designed, sourced and manufactured.

To bring these creations to life, we work with carefully selected global supply chain partners who share our values, uphold fair labor principles and prioritize responsible, sustainable practices. These partners include factories that produce our plush products, clothing, shoes and accessories, as well as companies that manage some of our warehouses, distribution and logistics. We are members of The Toy Association and our affiliated vendors are members of the International Council of Toy Industries (ICTI). Both organizations have been instrumental in establishing and enhancing global standards for safety and social and environmental responsibility within our target markets and supply chains. We adhere to The Toy Association [Member Code of Conduct](#) and the [ICTI Code of Business Practice](#), embedding their principles into our own guidelines and programs.



We have built a robust framework of internal and external policies, practices and reporting mechanisms to uphold our values and to ensure adherence to our standards. All suppliers must sign and follow our Social Compliance Policy and ensure their upstream material suppliers do the same. The policy covers fair labor practices, safe working conditions, zero tolerance for harassment or abuse, freedom of association and collective bargaining, environmental responsibility, and procedures for reporting potential incidents of non-compliance. We have clear procedures to comply with supply chain and product-related legal and regulatory requirements in the jurisdictions where we operate. This includes regulations and standards for children’s toys that address workplace and product issues such as safety specifications, hazards, restricted chemicals, and packaging and labeling. We also meet regulations on modern slavery, human trafficking and forced labor in Canada, [California](#), and the [U.K.](#) Due to human rights concerns, we do not source products or materials from the Chinese province of Xinjiang. Read more about how we comply with various regional and global regulations, including relevant requirements of the U.S. Consumer Product Safety Commission (CPSC), in our FY 2024 10-K.



Our associates are expected to avoid conflicts of interest and comply with our Business Conduct Policy when engaging with partners, and our primary vendors receive annual reminders of our gift-giving protocols. All associates receive training on our policies, with additional training for those involved in sourcing on our zero tolerance for forced labor and human trafficking.

Our manufacturing partners must undergo annual third-party audits to evaluate adherence to the Ethical Supply Chain Program (ESCP) covering social, environmental, health, safety, and responsible business standards or equivalent program, supplemented by on-site inspections by our team.⁶ Non-compliance requires remediation, with persistent issues resulting in probation or termination. All our partners hold valid ESCP or equivalent certifications and comply with local and regional environmental laws and regulations. Our sourcing team oversees product development and production, regularly reporting to our Chief Financial Officer and, when necessary, engaging cross-functional teams to address issues that may impact our partners or guests.

Looking ahead, we are developing an environmental questionnaire to better understand the resource-based practices of our suppliers. As our industry and Company continue to evolve, we are committed to expanding and strengthening our responsible and sustainable practices throughout our supply chain.



Product Safety

Our quality assurance team oversees the quality control risk assessment process for each product and category, ensuring compliance with global quality and safety requirements for children's toys and related products. This process includes:

- Reviewing design sheets and product samples for potential hazards and quality concerns
- Conducting factory audits and approving inspections of products
- Requiring independent lab testing for each product, with passing reports on record before shipment

We have banned and restricted the use of certain substances to comply with local and international regulations, such as the EU Toy Safety Directive. We regularly conduct toxicological risk assessments on consumer-facing materials and test scented products to meet the International Fragrance Association Standards, the global benchmark for safe use levels and applications for fragrance ingredients in consumer products. Our factories are also inspected through ESCP or similar evaluations to monitor chemical use, ensure safe handling, and verify proper implementation of chemical management procedures.

We help shoppers pick accessories that are safe for their child's age group through product and packaging labeling that carry age-grading and safety warnings in line with CPSC guidelines and other relevant global safety regulations. To learn more, please visit our [Product Safety Standards](#) and [Product Safety Warnings](#) on our website.

⁶ The Ethical Supply Chain Program was established in 2004 by the ICTI and rebranded in 2024 from its former name, the ICTI Ethical Toy Program.



We are making significant strides toward reducing our reliance on virgin materials by transitioning to recycled content in our stuffing. Beginning in 2024, all stuffing in our UK stores and over 90% in our US stores has been made from 100% Global Recycled Standard–certified polyester.⁷ Due to a legacy regulation in Ohio that restricts recycled content in stuffed toys, we cannot yet fully convert in that state, but our goal is to achieve 100% recycled stuffing across the U.S. once allowed.

Sustainable Products and Distribution

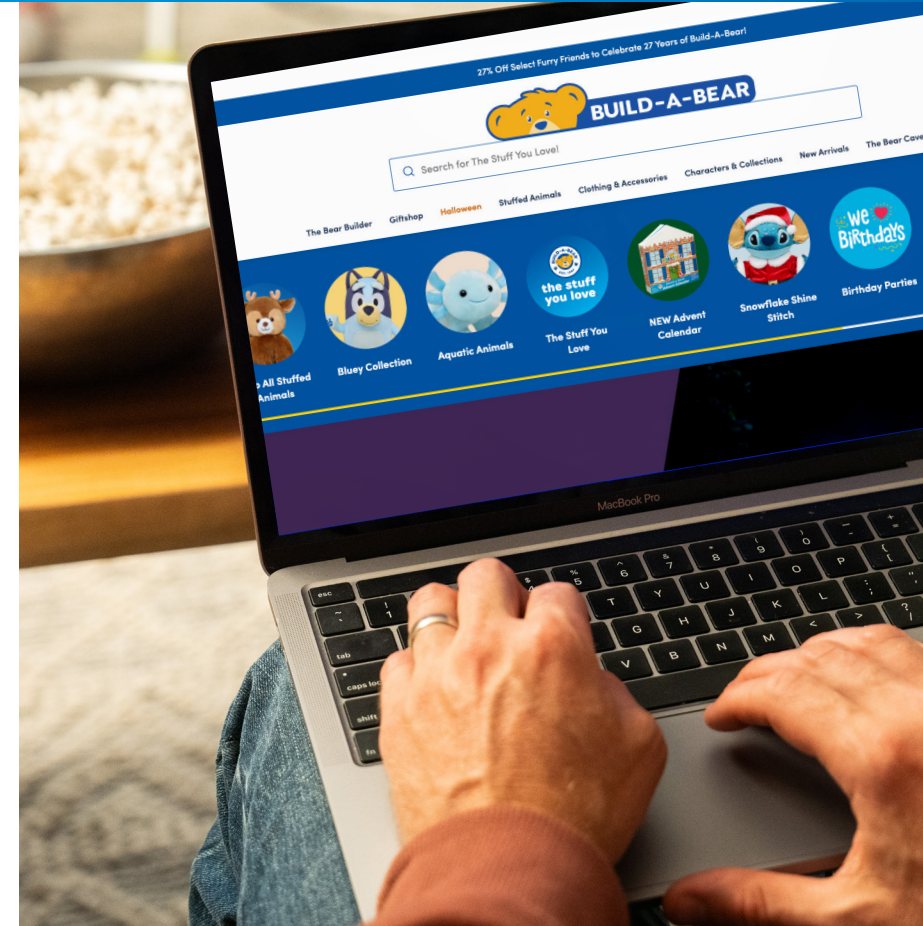
We are advancing packaging sustainability by eliminating plastics – including blister packs, clamshells, and polybags – whenever possible, and converting where necessary to post-consumer recycled polyester for plastics remaining in our supply chain. The cardboard for hangtags utilizes Forest Stewardship Council–certified materials. We have also reduced the size of our signature Cub Condo, eliminated inner case packs to cut shipping emissions, streamlined hangtag colors from four to one to lower water use and effluents, and introduced digital birth certificates for our furry friends to replace paper versions.

Transportation and logistics improvements are further reducing our environmental footprint. Over 95% of our inbound shipments travel by sea, supported by advanced logistics systems and partnerships with carriers committed to emissions-reduction targets and supply chain efficiency programs such as the [U.S. EPA’s SmartWay®](#) initiative. In addition, our stores function as local fulfillment hubs, helping to minimize last mile delivery emissions.

Responsible Marketing

We engage guests across multiple channels, including online content, social media, loyalty programs and in-store experiences, while upholding strict ethical marketing practices. Our approach complies with global and country-specific advertising and privacy regulations, such as [ICTI’s Guiding Principles on Advertising and Marketing to Children](#) and the [U.S. Children’s Online Privacy Protection Act](#).

We implement safeguards including age-gates, parental permissions and policies that prohibit the collection, use and disclosure of personal information from children in restricted jurisdictions. These measures ensure that all guests, especially children, can safely engage with our content and products across digital and physical platforms.



⁷ The Global Recycled Standard (GRS) is an internationally recognized, voluntary product standard that verifies and tracks the content of recycled materials in products throughout the supply chain. It certifies products containing a minimum of 50% recycled material and addresses requirements for traceability, social and environmental practices, chemical use, and proper labeling. The GRS is maintained and promoted by Textile Exchange, a global non-profit organization that advances sustainability and responsible practices across sectors, particularly the textile industry.



Sustainable Facilities

Build-A-Bear Workshop operates a flexible, asset-light footprint made up of owned and leased sites that include our corporate offices, distribution centers, warehouses and company-owned stores, as well as partner-operated and franchised locations that accelerate our global reach. Store formats encompass traditional shops, shop-in-shops, pop-ups and other non-traditional venues such as tourist locations.

Where we have operational control, such as in our headquarters, warehouses and distribution centers, we have adopted resource-efficient practices such as 100% LED lighting paired with motion sensors, on-demand (tankless) water heaters and recycling streams for paper, plastics, metals, glass and e-waste. We promote emissions reductions through employee commuting and travel policies, such as remote work options, locating offices near public transportation, and providing bicycle storage and access to EV charging stations. Our United Kingdom offices and company-owned stores meet the requirements of the Energy Saving Opportunity Scheme (ESOS).

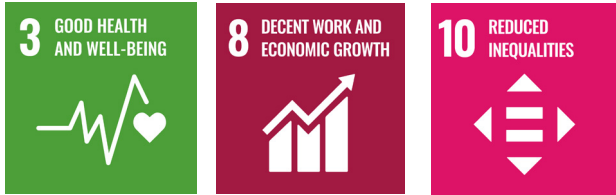
Read more about our responsible business practices in our [2023 Corporate Responsibility Report](#).



♥ Caring for People

Our culture truly begins with ♥. Every day, we focus on building a special, unique, and fun environment that values and promotes teamwork. We listen and learn from each other. We reward and recognize each other's efforts and accomplishments. We look for possibilities, not obstacles, always setting challenging goals to help us strive for breakthrough results. We celebrate achievements large and small, showing and sharing our gratitude for the many ways our associates bring a little more ♥ to life every day. Their commitment and passion bring our core values – Achieve, Learn, Embrace, Collaborate, Give, Win, Celebrate – to life.

Our team of dedicated human capital management professionals guide our people-focused programs, policies, and procedures. They are led by our SVP, Chief People Officer, who reports directly to our CEO and receives guidance and insight from our Board.



Training Across Our Company

U.K. Stores		North America Stores	
Average training time per associate	Average training cost per associate	Average training time per associate	Average training cost per associate
12 hours for Bear Builders; 30-40 hours for Store Managers	£495 GBP	12 hours for Bear Builders; 40 hours for Store Managers	\$600 USD

Talent Acquisition and Development

We recruit through diverse channels, including internal job placements and promotions, career websites, social media, internships and temporary hiring services.

Our hiring process emphasizes cultural fit and passion for our mission, using structured interviews and psychological assessments to ensure alignment with our values.

15-20% of our seasonal Sup-Bear-Stars are offered regular associate positions.

We take a promote-from-within approach, empowering associates to grow their careers at Build-A-Bear through targeted development opportunities. In collaboration with behavioral psychologists, we create tailored development plans based on insights from psychological assessments conducted during the interview process.

Our comprehensive training programs are tailored to different roles and responsibilities and focus on professional development, personal growth, organizational knowledge, and systems and technology. These include Management Training and our Hearts, Hugs & Minds learning platform for associates, which blends in-person and online sessions. From onboarding to ongoing learning, associates also receive training in safety, operations, security and IT, and other core areas.

Build-A-Bear was named one of Newsweek's America's Best of the Best in 2024.



Our Bearhouse associates undergo extensive safety training before and during their time at the Bearhouse to ensure that everyone enjoys a safe and healthy working environment.

Our 2024 U.S. total recordable incident rate is aligned with the industry average at 2.5, and our 2024 lost time incident rate was 3.37.



Compensation and Performance Management

Our compensation programs feature competitive base salaries, performance incentives, and bonuses, with regular compensation assessments for executives and directors. We are committed to consistency and fairness in pay across our offices, distribution centers, and stores worldwide. To uphold these standards, we conduct compensation risk assessments to identify potential risks or inequities, with the results reviewed by the Board's Compensation and Human Capital Committee.

We recognize our associates' contributions through a structured performance appraisal process with clear targets and merit-based increases. Store managers, full-time associates at World Bearquarters, and exempt associates at the Bearhouse meet with their team leaders to review progress at least twice a year. Year-end evaluations combine self-assessments with leader feedback, with merit-based increases determined based on performance and market conditions.

We offer a range of benefits designed to support the health, well-being, and long-term financial security of our associates and their families. Benefits vary by location but may include:

- Health, life and disability insurance; paid time off, retirement savings plans; and employee assistance programs
- Wellbeing initiatives across fitness, nutrition, mental health and financial literacy
- Associate discounts, corporate perks program and scholarships

Employee and Community Engagement

We connect associates worldwide through digital platforms like UKG Pro and BAB Central for HR support, communication and recognition. We curate dynamic initiatives that foster engagement and meaningful connections among associates, such as bi-weekly Bearquarters meetings, monthly "Experience First Fun" events, and "Coffee with Sharon" sessions for new associates to meet our CEO.



As of the end of 2024, our retail pay rates are at least 5% above the minimum wage for North America and the national wage for the U.K.

Average U.K. hourly wage for store associates: £10.27

Average U.S. hourly wage for store associates: \$15.33



Turnover Statistics

Within the U.K.:

Stores: 62%

(2% for full-time associates; 98% for part-time associates)

Regional Bearquarters: 12%

All Locations: 62%

(Voluntary: 93%)

Within North America:

Stores: 80%

(37% for full-time associates; 88% for part-time associates)

World Bearquarters: 23%

Bearhouse: 70%

(1% for full-time associates; 99% for part-time associates)

All Locations: 77%

(Voluntary: 66%)



Our approach to belonging centers on three focus areas:

Associate Belonging

We are committed to fostering a respectful and inclusive culture where all associates feel a sense of belonging and can reach their full potential. We are an equal opportunity employer and do not tolerate discrimination or harassment of any kind, valuing the diverse backgrounds of our associates, guests and partners. We also strive to provide reasonable accommodation for individuals with disabilities, religious beliefs or observances.

Consumer Belonging

Consumer belonging is at the heart of the Build-A-Bear experience. We create meaningful connections between our products, experiences, and guests so every person feels seen and celebrated. Our store associates reflect the diverse communities we serve, bringing a wide range of backgrounds, languages and cultural perspectives to each interaction. Through personalized furry friends and celebratory experiences, we offer guests the opportunity to express themselves and share their stories in a way that is uniquely their own.

Community Belonging

Community belonging centers on our ability to use our voice, our power and our resources to create collective understanding, shared responsibility, and a positive impact on our most vulnerable and underserved communities. We believe that being active members of diverse communities is foundational to accepting everyone.

Belonging Embraced

We strive to maintain an inclusive and fair workplace where all associates have equitable access to opportunities and resources. Our goal is to remove barriers to participation so our teams, customers and communities can thrive in their interactions with Build-A-Bear.

Our Equity and Inclusion Mission:

To add a little more ❤️ to life for everyone, inclusive of race, ethnicity, gender identity, sexual orientation, religious and secular belief, socio-economic status, ability, and disability.



Giving Back

Our giving program comes to life through the work of the Build-A-Bear Foundation and the generous acts of our associates and guests. Founded in 2004, the Build-A-Bear Foundation is the charitable arm of our Company. The foundation focuses on the Build-A-Bear Foundation literacy programs, The Hearts' 'n' 'Hugs Fund, and charitable partnerships to support children and communities in need, sharing books, bears and amazing experiences where they're needed most.

2024 Impact

- ♥ Donated over 100,000 furry friends
- ♥ Provided over 250,000 books and 25,000 reading buddies to support literacy outcomes for young students through First Book
- ♥ Granted a wish a week through Make-A-Wish America
- ♥ Served more than 500 students with the first-ever Build-A-Bear Foundation Book Bash
- ♥ Supported those impacted by emergencies with national disaster response through American Red Cross

We're on a mission to donate 1 million books and 100,000 reading buddy furry friends with First Book by 2027!

Our Partners



Since 1997, Build-A-Bear has donated more than 2.0 million furry friends and over \$25 million to charitable causes around the world.

Our associates give back in service to others with their time and financial support. More recently, UKG Pro Giving has enabled associates to donate to charities of their choice, while in-store drives invite guests to join in supporting meaningful causes.

The Beverly Fund

Associates who need the basic necessities of life due to unanticipated financial hardship or events can find relief through the Build-A-Bear Foundation's Beverly Fund. In honor of one of our associates who lost their battle with cancer, their legacy lives on through the generous donations of our associates.



♥ Acting from Values

Corporate Governance

Our corporate governance structure promotes transparency, accountability and sound decision-making. The Board and its committees ensure that we act in the best interests of our stakeholders and uphold our corporate values.



Corporate Governance Highlights

One share, one vote	Majority vote with director resignation policy
Greater than majority independent directors	Executive sessions of independent directors
Separate independent Chair and CEO	Limits on director overboarding
Director retirement policy	Stock ownership and retention guidelines
Clawback policy	Annual Board and director self-evaluations

Our six-member Board brings a diverse mix of skills, including strategic planning, product development and innovation, store operations, e-commerce and digital transformation strategies, cybersecurity, marketing and content creation and distribution, executive leadership, and corporate governance. At the end of our FY 2024, every director had served on the Board since at least November 2021, with an average tenure of six years. Our CEO is the longest-serving director, having joined in 2013.

Learn more about our Board and governance practices in our [2025 Proxy Statement](#).



Ethics and Compliance

We are committed to conducting our business in accordance with the highest ethical, moral and legal standards. Our associates, partners and directors are expected to act with integrity, setting an example for one another and the industry.

Our leadership team is responsible for assessing and managing risks across four focus areas: strategic, operational, financial and compliance. We assess risks through annual planning sessions and continuous monitoring. The Board oversees strategic and operational risks, with committees responsible for specific focus areas. Regular updates at Board and committee meetings include risk management activities and efforts, best practices, lessons learned from incidents at other companies, the effectiveness of our measures, and other related matters.

Our Business Conduct Policy serves as a comprehensive guide for our directors, leadership, and associates on matters such as conflicts of interest, anti-bribery and corruption, and fair dealing. We request all our associates to acknowledge and adhere to these policies on an annual basis. We also require adherence to and annual acknowledgement of an additional ethics policy for our senior executives. Our policies and procedures are supplemented by ongoing education and training to reinforce our expectations. We engage with external partners to develop and administer some of our compliance learning programs. In addition to the annual review of our handbooks and policies, our associates may complete courses related to anti-harassment, equal opportunity, diversity, payment processes, and data privacy and security, depending on their roles and locations.

Whistleblower Policy



Our associates are strongly encouraged to promptly report any knowledge or suspicion of actions or behaviors that do not adhere to our policies and procedures. Multiple reporting channels are offered such as direct supervisors, leadership team members, especially our Chief People Officer and General Counsel, or our third-party-operated 24/7 anonymous ethics hotline. The hotline is available for our associates and business partners in multiple languages and locations around the world. In all cases, we strive to uphold the utmost confidentiality.

Safeguarding Content

We prioritize the safety and security of our information technology (IT) systems, which support transactions, inventory and shipment management, consumer databases, and daily operations. Protecting these systems and the information they hold is a shared responsibility across our associates and partners.

We use a risk-based framework to identify, mitigate and manage data privacy and cybersecurity risks, integrating these issues into our broader enterprise risk management program. Our data privacy and cybersecurity strategies are led by our SVP Chief Technology Officer (CTO), Chief Privacy Officer, and Director of IT Operations. Our CTO regularly updates the CFO and the Board's Audit Committee, which oversees the Company's IT systems, cybersecurity, and data privacy.

We maintain a comprehensive program to monitor, protect and respond to security threats, guided by the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Our safeguards include:

- Regular internal audits and external penetration testing
- 24/7 security operations center for threat monitoring
- Disaster recovery and business continuity plans tested regularly
- Assessments by third-party experts to assess cybersecurity maturity risk posture
- Regular review of data protection, access controls, and incident response policies

We process personal identifiable information (PII) in accordance with applicable laws, including EU GDPR, California Consumer Privacy Rights Act, and U.S. Children's Online Privacy Protection Act. We do not share personal information with third parties without consent and honor requests to limit, delete, or restrict data use.

All associates complete mandatory cybersecurity and privacy training during onboarding, with annual refreshers and role-based programs. Regular phishing simulations and targeted learning help reinforce safe practices.

Read more about our corporate governance in our [2023 Corporate Responsibility Report](#).



SASB Index

This index summarizes the most relevant disclosures for our business aligned to the Sustainability Accounting Standards Board (SASB) industry standard for Multiline and Specialty Retailers & Distributors

SASB Code	SASB Metric	Disclosure Location/Response
Energy Management in Retail & Distribution		
CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	We do not track this information
Data Security		
CG-MR-230a.1	Description of approach to identifying and addressing data security risks	See Safeguarding Content
CG-MR-230a.2	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	We do not disclose this information
Labor Practices		
CG-MR-310a.1	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	See Compensation and Performance Management
CG-MR-310a.2	(1) Voluntary and (2) involuntary turnover rate for in-store employees	See Compensation and Performance Management
CG-MR-310a.3	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	We do not disclose this information
Workforce Diversity		
CG-MR-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	We do not disclose this information
CG-MR-330a.2	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	We do not disclose this information
Product Sourcing, Packaging & Marketing		
CG-MR-410a.1	Revenue from products third-party certified to environmental and/or social sustainability standards	We do not disclose this information
CG-MR-410a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	See Responsible Products and Value Chain
CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	See Sustainable Products and Distribution



Forward Looking Statements



This report contains certain statements that are, or may be considered to be, “forward-looking statements” for the purpose of federal securities laws, including, but not limited to, statements that reflect our current views with respect to future events and financial performance. We generally identify these statements by words or phrases such as “may,” “might,” “should,” “expect,” “plan,” “anticipate,” “believe,” “estimate,” “intend,” “predict,” “future,” “potential” or “continue,” the negative or any derivative of these terms and other comparable terminology. All the information concerning the results of our ESG efforts, our future liquidity, future revenues, margins and other future financial performance and results, achievement of operating of financial plans or forecasts for future periods, sources and availability of credit and liquidity, future cash flows and cash needs, success and results of strategic initiatives and other future financial performance or financial position, as well as our assumptions underlying such information, constitute forward-looking information.

These statements are based only on our current expectations and projections about future events. Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause our actual results, level of activity, performance or achievements to differ materially from the results, level of activity, performance or achievements expressed or implied by these forward-looking statements, including those factors discussed under the caption entitled “Risks Related to Our Business” and “Forward-Looking Statements” in our Annual Report on Form 10-K filed with the Securities and Exchange Commission (“SEC”) on April 18, 2024 and other periodic reports filed with the SEC which are incorporated herein.

All our forward-looking statements are as of the date of this report only. In each case, actual results may differ materially from such forward-looking information. We can give no assurance that such expectations or forward-looking statements will prove to be correct. An occurrence of or any material adverse change in one or more of the risk factors or other risks and uncertainties referred to in this report or included in our other public disclosures or our other periodic reports or other documents or filings filed with or furnished to the SEC could materially and adversely affect our continuing operations and our future financial results, cash flows, available credit, prospects, and liquidity. Except as required by law, the Company does not undertake to publicly update or revise its forward-looking statements, whether as a result of new information, future events or otherwise.



