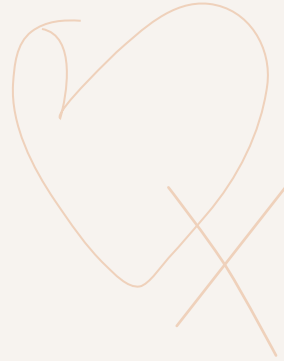


2028

Equity, Inclusion & Human Rights Strategy



Inclusive C&A

Where Everyone can Become their Best Self

Fair to Her, Him & Them

1. Diverse Teams, Representative Leadership



Everyone feels represented and has a fair chance to succeed

- Leaders adopt habits to interrupt bias in people decisions
- Structural barriers to equal opportunity are mitigated
- Underrepresented groups successfully navigate corporate careers

co-worker

2. Equitable Rewards



Everyone is paid fairly and given the support they need

- Pay equity measures adopted effectively
- Equitable benefits rolled out

co-worker

3. Active Inclusion



Everyone can be authentic self and feel like they belong

- Leaders and co-workers take responsibility for inclusive culture
- Customers experience C&A as an inclusive brand

co-worker, consumer

4. Better Opportunity



FOCUS

Women and youths facing social disadvantage can live better lives

- C&A business leverages economic equity addressing disparities in society

society

5. Respect for Human Rights

Because human rights are at the foundation of it all

- Human rights are embedded into business practice
- Human rights and rule of law are supported



co-worker, society

What success looks like

Employer of Choice for Equity

55%

women & non-binary leaders

55%

leaders from underrepresented groups

100%

inclusion

Our approach:

- gender-responsive
- intersectional
- data-driven
- participatory
- accountable