

TOMORROW
TOGETHER
GROWING OUR
TOMORROW
TOGETHER
GROWING OUR
TOMORROW

A Message from Our CEO: Our 2026 Global Impact

Introduction from Régis Schultz Chief Executive Officer



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Being part of JD means I get to see first-hand the meaningful impact our colleagues create every single day across our stores, distribution centres, gyms and offices and the many communities we operate in around the world. I am inspired by the way their actions and ideas shape the experiences of millions and by how deeply they contribute to strengthening our communities.

We are proud of the continued growth and global momentum of the Group and acknowledge that our impact extends well beyond financial performance. This report reflects the moments where JD colleagues bring their passion, cultural insight, dedication to making a difference and moments that show what it means to lead with purpose in a global, community-anchored brand.

Our Customers

Every day, our colleagues help customers connect with sport, music, fashion and culture. Whether supporting them to access the latest products they love, providing expertise through our in-store and digital experiences, or partnering with leading global brands, we aim to create environments where everyone feels welcome and represented. Our customers are at the heart of our business and their trust fuels our responsibility to deliver inclusive and accessible experiences across all markets.

Our Colleagues

JD is powered by a diverse global team spanning retail, logistics, digital, product and corporate roles. With more than 96,000 colleagues across multiple regions, we celebrate a workforce representing a wide range of backgrounds, cultures and perspectives. This diversity is our strength. It shapes how we innovate, how we serve customers and how we grow as a global retailer. We continue to invest in colleague development, wellbeing, leadership capability and creating environments where every individual feels valued, supported and able to thrive.

Our Communities

JD has deep roots in the communities we serve. Through our global community and social impact initiatives, partnerships and grassroots programmes, we help young people unlock opportunity, build confidence and inspire them to reach their full potential. We remain committed to breaking down barriers, whether through youth-led initiatives, local partnerships, or community-led projects, ensuring our impact is both meaningful and sustainable.

Our Global Responsibility

As we continue to grow our global footprint, our responsibility to our people, communities and environment grows with it. The JD Global Impact Report reflects our commitment to building a more inclusive, equitable and culturally aware organisation. It highlights the progress we have made, the voices shaping our direction and the global actions underway to ensure every colleague, customer and community experiences JD at its best.

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DRIVEN BY YOUTH. DEFINED BY CULTURE.

Built from a single store in Bury, Manchester back in 1981, JD Group ('JD') has grown into a leading global omni-channel retailer in sports fashion with over 4,800 stores worldwide.

Our success is built on a deep connection with youth culture driven by sport, music and fashion. We're strengthened by long-standing partnerships with iconic global brands like Nike, adidas, New Balance and Asics. These collaborations allow us to offer exclusive styles and early access to high-demand products, reinforcing JD's position at the forefront of global trainer and streetwear culture.

JD doesn't just sell products; it builds communities, curates experiences and sets trends across markets worldwide.



The 2026 JD Group Global Impact Report covers the 52 week period up to 31 January 2026

OUR FASCIAS

Sports Fashion

COMPLEMENTARY CONCEPTS

Complementary Athleisure

Sporting Goods & Outdoor



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GROWING OUR TOMORROW TOGETHER

Our Strategy in Action

At JD, our strategy is grounded in a simple but powerful belief: sustainable growth is delivered when commercial performance and global impact are fully aligned. Built from our heritage as a culture-led brand, we operate at the intersection of sport, fashion and youth culture, creating value not only through what we sell, but through the opportunities we create and the communities we serve.

Our Global Impact Report reflects how we translate this strategy into action, connecting purpose, performance and long-term value creation.

What We Deliver

We focus on three strategic pillars, aligned to both business performance and societal impact:

- **People - Unlocking Potential**
We invest in building a high-performing, engaged and inclusive workforce. Through leadership capability, AI-enabled tools and a strong focus on wellbeing, we enhance productivity, strengthen retention and enable our people to perform at their best, at scale.
- **Communities - Expanding Opportunity**
We deepen our connection to youth culture and the communities we serve by creating access to opportunity. Through initiatives such as JD UP and our global partnerships, we support social mobility, strengthen brand relevance and build future talent pipelines that reflect the diversity of our markets.
- **Environment - Protecting Tomorrow**
We are embedding responsible practices across our value chain, improving transparency, advancing ethical sourcing and reducing environmental impact. This strengthens resilience, supports compliance and positions JD for long-term, sustainable growth.
- **Ethical Practice - Raising Standards**
As part of our responsibility as a global business, we recognise and embrace that our scale enables us to make positive, lasting changes in our sourcing and supply chain.

How We Deliver

Our **culture is the operating system** that powers delivery across every market and every pillar. It defines how we lead, how we make decisions and how we perform, embedding trust, inclusion and accountability into the day-to-day execution of our strategy.

At the same time, we are accelerating the use of **data, technology and AI** to transform how we operate, enhancing decision-making, increasing efficiency and creating more connected, intuitive customer experiences.

This combination of **people-powered culture and technology-enabled capability** allows us to move with greater speed, precision and agility in a complex global environment.

Delivering Measurable Value

Our integrated approach ensures that investment across People, Communities and Environment translates into tangible outcomes:

- Higher workforce engagement, capability and productivity
- Stronger customer connection and brand relevance
- Faster speed to market and improved operational efficiency
- Reduced risk and increased organisational resilience

We recognise these outcomes are not standalone, they reinforce each other to support our sustainable growth strategy.

Creating Long-Term Value

By aligning our commercial strategy with our global impact framework, we ensure that growth is both **scalable and responsible**.

This is how we deliver long-term value for our shareholders while strengthening our position as a purpose-led, culture-driven global retailer.

Growing Our Tomorrow Together is not just our ambition, it is how we operate, every day.

Environmental:



Social:



Our Communities

Social Impact: A Stronger Community for Everyone

Communities sit at the heart of our global impact and our ambition to Grow Our Tomorrow Together, with a clear focus on empowering young people to realise their potential. Through employability programmes, mentoring and aspiration-raising initiatives, we help build confidence, develop skills and create meaningful pathways into work.

Our community impact is driven by locally led action across our global estate. By working closely with community organisations, partners and charities, our brands play an active role in the places they serve, reflecting our belief that sustainable growth happens when businesses and communities progress together.

Supported by our colleagues, who volunteer their time, raise funds and deliver community givebacks, many initiatives are rooted in youth culture, sport, creativity and wellbeing. Through our partnerships, we gather insight to help remove barriers and create opportunities for young people not just as customers, but as future leaders, creators and changemakers. This ensures growth is inclusive, sustainable and built together.

Our Strategy

Community

We show up where young people are

Mentorship

Opening a network where the door is often closed

Employability

from classroom to career with confidence

Aspiration

Showing retail is a career worth chasing





Opening Doors for the Next Generation: JD UP

JD UP is our industry-leading, employer-led careers and social impact programme, designed to help young people explore real pathways into work, build confidence and develop the practical skills that open doors to their future. It was created in response to youth unemployment remaining a significant challenge.

Rooted in youth culture and powered by JD colleagues, JD UP strengthens connections between schools, charities, communities and our people. Built to include the Gatsby Benchmarks, it provides structured, meaningful employer encounters that complement careers education in schools and communities. It brings young people into environments where they can see what's possible, meet role models who reflect their own experiences and begin to imagine a future that feels within reach.

28,500
young people engaged

130
schools

1,500
colleagues & volunteers

80
charity partners

Driving Social Impact & Inclusion

JD UP focuses on supporting young people who face the greatest barriers to employment. Around half of all participants have been eligible for free school meals or attended pupil-premium-funded schools, with many schools and charity partners drawn from higher-deprivation communities. By raising aspirations and creating access to employer-led opportunities, JD UP directly supports our social mobility ambitions and helps young people take their first steps toward meaningful work.

Responding to Local Need

JD UP provides early exposure to work, hands-on experiences and practical skills that support smoother transitions from education into employment. Through employer-led experiences across key growth sectors including digital and technology, AI, engineering and operations, finance, UX/UI design, e-commerce and data and analytics, JD UP helps strengthen local talent pipelines and reinforces JD's role as a committed employer in the communities where we operate.

Looking Ahead: Expanding JD UP Globally

To date, events have taken place in the UK and Spain. We are now exploring opportunities to expand the programme globally.

With a presence in 51 countries, we recognise the potential to bring JD UP to new communities, creating pathways, raising aspirations and supporting young people wherever the need is greatest. This is only the beginning!



“JD UP was such a fun and exciting day — I learned so much without it feeling like school at all! Meeting new people and hearing their stories was really memorable and it's made me think differently about my future.

Year 10 Student

“Huge congratulations. It truly was hands down THE BEST careers event I have experienced in 20+ years of teaching!!!

Teacher



Following the huge success of the JD UP events in Manchester and Madrid, we built on this momentum to continue supporting young people beyond the events themselves.

In partnership with ANAR in Spain and Whysup in the UK, we extended our engagement to help young people better understand mental health and wellbeing and how to unlock confidence, resilience and future opportunity.

Through a series of interactive workshops and assemblies, we created inclusive, safe spaces where young people could learn, ask questions and engage openly. This follow-on activity ensured the positive conversations sparked through JD UP translated into lasting understanding and meaningful impact, reinforcing JD UP’s commitment to supporting young people to realise their potential.

Spain: ANAR Foundation

In 2025, we reached 1,500 children across five different cities in Spain alone, with 10 schools taking part in the project. This year, we will expand the project and reach more than 3,000 children and 15 schools in Madrid, ensuring strong participation and commitment with JD UP.

Feedback from young people who attended included;

“Mental health is a very complex but very important issue. What I liked most was that you talked to us about how it affects our daily lives and how we can manage it.”

“What I liked most was being able to learn about mental health because I knew very little about it. There isn’t one thing I liked best because I think it’s all important.”



UK: Whysup

Following feedback from young people at the first JD UP event, we engaged Whysup to respond to mental health being identified as a key priority. Whysup delivered tailored school-based sessions designed to build awareness of mental health, wellbeing and resilience.

The sessions focused on increasing young people’s confidence in three critical areas: recognising when someone may be struggling with their mental health; knowing how and where to seek help for themselves; and understanding how to support someone close to them who may be experiencing mental health challenges.

In our first year, these sessions were delivered to 51 schools that attended JD UP and 4 of our Charity Partners (8,190 young people impacted). Next year we’re looking to reach 70 schools and 15,000 young people.



Social Mobility

Whoever you are and wherever you come from, when you join JD you have the opportunity to progress.

By investing in people early we support a culture where talent is recognised and nurtured. JD continues to support social mobility while building a resilient, future-ready workforce.

Social mobility at JD is driven by the energy, diversity and ambition of our people. With around 73% of our workforce under the age of 30, we are often an early stepping stone into the world of work particularly for individuals who may not otherwise have clear access to long-term career opportunities.

Our culture is fast-paced, inclusive and built on progression from within. We place emphasis on potential and performance, rather than background, creating an environment where people can grow and succeed on merit.

Insights from our engagement survey show that UK colleagues who were entitled to free school meals as a child progress at the same rate as those who were not. Similarly, the proportion of colleagues with line management responsibilities is consistent across both groups. Of those who answered the social mobility questions in the survey:

- **20% of colleagues** entitled to free school meals have been promoted since joining the business
- **21% of colleagues** not entitled to free school meals have been promoted since joining the business
- **27% of colleagues** in both groups hold line management responsibilities

These results indicate that progression at JD is not predetermined by socio-economic background. Instead, it is shaped by capability, commitment and the support provided through strong leadership. We believe this level playing field is created by high engagement and defined development pathways, including structured on-the-job learning. Internal progression opportunities and early exposure to leadership experience support colleague growth within the business.

Apprenticeship Levy Gifting

To extend the impact of our investment in skills beyond our own organisation, a portion of our levy is transferred to partners and community organisations enabling them to access high-quality training. This helps build a stronger, more inclusive talent pipeline.

Our approach ensures that levy funds are used for their intended purpose: developing skills, supporting social mobility and contributing to sustainable growth across communities.



93% CLUB

We proudly partnered with the 93% Club as a Gold Sponsor for their Social Mobility Factory, an event designed to break barriers for state-educated students. Together, we made a difference:

- JD was seen by 764 students before, during and after the event
- 1 in 10 students ranked JD as their #1 employer
- 3 in 4 students felt prepared to apply to their dream employer (+55% increase)

Our sponsorship contributed to ensuring the day was fully accessible, covering travel costs, providing meal vouchers and offering free headshots and CV reviews, so every student could focus on building confidence and connections. Beyond the numbers, the energy was electric. Students walked in without networks or polished CVs and left with confidence, connections and real opportunities.

One student told us, “Meeting JD gave me the confidence to apply for roles I never thought I could.”

Looking Forward

Our social mobility strategy will focus on continuing to build our meaningful partnerships with organisations which amplify the voice, reach and impact of our colleagues.

By growing strong, purpose-led networks, we will open up clearer pathways not only for our own colleagues but for young people and underserved communities. These partnerships help us scale our impact whilst also enabling our colleagues to share their skills, experiences and networks.

We are dedicated to taking action in supporting others to build confidence and access meaningful career opportunities.

Our Charitable Foundations

Through the JD Foundation in the UK and the JD Finish Line Foundation in the US, we continue to generate meaningful charitable funding on both sides of the Atlantic. Alongside this, our People teams bring our community commitment to life every day, through colleague-led initiatives, volunteering opportunities and local activity that focuses on creating real and lasting impact.

2025 Highlights

£2.5m
donated between JD Foundations in the UK and USA to community projects and partners (Feb 2025 - Jan 2026)

\$925k
donated to schools as part of JD Finish Line's Back to School campaign

£500k
raised by the JD Foundation (UK)'s 10 Year Anniversary Gala Event

£1.7m
donated to the JD Foundation from sales of the JD duffle bag in the UK (Feb 2025 - Jan 2026)

£377k
in-store UK donations raised for JD Foundation via Pennies (Feb 2025 - Jan 2026)

188
locations across the UK supported with community grants



National partners

Our national partnerships focus on improving health, wellbeing and life chances for young people across the UK. We work closely with The King's Trust to support young people furthest from opportunity into education, employment or mentorship. In 2025 we supported a number of Get Started With programmes and sponsored the annual Change a Girls Life campaign.

Through Cardiac Risk in the Young, we fund lifesaving screenings to prevent sudden cardiac deaths in young people.

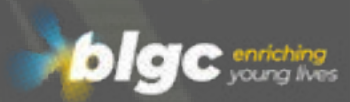
Our partnership with CoppaFeel! gives young people the knowledge and confidence to check their chests and detect breast cancer early, while Young Minds supports our commitment to improving youth mental health by increasing awareness, reducing stigma and ensuring young people can access the help they need.

Together, these partnerships enable us to take a holistic, preventative approach to supporting young people's physical health, mental wellbeing and future prospects nationwide.



Local Partners

Supporting local charities through the JD Foundation allows us to make a direct and meaningful difference in the communities where our business was founded. By focusing our funding on grassroots organisations, we ensure support reaches young people who need it most often in areas where statutory provision is limited and early intervention is critical.



COMMUNITY > GIVE BACK

In 2025, we donated more than **£350,000** to youth-focused charities and support groups across communities throughout the UK.

Our Community Give Back grants are awarded through a colleague-led nomination process, with colleagues from our retail stores, gyms, head office and distribution centres helping to identify local causes that matter most in their communities.

Together, these investments tackle inequality at its roots, build stronger local networks of support and reinforce our long-term commitment to creating meaningful social impact at a local level.



JD FINISH LINE FOUNDATION

Fundraising

The JD Finish Line Foundation seeks to create a lasting impact on our communities with the pursuit of safety, equity and access through workforce development initiatives, health and wellness programmes and positive action supporting underrepresented voices.

We achieve this by partnering with national and local community projects.

National Partners

The JD Finish Line Foundation maintains key national partnerships focused on safety, equity and empowerment, partnering with 100 Black Men of America, Inc., Feeding America® and Girls Inc.. Each organisation receives \$250,000 annually for at least two years, along with employee volunteer support for initiatives in workforce development, health and wellness and underrepresented voices.

- **Feeding America®:** Focuses on sourcing food, donations and policies to end hunger, with funds supporting local food banks.
- **100 Black Men of America, Inc.:** Mentoring and empowerment organization focused on educational and economic opportunities.
- **Girls Inc.:** Provides programs to help girls navigate challenges and succeed, supporting equity and access.



\$750k

donated to the JD Finish Line Foundation's three nominated charity partners



Our Local Partners

Indianapolis, IN

Far Eastside Partners: The JD Foundation is committed to embeddedness in the Far Eastside through multiple strategic partnerships aimed at improving the quality of life for our neighbors. With \$200,000 in local giving, the Foundation helped equip local students to go back to school with backpacks and school supplies, alleviate holiday pressure on families with Christmas gifts, plant 100 trees in the community, support the JD Foundation Boys & Girls Club, participate in group mentoring, etc.

Local Food Partners

In 2025, The Foundation invested over \$175,000 with Gleaners Food Bank to bring a mobile food pantry to the Far Eastside. We also donated \$70,000 in funding and food items to local partners to aid against food increased food insecurity during the Federal government shutdown.

Boulder, CO

The Foundation contributed \$100,000 in the Boulder/Denver area, near our JD Finish Line's corporate location, with key partnerships with Greenhouse Scholars, Boys and Girls Clubs of Metro Denver and House of Hope.

Strategic Partners in other Cities

NYC

Precious Dreams Foundation's mission is to help youth navigate foster care and homelessness since 2012. In 2025, the Foundation supported this amazing organization with funding and in-kind product donations, totaling over \$75,000. As the main partner of their Comfort Shop, the Foundation makes sure that children entering foster care in NYC have an opportunity to receive a new pair of shoes and apparel.

\$545k

donated to the JD Finish Line Foundation's local partners FY26



Louder than Words Platform

Through our "Louder than Words" grant program the Foundation distributed close to \$550,000 to over 50 organizations around the country that were working in the areas of our 3 pillars: Health & Wellness, Workforce Development and Safe Communities.

Through our Louder than Words collaborative work with D&I Council and Marketing's Community Voices, we've donated \$175,000 in funding and in-kind giving to over 20 additional organizations

Moving Forward

Moving forward over the next 12-24 months, the goal is to increase impact around the country and in our corporate community in Indianapolis. We have started new partnerships with Special Olympics Indiana where our employees will fit over 1000 athletes in new shoes this summer. Over 60% of Special Olympic athletes are wearing shoes 2 sizes too big or 2 sizes too small.

125 JD Employees will come together in 2026 to build our 6th playground with Kaboom! On the Far East Side of Indianapolis! Making safe play one of our main pillars of giving.

Financially we are putting programmes in place to increase our funding and our giving by 30 percent over the next 24 months, therefore making an even larger impact in communities where our employees and customers live, work and play.

\$720k

donated via Louder Than Words



Community Impact Award

Sponsored by **JD FOUNDATION**



Since 2024, the JD Foundation has sponsored The King's Trust Community Impact Award, celebrating youth-led projects across the UK.

In 2025, the award was won by Unity Community, founded by Nathan and Ronnie, aged 16, from Leeds, after taking part in The King's Trust Enterprise Challenge - a free, school-based programme that helps young people build confidence, teamwork and enterprise skills through business simulation and pitching.

Inspired by the challenges faced by their school community following the pandemic, Nathan and Ronnie created Unity Community, a local hub supporting families in need. Launched in April 2023, the hub now operates weekly as a food bank, community café, play area, uniform exchange and lending library, serving both their school and the wider local area.

The pair continued to develop their idea and are now inspiring other schools to follow their model. Their work has also been recognised locally, including a visit from MP, Rachel Reeves.



In partnership with Pennies and the JD Foundation, we have created a simple and inclusive way for customers to support community projects at the point-of-sale. Introduced across UK stores in 2021, the initiative expanded into Spain in 2025, with plans to scale across additional territories in the future.

Pennies' digital micro-donation platform invites customers to add a small voluntary donation when paying by card or digital wallet, enabling customers to contribute easily while ensuring funds go directly toward the JD Foundation's work supporting young people and communities.

Since launch, the partnership has raised close to £2 million, helping to fund the JD Foundation's Community Give Back grant-giving activity. The initiative has become a key component of the broader group and JD Foundation approach to social impact, empowering both customers and colleagues to play an active role in driving positive change.

Community Moments

A Spotlight on Some of our Social Impact Activations Around the World





As part of our commitment to community, employability and raising aspirations, we have partnered with a number of projects over the last twelve months:



We Move FWD

BBC Children in Need welcomed His Royal Highness The Prince of Wales to meet young people whose lives have been positively impacted by the We Move FWD programme.

JD was invited to take part in a round table discussion with HRH The Prince of Wales and young changemakers centred on career pathways and improving social mobility. The upcoming “We Move FWD Academy” is designed to connect Black young people with leading brands, skills development and future employment opportunities.

Alex Holmes OBE, Director of We Move FWD, shared:

“When young people have somewhere to go, something to do and someone who believes in them, they thrive.”



We Run This City

We partnered with Nike and Made Running to deliver an early-morning 5K takeover at our biggest global JD store, with over 500 members of the community taking part.

Runners crossed the Finish Line at JD Trafford, picked up an exclusive keepsake, refuelled with The Plant Blends and explored our Nike try-on zone powered by Vomero.

Moments like this show what happens when sport, community and our spaces come together.



Valencia Floods

There for our Communities

In October 2024, a cold drop (DANA) in the province of Valencia, devastated over 75 locations. The areas hit the hardest were Torrent, Paiporta, Chiva, Cheste, Utiel, Requena, Alfafar, Massanasa, Alora and Letur.

Our teams in the local area were amongst the thousands of volunteers in the immediate aftermath to get the region back on its feet, but the damage caused by the crisis had the potential to linger for a much longer time.

To address this, the business created a Charity Bag campaign to raise funds for the community, investing in its future to help to bring a brighter tomorrow. The funds raised were invested in the 2025/26 financial year.



€257,510

Collected for affected communities by our Charity Bag campaign

€100,000

Provided to Novavida

With over 1,700 beneficiaries of this investment in educational programmes in the Valencia region.

€100,000

Donated to Red Cross Valencia

Including almost \$80,000 invested in the reactivation of sports facilities damaged in the crisis and an €20,000 provided for sports equipment to affected schools.

€50,000

Supporting foodbanks in Valencia

5,385 families supported, with over 5,000 food baskets sent and 40 homes renovated.

€5,000

Donated to renovate Apami

Apami is a centre for people with disabilities which was severely affected by the cold drop.

Complementary Concepts



The inaugural year of our back-to-school programme, Hibbett Before Homeroom, was more than just a moment, it was a movement. With incredible support from our brand partners Nike, Jordan, New Balance, adidas, Crocs, Inc., PSD, New Era Cap, HOKA, ASICS and Baseball Lifestyle 101 we helped kick off the school year in a big way. Across 18 locations in the US, we gave away:

- Over 3,400 backpacks
- More than 100,000 school supplies
- Lunchboxes, totes, water bottles, customized swag and more
- We're proud to support the communities we serve and help students start the school year with confidence.



Make A Wish

We had the honor of hosting Armando at Shoe Palace Vacaville through an incredible partnership with Make-A-Wish.

His wish was to shop at Shoe Palace and we were proud to help make that happen. To bring his dream to life, he received a gift card and special discount to pick out his favorite items. His smile lit up the store and reminded us what it's all about.



This June, DTLR teamed up with NFL star and D.C. native Chase Young for the 4th Annual Chase Young Youth Football Clinic at The Fields at RFK Campus.

Sixty young athletes from local football teams and community orgs pulled up for an action-packed day of drills, mentorship and motivation. Chase showed up and showed out—running drills, sharing his journey to the league and coaching the next generation with heart.

The clinic closed out with a friendly skills competition, but the real win was the impact.

This event is part of DTLR Sports's commitment to empowering youth through sports, community outreach and leadership development. Salute to everyone who made it possible—and to the young players putting in the work!



Pink October 2025 Campaign

At Courir, we are convinced that prevention is a strength. Sometimes, a simple gesture, a word or the right information at the right time can change everything. From the age of 25, self-examination can become a vital reflex against breast cancer and a regular appointment with a health professional, a decisive step. This campaign allowed us to renew our support for Pink Ribbon for the 4th consecutive year, while raising awareness of this issue in our young community.

- Sale of pink laces: to support in a simple and visible way, directly on the sneakers. For each lace purchased, 100% of the profits were donated to Pink Ribbon.
- Micro-donation: the whole month of October in stores raised €30,884
- myCourir: possibility for members to exchange their loyalty points for a donation

Sporting Goods & Outdoor



We are committed to real inclusion, inside and outside our stores. Inclusion is built day by day, creating spaces where all people feel valued, represented and with opportunities to grow. For this reason, for years Sprinter have been collaborating with Homo Sapiens, an entity that works to promote inclusion and offer job opportunities to people with disabilities.

- At Sprinter we collaborate with more than 60 entities in Spain and Portugal to promote the employability of people at risk of social exclusion.
- We have more than 150 people with disabilities in our Sprinter stores.
- In 2024 alone, 94 individuals belonging to vulnerable groups or those with disabilities have completed internships with us.
- We continue to foster an inclusive culture based on learning, reflection and action.
- Because diversity not only enriches us: it makes us better.



As part of our Corporate Social Responsibility initiatives and with a mission to strengthen the local basketball culture, SLAMDUNK, the basketball specialty brand of Cosmos Sport, teamed up with the Municipality of Thessaloniki to transform the outdoor court at Fragkon 2 into a modern, safe and fully accessible space for all.

Now, it's more than just a court. It's a hub for streetball lovers, a meeting point for ideas, inspiration and growth right in the heart of the Thessaloniki.



Supporting Youth Engagement in the Outdoors

We are proud to partner with three of the UK's most popular and established youth organisations, The Duke of Edinburgh's Award, Scouts and Girlguiding. All of which play a significant role in helping young people access the outdoors and develop skills that support long-term wellbeing, confidence and employability.

The Duke of Edinburgh's Award (DofE) is a nationally recognised framework for personal development, supporting over half a million young people each year, with the help of around 38,000 volunteers and leaders across the UK. Through a structured programme of volunteering, physical activity, skills development and outdoor expeditions, DofE enables young people from all backgrounds to build resilience, teamwork and self-belief while spending meaningful time outdoors.

Scouts is the UK's largest co-educational youth movement, engaging more than 450,000 young people weekly, supported by approximately 140,000 leaders and Volunteers. Its activity-led programme places outdoor adventure at its core, encouraging participation in camping, hiking and environmental stewardship. These experiences help young people develop leadership skills, independence and a sense of responsibility to their communities and the natural environment.

Girlguiding supports around 300,000 girls and young women, powered by over 80,000 volunteers nationwide. Through outdoor activities, challenges and girl-led experiences, Girlguiding helps girls build confidence, resilience and positivity, while creating inclusive spaces where participants are encouraged to be active, adventurous and ambitious.

By supporting these organisations, we contribute to initiatives that collectively reach over a million young people across the UK each year. Our partnerships help increase access to outdoor experiences, promote positive mental and physical well-being and support the development of confident, capable young people equipped with the skills they need for the future.



Our People

Unlocking Potential, Together

The energy, creativity and commitment of our people is what sets JD apart.

Over the past year, we've continued to back our colleagues, investing in their development, supporting their wellbeing and opening up opportunities to build skills, grow careers and feel proud of the part they play. Just as importantly, we've focused on strengthening a culture where everyone feels welcome, respected and able to be themselves, because we know our best work happens when people feel they truly belong.

By creating an inclusive, supportive and high-performance environment, we help our people realise their potential, enabling us to grow our tomorrow together.

96,000+

Global Head Count
(as of January 2026)
52.5% EMEA 41.3% NAM
6.2% APAC

76%

Colleague Wellbeing
Score

500+

Welfare Champions
Trained in 2025

73%

Colleagues Under
Age of 30

86%

Colleague Inclusion
Score

80%

Business Culture
Score (according to
colleagues)

89%

of Colleagues participated
in our Global Engagement
Survey

5

Generations in the
Workplace

320

UK Colleagues on
Apprenticeship
programmes

Gender Split*

52% **48%**
Female Male

Full-Time/Part-Time

43% **57%**
Full-Time Part-Time

*Based on our Global Workforce

Our Culture

Powering How We Grow

Powered by Our People

Our culture is rooted in the belief that our people are the driving force behind everything we achieve. Over the past five years, our business has transformed significantly, expanding into new markets, opening hundreds of stores, integrating new brands through strategic acquisitions and investing in technology that strengthens how we operate and connect with our customers.

This growth has not happened overnight. It reflects years of commitment, ambition and the collective effort of over 96,000 colleagues across 51 countries. Throughout this evolution, we have remained grounded in respect, integrity and a commitment to one another. *Growing Our Tomorrow Together* reflects our commitment to building trust with our people while delivering value to our stakeholders and customers. We use data-driven insight to understand what our colleagues need to thrive and we combine that knowledge with the expertise of leaders across our business and the lived experiences of our teams.

Their voices guide how we shape benefits, learning pathways, advancement opportunities, technology offerings and engagement experiences that help every colleague feel supported, inspired and empowered. We are intentional about removing barriers, creating space for every individual to be themselves and ensuring that every colleague, no matter their background, can see a future for themselves here.

Shaping Pathways for Every Colleague

We are competitive and driven to win, focused on delivering for our customers. Yet we recognise that sustainable success comes from creating an environment where our teams can grow and thrive with us, regardless of where they've come from or the opportunities they've had before joining our business.

At JD, however a colleague finds us today, there is a future for them tomorrow. Our growth story is built on the belief that talent can come from anywhere and that every individual deserves the chance to build a meaningful career with us. We are committed to supporting the next generation of talent, ensuring they have the confidence, opportunity and encouragement to shape their own path within our business.

Championing Connection, Wellbeing & Identity

A key milestone in our journey has been the creation of our global Culture & Purpose team, established to embed strong cultural practices across the Group and to lead our strategy for colleague engagement. This team plays a central role in ensuring JD is an employer of choice, championing initiatives that strengthen belonging, wellbeing and connection across our global footprint.

Our culture is defined by ambition, but never at the expense of our people. We invest in experiences that make JD a place where individuality is celebrated and where colleagues can bring their authentic selves to work. Through wellbeing initiatives, global celebrations of culture and identity and tools that make collaboration seamless across borders, we've created a workplace where creativity and innovation can thrive. We listen closely to our colleagues, using their feedback to shape decisions and ensure our culture evolves with their needs.

We are committed to creating an environment where every colleague feels they belong, where their future feels possible and where they have the support to grow in ways that matter to them.

Our Commitment to a People-First Future

As we continue to grow together, we remain committed to shaping a culture defined by trust, belonging and the belief that our people are and will always be, at the centre of our success. We will continue to champion individuality, remove barriers and create opportunities that help every colleague realise their potential, wherever they are in our business.

**A CULTURE
BUILT ON GROWING
OUR PEOPLE
& BUSINESS**

How AI is Empowering Our People and Culture

The Power of AI: Human Connection & Empowerment

At JD, we see AI as a powerful enabler of better experiences for our customers, our colleagues and our communities. Used responsibly, AI allows us to connect people to the products, brands and moments they care about in smarter, more seamless ways, while operating with greater efficiency and insight across our global business.

Our investment in AI-enabled capabilities is helping us simplify the customer journey end-to-end, from discovery and inspiration through to checkout and payments creating more connected, intuitive and trusted omnichannel experiences.

We provide our colleagues with access to AI that enables them to automate routine tasks, harness their creativity and allow more time on the parts of their work roles that bring them the most satisfaction.

Our colleagues have access to the latest workplace productivity tools including Copilot, Gemini, ChatGPT and Claude. If there is a tool or technology that helps the colleague and company to win, we will enable it.

Our AI approach is underpinned by strong governance and ethical standards as to how we design and deploy technology. We aim to maintain trust and transparency whilst enabling responsible innovation.

We believe our approach to AI does not replace human decision-making, but enhances it, creating value for customers and colleagues alike.

Spotlight: Using AI in the JD Private Label Team

Across our Private Label design teams, AI is being embraced as a powerful enabler of better creativity, smarter decisions and more sustainable ways of working. By combining human expertise with advanced digital tools, our designers are working closer to real-world outcomes, moving faster from concept to creation and reducing unnecessary waste. This evolution is helping our teams design with greater confidence, unlock new skills and deliver stronger value for our customers.

Designing with AI-Driven Realism

AI-powered hyper-realistic design improves decision-making and reduces the need for physical sampling. This enables our teams to make confident, informed choices, helping brands get closer to market faster and operate more sustainably. Greater efficiency also creates space for growth and creativity in a fast-paced environment, while giving designers clearer insight into what is achievable and a stronger sense of pride in their work.

Skills for an AI-Enabled Team

Our focus is on combining the best people with the best tools. We have a highly skilled team and are building an end-to-end digital design process supported by AI. This includes integrating advanced 3D systems with AI workflows, making complex technical functions easier to access while maintaining high-quality outputs. As tools continue to evolve, flexibility, openness to change and the ability to focus on the bigger picture are essential, as technical detail can be learned on the job.

Creating More Inclusive Opportunities

AI reduces administrative and repetitive tasks, allowing designers to focus on creativity. It also lowers barriers to using 3D tools by simplifying technical requirements and reducing the need for intensive training. Automation supports smoother, more agile workflows, improving accessibility and development opportunities. To ensure inclusivity, we continue to support traditional 2D design, which can be easily converted into digital formats.

Delivering Greater Customer Value

AI allows us to respond more accurately to customer demand by working closer to market trends, potentially reducing lead times by 3-5 months, depending on the brand. Using digital patterns and avatars improves garment fit, while future plans include a virtual try-on app using real garment patterns rather than simulations. This deeper understanding of customer fit preferences will help reduce waste. Sustainability remains central to our approach, with a target to cut sampling requirements by 60%.

Looking Forward

- 'Accelerating AI Adoption' has been identified as one of JD's five key strategic priorities in FY27
- Defining which AI use cases teams can move forward with immediately
- Enabling us to focus on benefits for our customers and colleagues
- Ensuring clear responsibility for high-risk initiatives, via the AI Executive Committee
- Agentic commerce: We will be at the front of the market in executing AI-driven, one-click commerce through our Generative Engine Optimisation (GEO) strategy across major platforms.

Have Your Say

Listening Today, Shaping Tomorrow

Record-Breaking & Authentic Colleague Feedback

Each year, our global engagement survey plays a vital role in shaping how we grow as an organisation. Our most recent survey, the fourth implemented across the business, saw industry-leading participation, with more than 82,000 colleagues sharing their perspectives. This record-breaking response rate reflects not only the scale of our workforce, but the trust colleagues place in having their voices heard. It gives us a rich, data-driven understanding of how people experience life at JD, including what motivates them, what challenges they face and what matters most in their day-to-day roles.

Embedding Colleague Voice Across the Group

The survey is a central component of our wider global listening strategy, which is designed to ensure colleague voices inform our decisions throughout the year, not only at a single point in time. This strategy includes dedicated Global Workforce Engagement forums across our business units, spanning Head Office, Distribution Centres and Retail. Twice a year, these forums are complemented by special sessions with Kath Smith, the JD Group's Senior Independent Director and Designated Non-Executive Director for Workforce Engagement.

These conversations provide an additional channel for colleagues to share their experiences directly with Board-level leadership, reinforcing our commitment to transparency, accountability and meaningful dialogue. Angela Luger, Remuneration Committee Chair, also consulted with our forum representatives on the Group's approach to remuneration. Alongside these formal mechanisms, we also encourage ongoing, informal feedback across teams and territories, ensuring every colleague has multiple opportunities to contribute to shaping our culture and ways of working.

In addition to these channels, our third-party global whistleblowing platform is available to colleagues for them to report concerns safely and confidentially.

Turning Insight into Meaningful Change

The insights gathered through the survey and our broader listening channels offer a powerful lens into our culture. They highlight the strengths that define us from the pride colleagues take in their work and representing one of our fascias, to the sense of belonging that continues to grow across our teams. Notably, the uplift in wellbeing and inclusion scores this year demonstrates the tangible impact of our ongoing investment in creating a supportive, equitable environment. These improvements are a direct result of leaders across the Group listening closely and translating colleague sentiment into meaningful action. More information around these scores can be found in JD Sports Fashion plc's Annual Report & Accounts 2026.

Channelling Feedback into Aligned Action

To ensure these insights lead to real progress, we have strengthened the way we respond to feedback. Fascias and functions across JD develop action plans using a shared framework, enabling a consistent and intentional approach. This alignment helps teams collaborate effectively across territories, learn from one another and scale the programmes and practices that colleagues value most. It also ensures that opportunities for improvement are addressed with clarity and accountability at a global level.

Creating a Connected and Empowered JD Community

By embedding this disciplined, year-round approach to listening and acting, we reinforce our commitment to creating a workplace where every colleague feels supported, empowered and connected to our purpose. The survey is more than a measurement tool, it is a catalyst for continuous improvement and a cornerstone of how we build a positive, engaging experience for every member of the JD community, wherever they are in the world.

89%

of colleagues
participated in the
Global Engagement
Survey
(+1% YOY)

91%

Safety at Work score
(+7% YOY)

86%

Inclusion score
(+6% YOY)

81%

Communication score
(+3% YOY)





One App. Global Possibilities.

A New Era of Group Communications & Engagement

When you operate across continents, cultures and time zones, connection becomes more than a nice-to-have, it's the glue that holds a global organisation together. For years at JD we relied on traditional communication methods to keep teams informed and engaged. This included shop-floor huddles, printed collateral and notice boards pinned with updates that were out-of-date almost as soon as they were posted. These tools had served their purpose, but as our business grew, so did the need for something more dynamic, more immediate and more reflective of how people communicate today.

Whether through our engagement surveys or in casual conversations, the message from colleagues was clear: they wanted to feel more connected. Not just to leadership, but to each other (no matter their location), to the strategy and to the culture that makes JD unique. They also wanted a more consistent, reliable way to access information without it being filtered through layers of the organisation. That's where JD Now began.

JD Now is a mobile-first, colleague communications and engagement app designed to bring together our full colleague workforce across all the Group's global fascias. Within the first 10 days of our pilot launch, the platform saw a remarkable 74% adoption rate among the initial 20,000 users. This showed us that not only were our team members curious, they had a genuine appetite for a new way of communicating and one that levels the playing field and gives everyone a direct line into the heart of the business. This was validated with a 3% increase in our overall Communication score from our Global Engagement Survey.

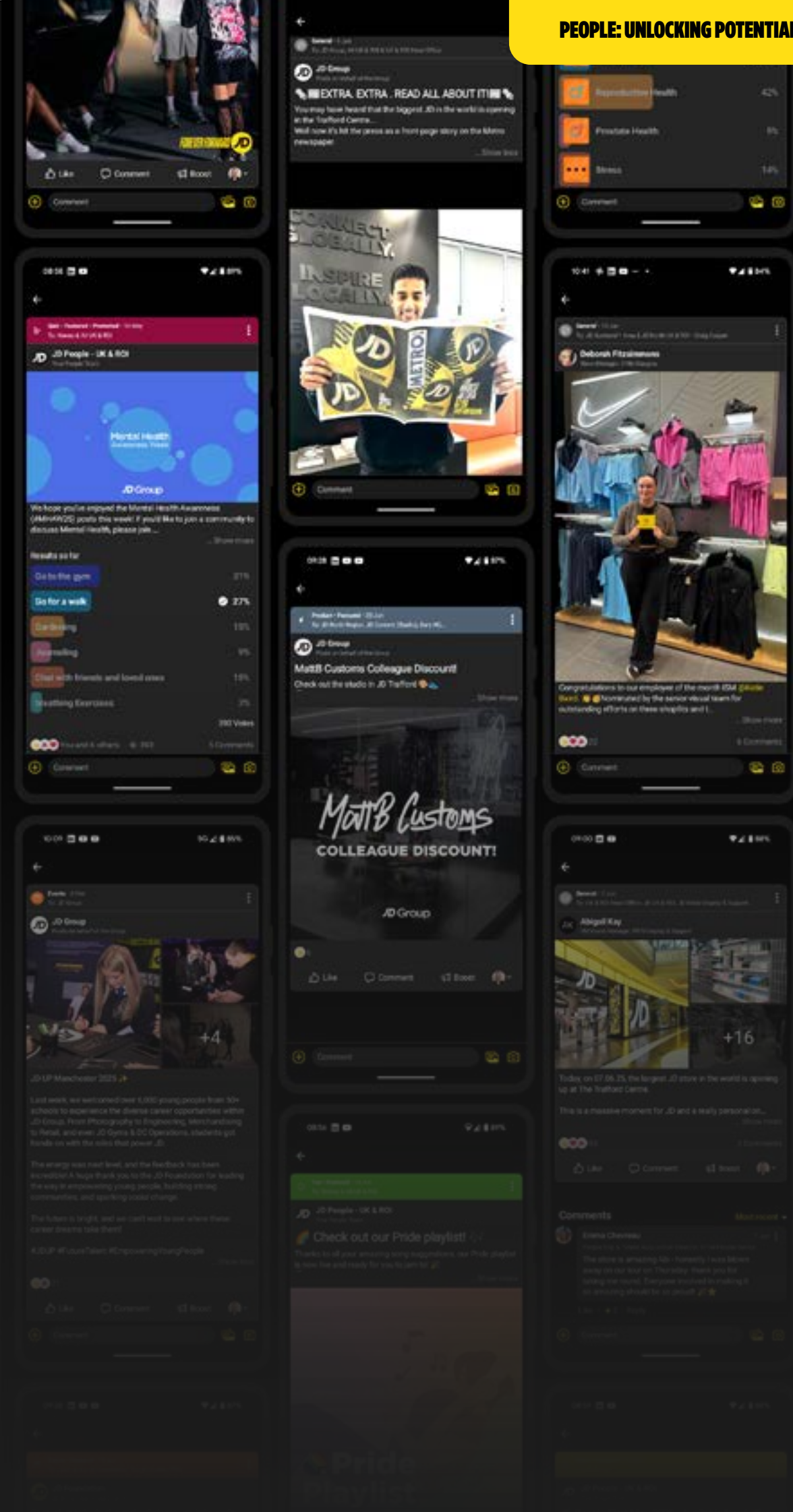
Colleagues have stepped forward too, and in ways that exceeded even our expectations. Some have used JD Now to promote strategy, explain how their part of the business works, or share insights that help others grow. Others have engaged creatively with business updates, contests and storytelling. These moments of initiative have opened doors, earning team members opportunities like hosting during JD's immersive careers event, JD UP and even meeting royalty through our emerging talent initiative with BBC Children in Need's 'We Move' programme.

JD Now has become a place where voices rise, ideas travel and colleagues feel seen. It's a platform built for a multigenerational workforce. It's intuitive and interactive for digital-native colleagues, while structured and straightforward for those who prefer information in one reliable place. It has also created opportunities to upskill colleagues across generations, helping them build confidence with new technology and discover new ways to enhance their experience at work.

Most importantly, JD Now is not a top-down tool. It is a living, breathing platform shaped by the creativity, feedback and energy of colleagues at every level. As it continues to evolve, it will remain a central part of how we connect, communicate and empower our global teams.

JD Now is a space where everyone, regardless of role or region, can feel part of something bigger.

PEOPLE: UNLOCKING POTENTIAL, TOGETHER



Diversity, Equity, Inclusion & Belonging (DEIB)

Powered by a Diverse Global Team

Boosting Belonging, Building Capability

Across JD, DEIB continues to move from intention to action. Our approach is shaped by global colleague insight and demographic data, allowing us to build a clearer, more consolidated view of how colleagues experience belonging, fairness, representation and opportunity across our regions. Our Global Engagement Survey results show a strengthening sense of belonging and cultural inclusion in many areas, alongside increased confidence in our inclusion efforts as senior sponsorship grows and inclusive practices become more embedded in day-to-day operations.

We recognise that experiences of inclusion are not universal. Therefore we use these insights to reinforce the need to improve global consistency while tailoring actions locally, ensuring every colleague has the opportunity to participate fully and feel valued.

Strategic Framework

Over the past year, our commitment to belonging has been shaped by authentically amplifying the moments that matter to colleagues through:

- Representation
- Connection
- Transparency

By linking DEIB to our culture and wellbeing initiatives we have developed a deeper understanding of the barriers to inclusion and where we can be a proactive driver of change. Our colleague-led activity across regions have supported awareness and education on topics such as mental health, disability inclusion, cultural heritage and generational diversity.

Employee Resource Groups (ERGs)

ERGs form part of the approach. These communities provide valuable lived-experience insight and help surface inclusion gaps that may not be visible through data alone. Through partnership with leaders, clear governance and executive sponsorship, ERGs contribute ideas and perspectives that help translate inclusion priorities into practical, business-relevant action. The introduction of new networks, including 'Generational Diversity' and 'Support Without Stigma', has expanded opportunities for connection and learning, complementing wider organisational initiatives to support our multigenerational workforce and neuroinclusive environment.

Looking Forward

Our focus is on strengthening global alignment and accountability while enabling meaningful local delivery.

Priorities include:

- Growing our demographic data collection
- Targeted interventions to address progression disparities using workforce insights
- Strengthening leadership sponsorship
- Continued investment in external development programmes, continuing to partner with, Diversity in Retail, Involve, 10k Interns, Inclusive Employers, Business Disability Forum, 100 Black Men of America, Girls Inc. and The King's Trust

Through these actions, we remain committed to building a culture where inclusion is embedded, measurable and continuously strengthened across JD.

84%

Global Inclusion Score
+ 3% YOY (based on 2025
engagement survey results)

88%

of people **Feel Safe at Work**
+ 3% YOY (based on 2025
engagement survey results)



Diversity, Equity, Inclusion & Belonging

Turning Insight Into Action

Throughout the year we encourage colleagues across JD to align with our vision and support DEIB initiatives on a global and local level.

Key highlights:

Women of the Year: Celebrating Women Who Lead, Inspire, and Break Barriers

Our Women of the Year event was a powerful celebration of leadership, resilience and impact, nominated by colleagues for colleagues. From the unsung heroine to amplifying voices, we honoured 7 phenomenal winners who are driving change, lifting others and redefining what leadership looks like.

Looking forward, the event is extending beyond the UK to celebrate women in our businesses across the world.



JD was invited to the WiHTL & Diversity in Retail Awards. Chief Growth Officer, Nicola Kowalczyk, received the WiHTL Group Award in London, recognising her leadership in building an inclusive, people-first culture. People, Culture & Purpose Director, Emma Chevreau, also spoke on inclusion, highlighting the impact of social mobility across the retail, hospitality and leisure industry to the 650 members of senior leadership from the hotel and retail sectors in attendance.



FINISH LINE

CONSCIOUS CONVERSATION

HISPANIC & LATINO HERITAGE MONTH

Our Conscious Conversation series brought our DEIB commitment to life for our US colleagues through open, facilitated discussions with both internal and external voices. Highlights included sessions led by our Hispanic and Latino ERG, as well as a powerful conversation hosted by the Black Heritage ERG in partnership with **100 Black Men of America**, a national partner of our JD Finish Line Foundation in the United States.

These moments weren't just educational, but also reinforced the importance of listening, empathy and collective responsibility. Through community partnerships, sponsorships and volunteer-led initiatives, we continued to support causes aligned with equity, access and opportunity, recognising that inclusion at work is not separate from the communities we serve. (see page 25 to find out more about our "Louder than Words" initiative through the JD Finish Line Foundation).

COSMOS
SPORT

Cosmos: Inclusion You Can See

As part of the Disability in the Window initiative, Cosmos supported the Heraklion Trade Association & akako.gr, displaying wheelchairs in store windows, sending a powerful message that public spaces and the marketplace belong to everyone.



ISRG

Día Internacional das PESSOAS COM DEFICIENCIA



On International Day of Persons with Disabilities, ISRG reaffirmed its commitment to inclusion. By the end of November, 169 colleagues with disabilities worked across ISRG, supporting inclusive employment through labour enclaves and integrating people with disabilities into every new opening to create more accessible, opportunity-rich workplaces for all.

Wellbeing

Building a Stronger Tomorrow

Leadership Commitment & Culture

We recognise the importance of wellbeing and mental health as a priority because it strengthens outcomes for our colleagues, our customers and the communities we serve. By supporting colleagues to feel safe, included and able to be the best version of themselves, we also help them deliver the best possible experience for customers every day.

Régis Schultz explicitly acknowledges mental health as a serious business issue and signals leadership commitment, stating that “**Mental health is something we take very seriously**” and reaffirming that JD’s strategy is “**people-first**” with mental health support being “**right for our people and right for the company**”.

Policies & People Processes that Support Wellbeing at Work

We support colleague wellbeing through the policies, practices and day-to-day people processes that shape the experience of work, from inclusion and development to tailored support when circumstances change.

- **DEIB & Wellbeing:** We aim to build an inclusive culture where colleagues feel respected, able to be themselves at work and confident to speak up, which are foundations that support mental wellbeing
- **Development & Progression:** We promote fair access to learning and progression opportunities, recognising that clarity on development and career pathways supports engagement, confidence and wellbeing
- **Adjustments & Support:** Where colleagues need additional support, we aim to provide practical, individualised solutions through managers and our People teams, alongside signposting to available resources
- **Flexible Working:** We recognise that flexibility can support wellbeing by helping colleagues balance work and personal responsibilities. Where role requirements allow, our flexible working policy is in place to ensure that we consider fairly and consistently, taking account of business needs, customer experience and local requirements
- **Support Across the Colleague Life Cycle:** We seek to embed wellbeing from onboarding and early career support, through development and change and into return-to-work conversations, complemented by our Employee Assistance Programme (EAP) TELUS Health and local support networks
- **Menopause Policy:** Our menopause policy supports colleagues and leadership by recognising symptoms, providing practical adjustments and creating an open, stigma-free environment so they can continue to perform at their best

Strategic Framework

Our 2026 wellbeing strategy continues to build on this momentum, guided by our four pillars of wellbeing: **mental, physical, financial and social**. These pillars shape the support we provide for colleagues, helping them feel their best and bring that energy. Our wellbeing campaign theme, Be You – Grow with Intention, encourages small, practical actions throughout the year to support positive wellbeing, without the pressure to be someone new.

Data-led Decisions - Measuring Impact:

We measure the impact of our Wellbeing strategy in our Global Engagement Survey and have seen a **10% increase** in colleague satisfaction with our approach to wellbeing over the last 3 years:

2023
66%

2024
72%

2025
76%

Strengthening our Welfare Champion Community

549

colleagues were trained this year, helping to create a more supportive workplace.

Welfare Champions provide a safe space for colleagues to raise concerns locally and offer clear signposting to appropriate resources, ensuring people feel supported in the workplace.



in partnership with

**Retail
TRUST**
1832 ONWARDS

TELUS

PAPYRUS

Wellbeing

Supporting our Colleagues

Global Wellbeing Campaigns

We maintain year-round engagement through global wellbeing campaign moments that reinforce our four pillars, encourage practical actions and signpost colleagues to available support and resources. Recent campaigns included:

- **Stress Awareness Month:** Themed around Lead with Love - practical guidance to recognise and manage stress and build healthy routines, showing yourself and others appreciation, care and kindness
- **Mental Health Awareness Week:** Colleague communications focused on community and the impact of social wellbeing on mental health
- **World Mental Health Day:** Group-wide engagement from our global leadership teams to encourage openness and highlight support pathways

Access to Support

Colleagues can access counselling, tools and resources through **TELUS Health**, our global colleague wellbeing app, providing wellbeing support aligned to our pillars. The value of this support has been particularly evident in times of crisis, such as during the Valencia floods, where impacted colleagues were able to access immediate guidance and practical support. This initiative plays an important role in safeguarding colleague wellbeing and reinforcing our commitment to being a responsible and supportive employer.

Governance & Continuous Improvement

Wellbeing is supported through our People teams and strategy, with ongoing work to strengthen how governance, roles and responsibilities are communicated. Work continues across our global teams to share best practice and align our approach, helping to create a consistent colleague experience across markets while still reflecting local needs and the different ways support is accessed.

Colleague Voice & Measurement

We use colleague feedback to inform our approach, through our Global Engagement Survey, pulse surveys and our colleague ERG networks.

External Collaboration

We work with partners to strengthen colleague safety and wellbeing, including our UK and Ireland partnership with the **Retail Trust** as part of Let's Respect Retail. The partnership provides proactive training and guidance on managing and diffusing challenging interactions, alongside post-incident support, helping maintain a positive customer experience and reinforcing a culture of respect in the communities where we operate.



Supporting Our People with Retail Trust

At JD, we know that peak can bring challenges as well as excitement, which is why we partnered with Retail Trust to provide essential wellbeing and safety support. Through this partnership, our colleagues across retail, gyms and customer care have access to:

- Training to handle challenging situations
- 24/7 telephone support and counselling
- Wellbeing resources
- Financial assistance

Together, we're committed to creating a safer, more respectful retail environment. Because abuse should never be part of the job.

Looking Forward

Over the next year we aim to:

- Continue to embed everyday wellbeing across the four pillars with practical support to build healthy habits
- Review participation, feedback and impact to ensure initiatives remain relevant and supportive
- Strengthen engagement through our 'Be You - Grow With Intention' campaign, recognising that wellbeing looks different for everyone
- Continue to expand our network of Welfare Champions



Reward

Celebrating Fair, Inclusive and Industry Leading Reward

Overview

JD's global reward strategy is designed to support sustainable business performance while meeting regulatory requirements and delivering fair, transparent and consistent outcomes for colleagues. As a youth-focused, global employer operating across multiple regulatory environments, we apply disciplined governance frameworks alongside targeted investment to ensure reward remains compliant, competitive and inclusive.

While culture and colleague experience underpin our approach, our priority is to operate reward structures that are robust, evidence-led and aligned to statutory obligations across all markets.

Our Workforce

We employ more than 96,000 colleagues globally. With more than 73% of colleagues under the age of 30 and five generations represented across JD. Gender representation remains broadly balanced, with 52% female and 48% male colleagues.

We report workforce data in line with legal requirements across the markets in which we operate. In certain jurisdictions, regulatory restrictions limit the collection or disclosure of specific data points, including ethnicity. We remain committed to transparency within these parameters and continue to evolve our reporting as regulations allow. Through competitive pay, meaningful progression opportunities and initiatives focused on youth employability, we aim to be an employer of choice for the next generation.

Workforce Stability and Attrition

Our workforce model reflects the dynamic nature of retail, including seasonal peaks and flexible working patterns. Turnover must therefore be understood within the context of operational demand, workforce demographics and market conditions.

Over recent years, we have focused on improving retention through targeted reward investment, development opportunities and engagement initiatives designed to strengthen the colleague experience.

In the UK, the removal of age banding, alongside broader reward enhancements, has contributed to a 29% reduction in attrition. We continue to monitor workforce trends closely to ensure we balance operational flexibility with long-term workforce stability and minimise disruption to the business.

Turning Insight Into Action

Our Global Engagement Survey remains a cornerstone of our listening strategy. In FY26, 89% of colleagues participated, reflecting strong engagement and trust in the process. This is complemented by year-round feedback channels, workforce engagement forums and ongoing dialogue across our markets.

These insights provide a real-time view of how colleagues experience JD, from day-to-day working conditions to broader cultural and organisational themes. Insights from our engagement survey, particularly relating to pay, benefits, fairness, wellbeing and communication, help shape our annual reward review process and broader people strategy.

Global Workforce Engagement forums, chaired by Kath Smith, Senior Independent Director & Designated Non-Executive Director for Workforce Engagement, provide colleagues with direct opportunities to share feedback and perspectives across Head Office, Retail and Distribution Centre environments. These forums reinforce transparency, accountability and meaningful dialogue across the Group.

Angela Luger, Chair of the Remuneration Committee, also consulted with workforce representatives during the year on remuneration-related matters, ensuring colleague voice continues to inform governance and decision-making.

Alongside formal mechanisms, our global whistleblowing platform provides colleagues with a safe and confidential route to raise concerns.

This disciplined approach ensures colleague sentiment translates into tangible action, strengthening engagement, retention and organisational performance over time.

Key highlights:

Staff Discount

Our staff discount is a highly valued global benefit that recognises the relationship our colleagues have with our brands. Our colleagues are also our customers and this benefit enables them to experience our products, strengthening their brand affinity and advocacy from the inside out.

It reinforces a sense of inclusion, pride and belonging, ensuring our people access and enjoy the brands they represent, our staff discount plays an important role in enhancing the overall colleague experience and delivering mutual value for both our workforce and our business.

Advanced Healthcare Plans (US)

Over 10,000 colleagues signed up for advanced healthcare plans across medical, dental and vision.

Sustainability & Responsibility

Our Reward programmes increasingly align with JD's wider ESG commitments, ensuring our approach contributes to a fairer, greener and more inclusive business. Examples include:

- EV salary-sacrifice schemes that encourage low-emission commuting
- Ongoing benefits reviews to ensure alignment with living-wage standards in key markets

Recognising & Retaining Our People

Recognition plays a vital role in helping colleagues feel seen, valued and connected to our purpose. This year, we enhanced JD's global recognition approach to celebrate contribution at every level. Examples include:

- Utilising our global platform JD Now to encourage colleagues to recognise each others' efforts
- Recognition awards celebrating exceptional contribution
- Global reward moments aligned to JD values and local culture (e.g. Woman of the Year)

These initiatives strengthen belonging and drive high levels of engagement across stores, distribution centres and offices.

Reward

Fair, Consistent & Performance-Led

Operating across multiple markets requires a balanced approach. Rather than focusing on isolated pay benchmarks that may not provide meaningful comparison globally, we prioritise a clear and consistent framework that delivers fair outcomes for colleagues.

Our reward strategy continues to evolve in support of JD's purpose, ensuring colleagues across all markets feel valued, recognised and supported through every stage of life.

Our Approach to Pay

Our global pay strategy is built on three core principles:

- **Fairness:** Ensuring colleagues are rewarded appropriately for their role and contribution
- **Consistency:** Applying clear frameworks globally while allowing for local adaptation
- **Transparency:** Strengthening governance, oversight and clarity in decision-making

Pay decisions are informed through a structured process incorporating:

- External market benchmarking
- Economic and regulatory factors
- Internal equity considerations
- Cost-benefit analysis, including impact on attraction, retention and engagement

Oversight of pay decisions sits within a governance framework, with senior executive review and alignment to Remuneration Committee principles. This helps ensure reward decisions remain robust, consistent and aligned to long-term business priorities.

To support this approach, we continued to invest in:

- Progressing our global job architecture framework to improve role consistency and evaluation
- Enhancing pay equity monitoring methodologies and governance
- Refreshing our global reward principles to reinforce fairness, consistency and transparency
- Investment in HRIS systems to support best practice and workforce scheduling
- Strengthening accountability and governance frameworks across markets

These developments represent important progress in creating a more transparent, equitable and globally consistent approach to reward, reflecting local market conditions, regulatory frameworks and workforce dynamics.

Global Pay Review Approach

Our annual pay review balances statutory obligations with our ambition to reward performance and support retention.

Investment is structured across two areas:

- **Direct increases:** Including National Minimum Wage changes, Collective Labour Agreements and statutory indexation requirements
- **Indirect increases:** Representing JD's investment in colleague retention, development and performance reward

Total Reward and Benefits

Our reward offering extends beyond base pay to provide a holistic package. Across our markets, this includes:

- Competitive pay aligned to market conditions
- Performance-led reward structures
- Health and wellbeing support
- Recognition programmes celebrating contribution
- Benefits tailored to local colleague needs
- Sustainable lifestyle initiatives, including EV salary sacrifice schemes in certain markets

We continue to evolve our benefits offering to ensure it remains relevant, inclusive and supportive, reflecting the diversity of our workforce.

Third-Party Workforce Approach

In certain markets, we engage third-party workers to support operational delivery and seasonal demand.

While pay for these workers is determined by their employing agencies, we maintain clear expectations around responsible employment practices. We do not dictate pay rates but we undertake due diligence and ongoing audit processes to ensure alignment with legal requirements and our standards.

In the UK, approximately 4% of the workforce is supported through third-party agencies during periods of operational demand. This enables flexibility while maintaining appropriate oversight and safeguarding standards across our extended workforce.

Looking Forward

We will continue to strengthen our approach, focusing on:

- Greater global consistency across pay frameworks
- Enhanced transparency and governance
- Continued investment in wellbeing and benefits
- Strengthening workforce insight and colleague voice
- Evolving recognition and development opportunities

As our business evolves, so will our ambition, ensuring every colleague feels fairly rewarded, supported and able to thrive. JD's sustainable growth is powered by its people.

UK Spotlight: Investing in fair pay and targeted reward

In the UK, our reward approach has evolved, supporting fair pay, improved retention and a more meaningful colleague experience.

We have removed age-related pay banding, so all colleagues are paid above the National Living Wage, alongside regional pay enhancements that reflect local market conditions.

All colleagues under the age of 20 receive pay above the National Living Wage compared with the statutory minimum wage.

This represents an investment of around £120m to date and reflects our commitment to fairness, inclusion and supporting young people entering the workforce. Combined with wider reward and development initiatives, this has contributed to a reduction in attrition.

Supporting Colleagues Through Benefits

Our UK benefits offering is designed to support colleagues through different stages of life and enhance overall wellbeing.

This includes:

- Flexible return-to-work support
- Health and dental cash plans
- Generous staff discount from day one
- Discounted gym membership
- Sustainable lifestyle benefits, including EV salary sacrifice schemes

Industry-Leading Family Support

JD is proud to offer one of the most competitive family leave packages in the UK retail sector, exceeding statutory requirements and enhancing financial security for expectant parents.

Our UK maternity offer includes:

- 26 weeks of full pay followed by 13 weeks of half pay for the UK (21 weeks full pay followed by 11 weeks of half pay for Ireland)
- 2 weeks' full pay for paternity leave
- Enhanced Adoption pay mirroring the maternity and paternity enhancements.
- Flexible return-to-work support, including phased hours and role-tailoring conversations
- Inclusive eligibility designed to support all family structures
- Manager guidance to ensure consistent experience for every returning parent

This investment reflects our belief that careers should strengthen, not stall, when colleagues start or grow their families.

Growing Talent for a Stronger Tomorrow

Empowering People to Grow With Us

A key aspect of our long-term success is our commitment to empowering people and creating opportunities for every colleague to grow. Talent attraction, development and retention remain priorities for us, grounded in the belief that our people are central to shaping the future of JD. Our talent and development strategy is designed to build a resilient, innovative and consumer-focused organisation and one that is ready for the future because we invest in our teams today.

Building a Future-Ready Workforce

Our priority is to develop a workforce that is adaptable, flexible and globally minded and ensuring colleagues are capable of thriving in a fast-changing retail landscape. A key step in our short-term strategy is the integration of new technologies and AI tools to enhance skills, strengthen decision-making and improve efficiency across JD. These tools help colleagues work smarter, unlock new capabilities and stay ahead of evolving consumer expectations.

At the same time, we recognise the importance of supporting a multigenerational workforce. We are actively addressing generational transitions by creating inclusive environments where colleagues of all ages can learn, adapt and grow together. By prioritising training programmes that bring diverse perspectives and experiences into the same learning space, we ensure our teams remain agile, competitive and aligned with the needs of our business.

Strong leaders don't just happen, they're built here. Our robust succession planning framework turns potential into confident, capable leadership, supported by clear pathways and well-defined roadmaps across JD.

In addition to our existing development catalogue, colleagues in the UK are utilising our apprenticeship pathways, with over 60 courses being studied by more than 300 colleagues.

Leadership, Coaching, & impact

Our development strategy over the past year has centred on three pillars: **leadership**, **coaching** and **measurable impact**. We continue to define and embed a JD leadership style that is empowering, recognisable and reflective of our culture and one that supports leaders in navigating an increasingly demanding retail environment.

We have strengthened our focus on leadership development, particularly for senior leaders and expanded coaching as a core tool for growth. With a team of certified internal coaches, we integrate coaching into training programmes and individual development plans to support performance, wellbeing and emotional resilience.

Measuring impact ensures that every training initiative delivers a clear return on investment and contributes directly or indirectly to key business outcomes. This includes the evolution of our customer service model to reflect the realities of our stores and the expectations of our customers today.

Creating Modern, Multigenerational Learning Environments

Looking ahead, we are building new learning ecosystems that support dynamic, multigenerational development. This includes new tools, Learning Management Systems and more flexible learning environments that reflect how people learn today. These pillars will enable us to develop modern leaders who can work confidently alongside AI, champion diverse perspectives and drive JD forward.

Ensuring Our Talent is Focused and Ready

95
Interns

over
40%

of interns took permanent roles within the corporate team following their sessions.

JD Finish Line Corporate Academy

Growing Internal Talent and Opportunity

Our Corporate Academy is a fully internal internship programme designed to create meaningful career pathways for colleagues from our stores, logistics and call centres into roles within our JD Finish Line Head Office in Indianapolis. By opening access to professional opportunities that might otherwise feel out of reach, the Academy supports internal mobility while strengthening our long-term talent pipeline.

Delivered twice a year, the Academy provides a structured 10-week immersive experience that enables participants to step into new environments, build confidence and develop skills aligned to future leadership roles.

Creating Access, Capability and Progression

Participants are welcomed into Head Office teams, where they gain exposure to core business functions, contribute to real work and build networks across the organisation.

The Corporate Academy plays an important role in advancing opportunity, inclusion and progression demonstrating our commitment to developing talent from within and supporting colleagues to build sustainable, long-term careers with us.

It's not just our Academy that helps us to identify and develop the retail stars of tomorrow. Our catalogue of development programmes at each level of the business, supplemented by our apprenticeship offering mean that, at whichever stage in their career a colleague joins the JD team, the path to progression is clear and the tools to help them develop are available.

Our Supervisor Development Programme, equips colleagues in our stores taking their first steps into leadership with essential skills and knowledge, whilst Aspire instils Sales Assistants with core principles that will assist them throughout their career at JD.

Our investment in our people and their development means JD's teams are focused and ready today in preparation for any steps they want to take tomorrow.



Opening Doors to Emerging Talent

At JD, we believe the future of our business and our communities depends on the opportunities we create for young people today.

We are incredibly proud of our Graduate Programme, which plays a key role in building the next generation of talent across JD. The programme is embedded across numerous functions, from Finance to our Distribution Centres, offering broad exposure to the business and real career pathways.

Designed to accelerate development, our Graduate Programme combines structured learning, hands-on experience and meaningful responsibility from day one. Graduates are supported through mentoring, coaching and clear progression frameworks, enabling them to build critical skills, gain commercial understanding and make a tangible impact early in their careers.

Alongside our graduate offering, JD continues to invest in a strong early careers pipeline through internships, apprenticeships and year-in-industry placements. These pathways provide young people, many of whom are also our customers, with the opportunity to take confident first steps into the world of work, develop real skills and explore long-term career opportunities within JD.

10K Interns & Emerging Talent Pathways

JD is proud to be part of the 10,000 Interns programme, offering paid internships that widen access to early career opportunities and remove financial barriers to entry. Interns are placed into live teams, working on meaningful projects with clear objectives and support.

High-performing interns are identified early and supported into future pipelines, including graduate schemes and year-in-industry placements.

Our broader early careers offering including; graduate schemes, apprenticeships, internships and year-in-industry placements, provides structured development, real responsibility and clear pathways into long-term roles. Together, these initiatives help build a diverse, sustainable pipeline of future talent while ensuring young people gain the skills, confidence and experience they need to succeed.

Looking Forward

Our Emerging Talent team will play an active role in supporting the Government Youth Guarantee Programme, aligning our efforts to help young people access education, training and meaningful employment opportunities. Through targeted outreach and partnerships such as The Kings Trust we will connect with young people who may face barriers to progression, helping them build confidence, develop skills and explore potential career pathways.



10000 | INTERNS
FOUNDATION



Our Work Experience programme has evolved this year to provide a structured and scalable offering, designed to give young people meaningful insight into the world of work, while supporting social mobility and creating earlier access to career opportunities across the business.

The new offering includes two core routes:

- **In-person work experience** through our Step Into Your Future cohort model, giving students structured placements, real exposure to different business areas and direct engagement with colleagues across the organisation.
- **Virtual work experience** through our partnership with Springpod, we are expanding access for young people who may not be able to attend in person and allowing us to reach a broader and more diverse audience at scale.

Together, these routes help us provide an inclusive, accessible and impactful experience for young people, while giving departments a clear framework to support participation.

Colleague and Partnership Impact

The programme not only supports young people but also creates a rewarding development opportunity for colleagues. It provides colleagues with the chance to give back, share their experience and build coaching (management) and mentoring skills through meaningful involvement in the programme.

Feedback to date has been consistently positive, with every colleague involved so far saying they would be a Coach or Mentor again.

The offer has been designed through extensive research and external alignment, including Equalex, Gatsby Benchmarks and the MBacc, helping to ensure the programme is meaningful, equitable and high quality.

Virtual Work Experience with Springpod

3,929

young people enrolled

32%

of participants entitled free school meals



“I really really enjoyed the entire work experience programme. I feel like I now have better knowledge of what I want my future career to look like! Every single person I spoke to was so nice and genuine which made me feel really comfortable.

Student

“Just a quick email to thank you so much for hosting our year 10 student(s) last week. It has been lovely to hear this morning how much they have enjoyed their experiences with you. Without your support, work experience is an impossible task and we are extremely appreciative of your offer of a placement. We do hope you will consider working with us again next year.

Teacher

Environment

Protecting Tomorrow, Together

Our approach to the environment is grounded in action, accountability and continuous improvement.

Across JD, we are focused on minimising waste from our operations, extending product life and reducing our environmental impact as we transition towards a lower-carbon future. From transparent climate reporting aligned to the 1.5°C pathway, to investing in colleague education, energy-efficient store design and circular economy solutions, we are embedding sustainability into how we operate every day.

Cleaner in Production sits at the core of our sustainability strategy, driving improved environmental performance across our private labels and building a more sustainable future for our business, our partners and the communities we manufacture in.

This commitment positions us at the forefront of our industry, driving meaningful progress while supporting our long-term decarbonisation goals.

We disclose to and/or are members of:

We are committed to contribute to the improvement of cotton farming practices globally through our Membership in the Better cotton Initiative (BCI)

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

98%
FSC®

60%
of dye houses used by JD use renewable energy sources

99%
Of our cotton is sourced via the “Better Cotton” Initiative

20+
Territories participating in our Environmental e-learning modules

13%
increase in 100% cotton product offering vs 2024, as we consciously increase our mono-materials

26m
Litres of water saved as part of “Better Cotton”

22%
Reduction in carbon emissions as a result of installing the latest GEN-E ULTRA LED lighting in our UK & Ireland JD stores

A
Climate Change rating from CDP (Top 4% of companies who disclosed)

c4,000
Trees planted in Europe in our last financial year

Spotlight on Our Initiatives

Cleaner in Production

People-Centred Environmental Management

Our environmental strategy is built around people, partnerships and communities, embedding sustainability across our value chain.

Data-Led Cleaner Production

We use data analysis, independent audits and our Cleaner In Production (CIP) programme to manage risk, reduce impacts and drive continuous improvement.

Partnership-Driven Impact

Collaboration with suppliers and partners improves visibility, strengthens performance and supports shared environmental targets across multiple supply-chain tiers.

Reducing Environmental Impact

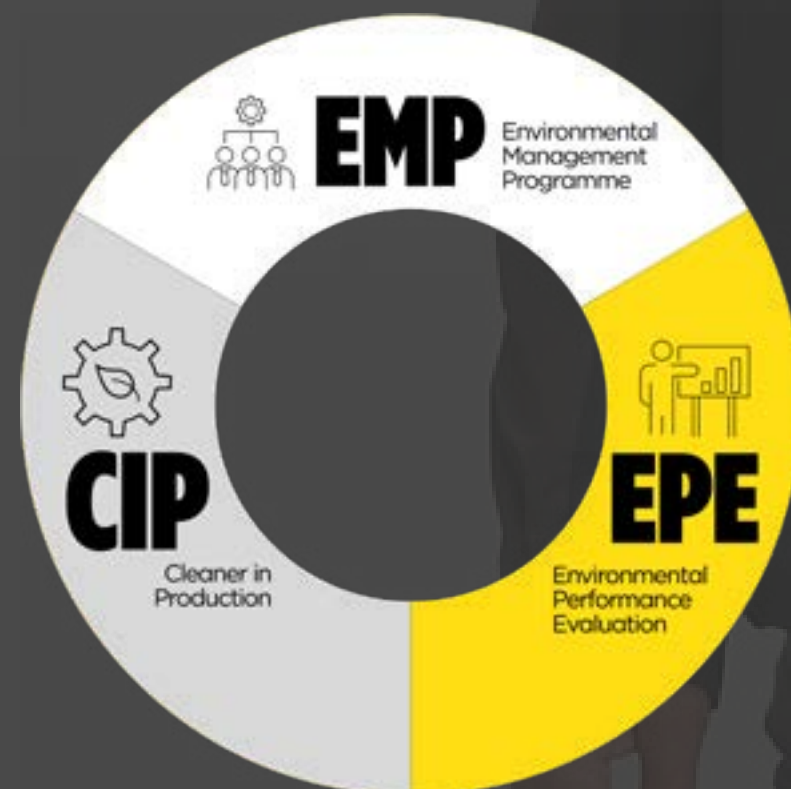
Together with partners, we aim to cut carbon emissions, improve water stewardship, protect biodiversity and prevent hazardous chemical discharge.

Responsible Materials

We prioritise lower-impact materials and circularity while maintaining product performance.

Manufacturing-Led Improvements

Environmental reductions are focused on high-impact processes such as dyeing and finishing, where the greatest efficiencies can be achieved.



Circularity in Action

92 million tonnes of textile waste are generated globally each year, less than 1% of textiles are recycled back into new clothing. Reverse Resource is now being used to support Extended Producer Responsibility schemes, European Sustainability Product Regulation and Corporate Sustainability Reporting Directive.

Industry Waste Challenge

Material waste and low recycling rates remain a major issue across the global clothing industry.

Turning Waste into Resource

JD launched a 2025 pilot with Reverse Resources (RR) to recycle manufacturing cutting waste into recycled yarn, supporting textile-to-textile circularity and traceability.

Factory-Level Waste Collection

Bangladesh supplier factories collect and sort JD cutting waste by colour, enabling targeted recycling streams.

Closed-Loop Potential

Once sufficient volumes are achieved, waste can be converted into JD-specific recycled yarn, creating a fully traceable closed-loop system.

Building Foundations for Circular Manufacturing

The programme reduces material leakage, increases recycling value, improves supply-chain visibility and enables measurable circularity progress.

1 Tonne

of JD cutting waste
recorded at RR (late 2025)

20%

of recycled yarn input sourced
via Reverse Resources

Reverse Resources

Source: <https://www.reverseresources.net/>

JD Private Label

Designed for a Better Future

Private Label product sales represent around 5% of our annual sales.

With the strategic support of the JD ESG committee, our Private Label teams have embedded improved sustainability awareness and actions across our supply chain operations. Starting at the conception and design stage, continuing through to manufacture and transportation, then sale of and finally end of product life.

- We continue to work towards improving protection and conditions for workers within our supply chains and reduce the impact of climate change. Our strategy incorporates:
- Private label production – from raw materials, manufacturing to packaging
- The sustainability performance of our key manufacturing suppliers
- Carbon emissions, reducing water usage and other climate change mitigation measures across our entire supply chain
- Improving customer and colleague awareness of ‘end of product life’ options in accordance with ‘Circular economy’ principles

Smarter Materials, Lower Impact

Recycled fibres reduce waste and resource use; Increased 100% cotton and reduced elastane improve recyclability; Better Cotton supports farmers, water efficiency and soil health; Delivering everyday products with a lighter footprint.

Cleaner in Production

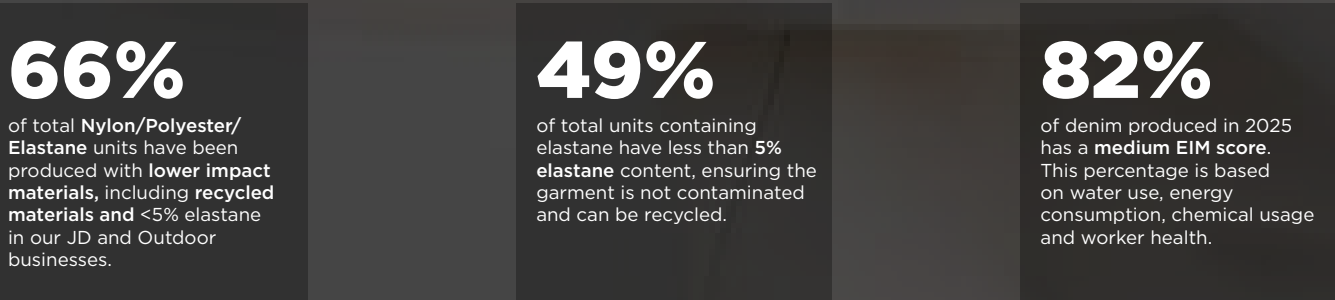
Water stewardship and biodiversity embedded in sourcing; Greater use of renewable energy such as solar; Wastewater innovations including Zero Liquid Discharge; Reducing environmental impact beyond carbon.

Built to Last: Circular Thinking

Products designed for durability and recycling; Reduced material complexity; End-of-life solutions being explored; Keeping products in use longer and out of waste streams.

What This Means for Consumers

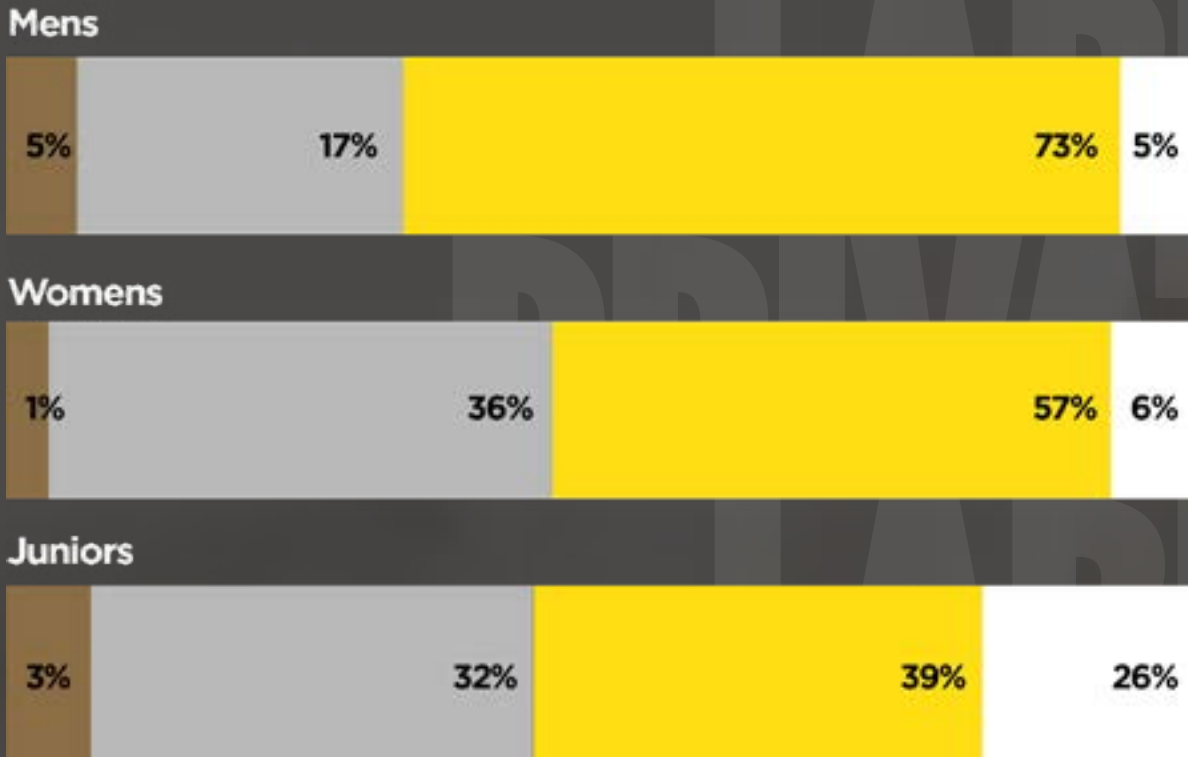
Better choices built into every product; Greater transparency with QR and digital innovation; Style and performance delivered with lower environmental impact.



Our Private Label Strategic Pillars

Transparency	Circularity	Data Reporting	Low Impact Materials
• QR code aids traceability and community engagement • Chemical/hazardous material testing • Research EOL options • Clevercare info to care labels • 3D patterns and waste management	• Supply Chain consolidation • Digital Product Passport (DPP) readiness • Green Claim Directive requirements through certificate management	• Innovative working; 3D design, RFID, AI • Partnering with third party partners to refine data systems • LCA and Climate reporting • Product Volume forecasting	• Lower impact main materials, research feasibility • Circularity and production processes • Scenario planning via Climate Reporting System

% of Our Private Label Offering containing Recycled Material



De-carbonisation in Textile & Apparel Manufacturing

Biodiversity & Water Stewardship

The textile and apparel sector faces a particularly urgent decarbonisation challenge. As one of the most globalised and energy-intensive manufacturing industries, the majority of its climate impact occurs far upstream, in fibre production, spinning, weaving, dyeing, finishing and garment assembly.

Biodiversity and water stewardship are fundamental to responsible textile manufacturing, reflecting a clear shift in how the industry understands its environmental impact, far beyond carbon alone. The textile sector is inherently resource-intensive, relying heavily on water for processes such as cotton cultivation, dyeing and finishing. JD has embedded water stewardship and biodiversity considerations into its ESG strategy, aligning with international standards and initiatives such as the Better Cotton Initiative and the Leather Working Group.

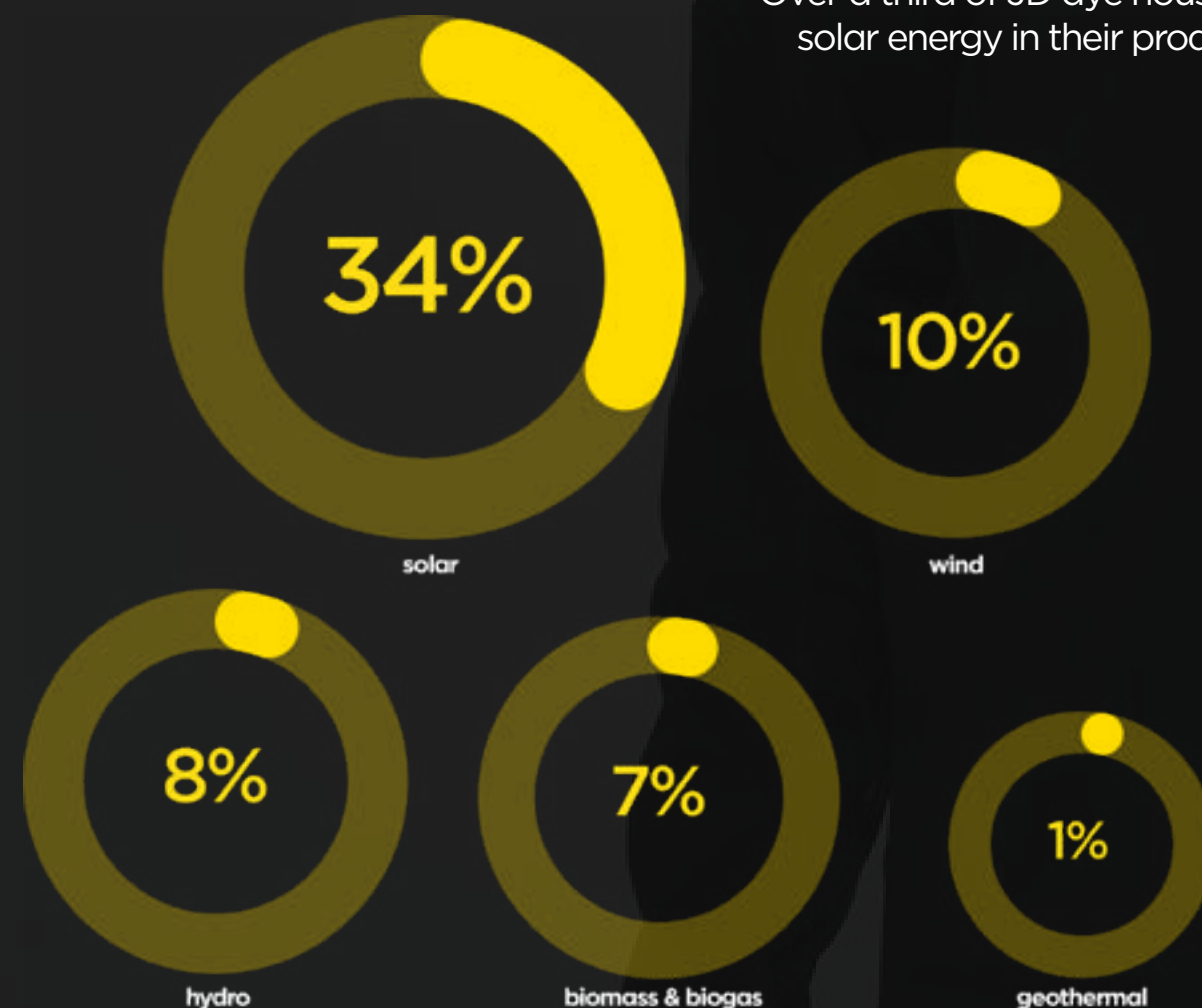
Renewable energy is a critical lever for reducing impact. Through its Cleaner in Production programme, JD has evaluated the adoption of renewable energy across its supply chain and the analysis of the wet processing sites shows growing commitment and tangible progress, underlining the importance of working with responsible partners to accelerate systemic change.

Renewable Energy Sources & Wastewater Management

Used by Dye Houses across JD Supply Chain

Renewables

Over a third of JD dye houses use solar energy in their production



Wastewater

Over 10% of JD dye houses use a **Zero-Liquid Discharge (ZLD)** system for wastewater management and recycling, reducing discharge of polluted wastewater to zero and producing clean water suitable for reuse.



Small Changes: Big Impact

Environment Case Studies

Even small changes can yield meaningful results.

Converting all point-of-sale marketing such as swing tickets, attachment string, barcodes and protective plastic bags, to recycled materials, we have achieved a 3% reduction in energy use. These incremental improvements, when scaled across our operations, contribute significantly to our overall sustainability goals. Just by identifying the following minor changes to what we do, we are making major environmental impact:

JD

The removal of store receipts in our JD stores has contributed to a huge saving for the environment, with over 145 million transactions affected, resulting in 133.5 tonnes of paper saved and 3,200 trees preserved.

In addition to this saving, the introduction of Micro Pak Dry Clay (replacing silica gel), has saved almost 500,000 tonnes of fresh water, as well as eliminating 50 tonnes and 3.5 tonnes of chemicals and plastics respectively.

145m+
card transactions

133.5t
of paper avoided

3,200+
trees preserved
December 2023 – 31st Jan 26

GO
Outdoors

millets

Blacks
Tiso

Through a targeted reduction of poly bags in our JD Outdoor stores, we removed more than 2.5 million bags from use over the past year, cutting plastic consumption by 30 tonnes and supporting our wider sustainability ambitions.

Our 21 Tiso stores also run a "Worn but Not Worn Out" scheme, encouraging customers to return clothing and textiles to be repaired and resold across its stores, with over 1,200 items sold since 2023.

2.5m
fewer poly bags used

30t
of plastic reduced
(29,773 kg)

ISRG

The ISRG Iberia Reforestation Project supports ecosystem restoration while helping to offset our environmental impact. Focusing on regions with a high risk of forest fires, the project contributes to biodiversity recovery and long-term carbon reduction.

In 2025, the initiative delivered an estimated 2,000 tonnes of carbon offset and saw 4,000 trees planted, supporting healthier landscapes and more resilient local environments.

2,000t
Carbon offset

4,000
trees planted
(High forest fire risk region)

COURIR

Following our acquisition of Courir, we have continued to build on its strong approach to circular design and resource efficiency across retail and e-commerce operations.

Courir's shopping bags now contain up to 89% recycled content, while all e-commerce boxes are made from 100% recycled and recyclable materials - representing 199 tonnes of packaging. In total, 370 tonnes of recycled material are used across Courir's packaging, supporting a more circular approach and reducing reliance on virgin materials.

Shopping bags: up to

89%
recycled content

e-commerce Boxes

199t
100% recycled and recyclable

370t
of recycled material used across our packaging
supporting resource efficiency and circular design
across retail and e-commerce operations

JD Group

Across the Group, we have taken targeted action to reduce our reliance on virgin and fossil-based materials by transitioning product components: swing tickets, strings, barcodes and care labels, to recycled alternatives.

This shift reflects more considered and sustainable design decisions within our product labelling and trim strategy, contributing to a 99% reduction in fossil-based materials and a 50% reduction in biobased materials within these components. Collectively, these actions support more responsible resource use and lower-impact material choices across our product packaging elements.

50%
Reduction in biobased materials

99%
Reduction in fossil material

Modern Slavery

Our Approach

Policy Commitment

We have adopted a Modern Slavery Policy that sets out our commitment to preventing modern slavery, including human trafficking and forced labour in all aspects of our business activities both in the UK and overseas.

Own Operational Risk

We conduct regular meetings with 3rd party labour providers to identify and evaluate the risk of modern slavery within our own direct operations in the UK and monitor their recruitment processes to ensure they align with our business.

Supplier Engagement

We work with our Private Label suppliers to promote awareness of modern slavery risks in their own supply chain and embed adherence to ethical standards and in country legislations, in line with our own policies.

Due Diligence

To maintain robust due diligence processes to assess and monitor our suppliers’ compliance with our Modern Slavery Policy and applicable laws and regulations.

Training and Awareness

To provide training and awareness programs for our employees and suppliers to educate them about the signs of modern slavery and their responsibilities in preventing its occurrence and to consider at all times, the importance of applying responsible purchasing practices

Our Commitment

JD is committed to continuously improving our efforts to combat modern slavery and human trafficking. We will regularly review and update our Modern Slavery Policy, practices and procedures to reflect evolving best practices, regulatory requirements and stakeholder expectations. Together, with our employees, suppliers and stakeholders, we will work towards a future where every individual is free from the scourge of modern slavery and exploitation.

**Click here to read our
Modern Slavery Statement**

Living Wage in the Supply Chain

To reinforce our Modern Slavery approach, a comprehensive wage benchmarking review was conducted across 342 factories within our supply chain, evaluating how supplier wages align with national living wage standards. The assessment focused on three key areas. Here are our findings in each:



Overall Assessment

There is strong evidence of progress in supplier wage practices, particularly in certain countries and when broader compensation and benefits are taken into account. Building on this progress through continued supplier engagement and a sustained focus on both base pay and total remuneration we are moving to achieve alignment with living-wage expectations across the supply chain.



Source: Anker methodology

Freedom of Association & Collective Bargaining:

Supply Chain Impact Assessment

Both freedom of association and the right to collective bargaining are fundamental human rights. These rights allow workers to enter in a constructive dialogue with employers. Unfortunately, in many countries workers face all kinds of obstacles when trying to organise themselves to take part in social dialogue.

Allowing workers to collectively express concerns, negotiate better wages, improve working conditions and protect themselves from exploitation, this is especially vital in the garment sector, where workers - often women from marginalized communities - may otherwise lack the power to advocate for their rights.

Our Stakeholder Engagement Framework

- Regular surveys and gap analysis
- Implementation of solutions
- Key metrics reporting:
 - Resolution and quality metrics
 - Complaint resolution rate
 - Resolution rate by type/location
 - Repeat complaint rate
 - Escalation rate

We completed a supply chain impact assessment across territories, identifying next steps and areas of opportunity.

Key Findings

- Suggestion boxes were present, however there is opportunity to further encourage employee participation to strengthen engagement and visibility
- Grievance record keeping varied across facilities, with an opportunity in some locations to formalise procedures and improve consistency in tracking
- There is an opportunity to strengthen evidence of grievance follow-up and documentation of post-remediation engagement with workers

Remediation Strategies

We are piloting and evaluating the following:

- Visual Posters
- Scenario-Based Tools & Training
- Standardised Templates
- Suggestion Box Innovations
- Round Tables



Promoting freedom of association and collective bargaining in overseas manufacturing can be challenging, but it creates clear opportunities for stronger, more resilient supply chains.

Many sourcing countries have complex legal or cultural environments, but through long-term partnerships, transparent dialogue and worker-centred solutions we will work to overcome these barriers. Meaningful freedom of association and collective bargaining are achievable with proactive engagement with our Tier 1 partners.

Looking Forward

- **Internal Assessment:** Ongoing assessment of practices and controls.
- **Metrics Development:** KPIs for engagement and grievance resolution.
- **Supplier Engagement:** Targeted support for regressive suppliers.
- **Transparency:** Reporting on progress and challenges.

Digital Product Passports



Product Description
size, category, weight, colour, season

Circularity
maintenance advice, spare piece, instruction

Care for Your Product
All information on existing care labels will be discoverable by QR code

Environmental Impacts
LCA impacts, PEF

Traceability
identification of the actor of the supply chain

Country of Origin
where was the product manufactured?

Building Transparency and Resilience

In 2021, JD embarked on a journey to transform its global supply chain, driven by a vision of transparency, operational excellence and sustainability. This journey was structured into four distinct phases, each building on the achievements of the last and each designed to address the evolving expectations of customers, regulators and stakeholders.

Phase 1: Foundations (2021-2025)

The project began with a period of experimentation and learning. In 2021 and 2022, JD launched a trial value chain validation program, incorporating Tier 1 Factory, Tier 2 Mills and Tier 3 Dye houses.

Throughout phase 2024-25, the project moved to align all suppliers with the requirements of RFID technology. The groundwork was laid for a more transparent and digitally connected supply chain.

Phase 2: Expansion & Standardisation (2026/27)

JD #Moving Forward

With the foundations in place, JD will embark on a phase of rapid expansion and standardisation. Our goal is clear: ensure every supplier is enrolled and compliant ahead of new legislative milestones.

Phase 3: DPP Ready (2027)

In 2027 we will launch our QR-coded transparency platform, meeting legislative requirements for digital product passports and traceability. This will build trust, reinforcing JD’s commitment to responsible retailing.

Through this multi-phase journey, JD will meet the demands of a changing regulatory landscape and set a new standard for supply chain transparency and sustainability for the group.

Ethical Sourcing

Ethical Sourcing in Apparel & Footwear Manufacturing

Ethical sourcing is a core principle underpinning responsible practices in the apparel and footwear industry.

It demonstrates a company's dedication to upholding human rights, safeguarding the environment and maintaining ethical business conduct throughout complex, global supply chains.

From the initial stages of raw material procurement to the delivery of finished products, ethical sourcing aims to ensure fair treatment of workers, safe working conditions and the adoption of manufacturing processes that minimise negative impacts on people, communities and the planet.

The apparel and footwear sector is characterised by complex, multi-layered supply chains that operate across a wide range of countries, regulatory frameworks and cultural settings.

This complexity presents both opportunities and significant risks. Ethical sourcing mitigates these risks by establishing clear standards for labour practices, environmental responsibility and ethical business behaviour, in line with internationally recognised guidelines such as the International Labour Organization (ILO) core conventions and the United Nations Guiding Principles on Business and Human Rights.

In practice, ethical sourcing extends beyond regulatory compliance. It involves building long-term, collaborative relationships with suppliers, enhancing transparency and traceability and driving continuous improvement in areas such as fair wages, reasonable working hours, occupational health and safety, chemical management and environmental stewardship. Engaging meaningfully with workers, suppliers, industry partners and civil society organisations is essential for identifying systemic issues and fostering sustainable, positive change.

As consumer expectations, regulatory demands and stakeholder scrutiny continue to rise, ethical sourcing has evolved from a moral obligation to a strategic business priority.

By embedding ethical considerations into sourcing strategies and supply chain management, apparel and footwear companies can help build supply chain resilience and contribute to a more sustainable and equitable industry.

Transparency in Our Supply Chain

Transparency is fundamental to responsible sourcing and long-term resilience. JD is committed to building visibility across its supply chain to better understand risks, drive continuous improvement and support ethical and sustainable practices.

By strengthening transparency across all fascias, JD is enhancing accountability, supporting supplier engagement and laying the foundations for more responsible decision-making across environmental, social and governance priorities.



Ethical Compliance in the Supply Chain

Audit Compliance and Remediation: Upholding International Labour Standards

Our compliance team operates within a rigorous internal audit framework, guided by the standards set by the International Labour Organization (ILO). This framework ensures that all aspects of our supply chain are assessed against globally recognised benchmarks for labour rights and workplace conditions.

Each audit systematically identifies, classifies and documents any instances of non-compliance, categorising them by issue type, root cause and severity. This structured approach enables us to develop targeted, actionable remediation plans in partnership with our suppliers and factories creating deeper understanding for factories of cause and effect.

A core responsibility of the compliance team is to oversee the full lifecycle of non-compliance management. This includes not only the initial identification of issues during audits but also the ongoing monitoring and verification of corrective actions. We maintain a robust process for tracking the closure of all non-compliances highlighted in original audit reports, ensuring that every issue is addressed to completion and that improvements are sustained over time.

2025 Audit Activity and Non-Compliance Management

We took a proactive approach to supply chain oversight managing non-compliances identified across 694 independent audits. Of these, 340 audits were conducted and received between 1st January and 31st December, 2025. Each audit report was reviewed and non-compliances were categorised to provide a clear understanding of the underlying issues and their potential impact.

This categorisation formulates tailored action plans, with approved timescales in line with those set by the audit bodies. These are communicated and agreed with the relevant factories. Throughout the time period set we provide guidance and follow-up to ensure that all issues are resolved in a timely and effective manner. We embed a strong emphasis on transparency and accountability.

340

Independent Audits
conducted between 1st Jan
2025 - 31st Dec 2025

81%

of non-compliances identified
in our audits were resolved

For full information, please click
here to see our full report

Identify Act Resolve Programme: Strengthening Governance and Accountability in Our Supply Chain

As part of our commitment to strong governance and ethical business practices, we have implemented the Identify Act Resolve programme across our supply chain compliance operations. This structured approach ensures that all instances of non-compliance—particularly relating to labour standards and human rights—are managed transparently, consistently and with a focus on continuous improvement.



1. Identify

The programme begins with the early identification of risk. Through risk assessments and independent third-party audits, factories are assessed prior to onboarding to ensure they meet our ethical compliance requirements. This proactive approach is critical to mitigating risk at the earliest stage. Where risks are assessed as outside acceptable parameters, we do not proceed.

Any issues identified are categorised by type, root cause and severity, providing a clear and consistent foundation for targeted action.

2. Act

Where accepted risks are identified, we implement corrective action plans in collaboration with suppliers and factory management. These plans set out clear remediation steps, responsibilities and timelines for addressing non-compliance. We prioritise open communication, capacity building and shared learning to ensure suppliers clearly understand expectations and are supported to deliver effective improvements.

3. Resolve

The Resolve stage focuses on verification and long-term impact. Follow-up audits and ongoing monitoring confirm that corrective actions have been completed and underlying issues addressed. We also assess the effectiveness of remediation, capturing lessons learned and strengthening our processes to reduce the risk of recurrence.

Governance and Oversight

The Identify Act Resolve programme is embedded within our wider governance framework and aligned with international standards and our Code of Conduct. Regular reporting to senior management and the Board supports effective oversight and informed decision-making, reinforcing our commitment to ethical sourcing and responsible business growth.

A Tomorrow Built on Purpose & Progress

A Message from Darren Shapland

Chair of the ESG Committee



Our progress is never the result of one initiative, one team, or one moment. It reflects the thousands of decisions made every day across our fascias, regions and global functions. These decisions, anchored in integrity, innovation and care, continue to strengthen our ability to **grow our tomorrow together**.

Throughout this report, you will have seen how we are shaping the future of our business through responsible and transparent use of AI, a culture defined by purpose and products and practices that respect the planet we all share. You will also have seen how we invest in our people and talent, how we support the communities that inspire us and how our governance frameworks keep us aligned, compliant and accountable as a global organisation.

What stands out most is that our impact is driven by people. Our colleagues bring energy and commitment to their roles. Our customers place their trust in us. Our partners help us extend our reach and capability. And our communities continue to influence and motivate the way we operate.

We remain committed to doing the right thing for all of them. That means continuing to innovate responsibly, strengthening trust through transparency and ensuring every part of our organisation contributes to long-term, sustainable value creation. It means staying globally aligned while empowering local teams to deliver meaningful outcomes where they matter most. And it means holding ourselves to high standards as we grow together.

JD is well positioned for the future. Our scale, our talent and our ambition give us a strong foundation. But more importantly, we recognise that the actions we take today shape the place we leave for tomorrow.

Our future is bright and we remain focused on delivering positive outcomes for our customers, colleagues and the communities we serve.



TOGETHER
GROWING OUR
TOMORROW
TOGETHER
GROWING OUR
TOMORROW
TOGETHER

JD Group