

Our People



Every day, Caleres Associates live by our values: Passion, Curiosity, Creativity, Caring, and Accountability.



Our People

We are continuously working to strengthen our company culture, which is centered on results, caring, and learning. We nurture our Associates and provide them with a strong community and the skills to take the next step in their careers.



CALERES FORWARD



PROPELLING CALERES FORWARD

In 2021, Caleres leaders recognized the need to refresh the company culture and connect it with our business strategy and long-term goals. Caleres collaborated with an external partner specializing in culture and strategy to help lead the initiative we call Caleres Forward, which was rolled out in 2022.

After surveying Associates and leaders to understand the baseline of company culture and leadership preferences, we identified three pillars of our aspirational culture – Results, Caring, and Learning – and our four Strategic Truths:

- Delighted Consumers
- Product that Fits
- Inspiring Experiences
- Engaged People

Following a kickoff session with senior management, leadership shared the Caleres Forward strategy in cascading meetings with their teams and identified actions to propel us toward the targets. In the months since, we have introduced tactics that embody these concepts:

- **Strategic Truth Scorecards** that monitor our progress on KPIs for each Strategic Truth.
- **New tools** to gather consistent feedback and sentiment from Associates, including:
 - **Caleres Associate Discussion Groups** of six to eight Associates led by HR Business Partners to gather feedback on a specific topic or challenge.
 - **Pulse Surveys** of randomly selected groups of corporate Associates.
- **Cal Pal**, a program to enhance new-Associate onboarding by connecting them with an existing Associate for the first six to nine months of employment.
- **Caleres 101 – The Business of Shoes**, our new course for the Caleres Learning Center to help everyone better understand our business.

Our second culture survey in fall 2022 showed significant progress toward our aspirational culture goals and increased convergence around our culture.



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DEVELOPING OUR ASSOCIATES

Caleres introduced a number of initiatives intended to better serve the learning and development needs of our Associates. Among these were the introduction of a three-tier leadership training program that includes leadership fundamentals, Q4 leadership, and an advanced leadership workshop. In addition, a Learning Management System (LMS) offering a wide variety of complimentary courses was launched, and a first-ever internal “job fair” was held to help Associates develop a deeper understanding of opportunities and possible areas of career development.

Equitable Access to Education

Caleres has transformed access to continued learning and formal education. As an industry leader, our updated process eliminates barriers to education by paying for tuition upfront. The program is now open to all Associates, and Caleres pays tuition directly to the educational institution rather than reimbursing Associates for the cost, eliminating a major financial barrier.

Hiring and Promoting From Within

These development and education initiatives allow Caleres to promote from within whenever possible. Every opening is posted internally, and a dedicated internal career development page on the company’s intranet site walks Associates through every step of the process when applying for a new role. Specific career pathing is created for select roles to help Associates visualize their potential future at Caleres.

Learning and Development

- Associates completed approximately 6,000 learning modules, representing more than 4,800 hours of learning.
- Famous Footwear Associates completed an additional 33,650+ hours of training.
- 248 Caleres leaders participated in a leadership training workshop.
- 126 Associates pursued a degree or certification as part of the Caleres Education Assistance Program in the fall 2022 semester.
- 180 Associates participated in our internal “job fair.”



HOURS OF TRAINING BY JOB LEVEL

Leadership

111 hours

Management

3,389 hours

Individual Contributor/Other

1,307 hours

SUPPORTING OUR ASSOCIATES

At Caleres, our people provide a critical competitive advantage and we are constantly striving to be a great place to work. A place that prioritizes inclusivity and equality and fosters collaboration across our businesses and functions. We believe our responsible and respectful culture has allowed us to attract, develop, and retain a talented and experienced workforce. In addition to competitive salaries and wages, Caleres remains committed to providing our eligible Associates with a comprehensive package of benefits to choose from that recognize and support different life stages and lifestyles, purposefully created to meet their diverse needs.

We offer a choice of four healthcare programs, including one that Associates helped design in 2022, that are open to Associates and their families, spouses, and life partners. Our retirement plans include a robust 401(k) program for eligible Associates with a generous match, investment options, and profit-sharing opportunities, as well as a fully funded pension plan for eligible Associates. Combined, these plans paid out approximately \$20 million in benefits in 2022. And in recognition of our love of shoes, all current and retired Associates enjoy a discount when purchasing our products.

For more information on our benefits programs, please visit yourcaleres.com.



Our People

DEVELOPING A DIVERSE, EQUITABLE, AND INCLUSIVE ORGANIZATION

Caleres believes our company should reflect the diversity of the people and communities we serve. We seek and engage talented individuals from all backgrounds, ethnicities, genders, lifestyles, and belief systems.

Tracking Diversity and Pay Equity Across the Organization

In 2022, Caleres leaders introduced DE&I dashboards to examine gender and racial diversity at all levels of the company. Senior leaders met individually with our vice president of DE&I to review the dashboards. This process enhanced our ability to ensure our pay practices are fair and equitable.

Expanding Caleres Community Resource Groups (CRGs)

Our CRGs represent internal networks of Associates who identify with a particular group and their allies. They are Associate-led to encourage leadership skills and exposure for Associates across all levels of the organization. CRGs are designed to create a sense of belonging and support recruitment and retention. Leaders of the CRGs also sit on Caleres' DE&I Advisory Council.

Community Resource Groups

Launched in 2022

- Black, Indigenous and other People of Color (BIPOC)
- Parents and Caregivers
- LGBTQIA+
- New Associates

Launched in 2023

- People with Disabilities
- Sustainability

Anticipated to Launch in 2023

- Women
- Veterans



Supporting LGBTQIA+ Associates

Caleres introduced additional layers of support for Associates including enhanced benefits to be more inclusive of partners and family structures, and the ability to identify across gendered identities in HR systems. We also introduced training on pronouns and encouraged Associates to add their pronouns to email signature lines, e-cards, and business cards. In early 2023, we added coverage for top and bottom surgery and hair removal for transitioning Associates.

DE&I Trainings

Building on our required unconscious bias training, we delivered new mandatory microaggression and LGBTQIA+ trainings for all Associates. Trainings emphasize the intersectionality of DE&I issues.

CREATING COMMUNITY

Caleres Book Club supports a community of learning, connects virtual and on-site Associates, and opens communication about intersectional identities.



Caleres earned a perfect score on the Human Rights Campaign Foundation's 2022 Corporate Equality Index, the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQIA+ workplace equality.

Our People

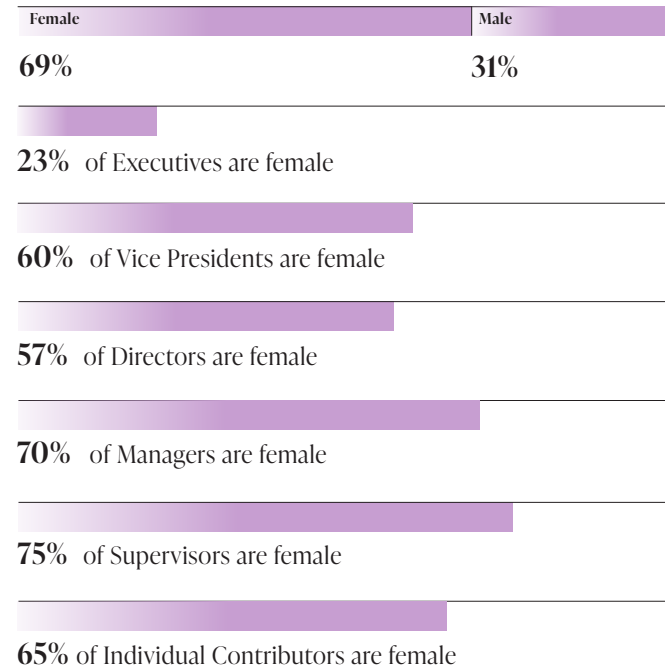
Associates by the Numbers

All Human Resources data is as of Jan. 28, 2023, the end of the fiscal year.

U.S. Workforce

U.S. Associates/Levels by Gender

100%



Global Workforce

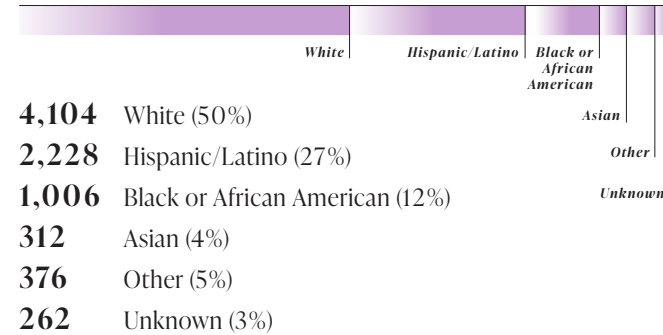
Workforce by Regions/Countries

8,288	U.S. (89%)	230	Dominican Republic (2%)
510	China (5%)	35	Vietnam (<1%)
231	Canada (2%)	21	Europe (<1%)

Full-Time and Part-Time Associates

9,315	total Associates
5,295	full-time
4,020	part-time

U.S. Associates by Race/Ethnicity



Race/Ethnicity by Levels

	Executive	VP	Director	Manager	Supervisor	Individual	Total
White	92%	90%	81%	67%	50%	42%	49%
Hispanic or Latino	0%	2%	7%	16%	26%	32%	27%
Black or African American	0%	3%	2%	10%	11%	14%	12%
Asian	8%	3%	7%	4%	3%	4%	4%
Other	0%	2%	2%	2%	6%	5%	5%
Unknown	0%	0%	1%	1%	4%	3%	3%

Managing Occupational Health and Safety

Occupational health and safety are daily priorities in our stores, distribution centers, offices, and factories. Our Occupational Health and Safety Management System encompasses policies, procedures, and plans specific to each of these environments. For detailed information on our Occupational Health and Safety Management System, please see our topic brief at caleres.com/about/esg.

	2020	2021	2022
Total Recordable Injuries	30	32	53
Recordable Injury Rate	0.645	0.238	0.089
Total High-Consequence Injuries	1	1	1
High-Consequence Injury Rate	0.021	0.007	0.083
Fatalities	0	0	0

