

Our People



Caleres has been ferocious about fit for more than a century. It's a fervor that applies to far more than just our shoes. We strive to attract and develop creative and passionate people and help them find their fit – their sense of belonging – within our organization. We're making real strides in our commitment to diversity, equity, and inclusion (DE&I) both within and outside our walls. And we continue to nurture a strong culture and deep connections steeped in our company values as our Associates adapt to new ways of working.



Our People

“We believe our company should be as diverse as the people and communities we serve.

We seek and engage talented individuals from all backgrounds, ethnicities, genders, lifestyles, and belief systems.”

GROWING DIVERSELY

This excerpt from the [Caleres Diversity Statement](#) aptly summarizes much of the work we’ve been doing to advance DE&I at our company. Our efforts really amped up in 2020 with the hiring of Caleres’ first vice president of DE&I, the establishment of a DE&I Advisory Council, and the institution of mandatory unconscious bias training for all Associates.

- In 2021, we built substantially on that foundation by:
- Introducing DE&I-related goal setting
 - Implementing additional training and education
 - Communicating regularly
 - Creating a DE&I-focused intranet page
 - Setting the stage for Caleres Community Resource Groups (CRGs)
 - Elevating our focus on recruiting diverse candidates
 - Increasing our involvement in community organizations that serve or support DE&I initiatives
- We know we’re moving in the right direction and that there’s much more to do. Our work is ongoing as we continue to assess programs, partnerships, and activities to identify opportunities for improvement.



Our People

Implementing Additional Training and Education

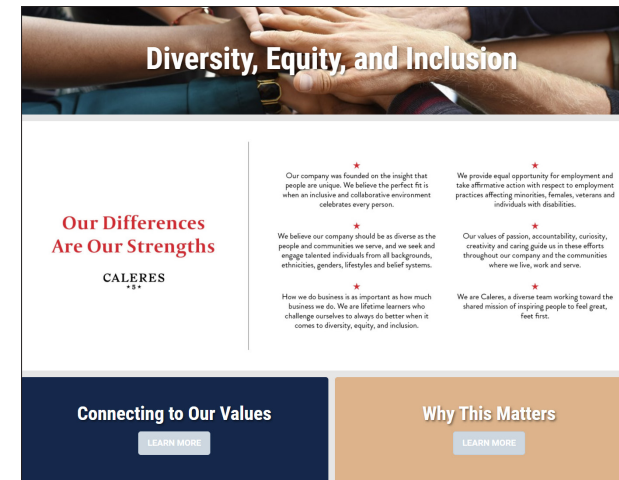
One of the first steps Caleres took in implementing its revitalized DE&I strategy was to require unconscious bias training for all Associates. The goal was to help Associates understand that such bias exists, identify it within themselves, and give them skills to manage biases so they do not affect their decisions at work and beyond. The training began in our corporate offices in 2020 and was rolled out to retail stores and distribution centers in 2021. Notably, 100% of our workforce has completed our unconscious bias training.

Because DE&I-related training was new to so many Associates, we also implemented courses focused on definitions of the terms they were hearing and on microaggressions, which are brief but common behaviors by individuals that may communicate negative attitudes toward marginalized people, often without realizing it.

Moving forward, our new Associate onboarding process will include similar DE&I training.

We also started a diversity book club to further engage our people. Each month, more than 400 employees regularly engaged about books on race and equity and discussed pertinent issues of diversity inside and outside the office. Employees read “So You Want to Talk About Race” by Ijeoma Oluo and “Caste: The Origins of Our Discontents” by Isabel Wilkerson.

In 2021, Caleres created an internal webpage focused on DE&I topics and resources for all Associates to access.



Communicating Regularly

Diversity, equity, and inclusion communications were identified as a strategic priority in 2021. Caleres implemented a plan that featured posts on various timely topics on our corporate and retail intranet sites and in social media, as well as videos on the new DE&I-focused intranet site. Special events included panel discussions during Women’s History Month and Hispanic Heritage Month and a Juneteenth virtual tour. Our senior leadership team expressed support for our DE&I activities through regular email messaging as well as at town hall meetings. And our DE&I Advisory Council provided quarterly updates on our efforts and progress.



Introducing DE&I Goals

In 2021, we challenged all Associates to establish a personal DE&I goal.

While the company provided suggestions, each individual had great flexibility in choosing what they wanted to accomplish for the year. Some goal examples included participating in the Caleres diversity training, joining the Caleres diversity book club, reading a book, or learning about someone who is different than oneself. Leaders also set goals related to providing DE&I moments in their team meetings, ensuring that their candidate slate and interview panels included visual diversity, increasing underrepresented populations on teams, or joining an external board that focuses on diversity. Every Associate was held accountable for achieving their goal and their success in doing so factored into their yearly performance review.



In addition to Christmas holiday decorations that are standard fare at many corporations, Caleres also celebrated the Jewish faith and African American culture in 2021 with decorations for Hannukah and Kwanzaa, respectively. In addition, Caleres hosted a Diwali luncheon in November.

Our People

Building Community

In 2021, Caleres established a framework for our company’s first-ever Community Resource Groups (CRGs).

These internal networks bring together Associates and their allies around common characteristics like race and ethnicity, gender, disabilities, special circumstances, and more. CRGs help create a sense of belonging and foster recruitment, retention, connections, development, mentorship, and community involvement.



COMMEMORATING JUNETEENTH

In 2021, Caleres made Juneteenth a holiday to recognize the importance of this critical moment in U.S. history. This aligns with Juneteenth becoming a national holiday in 2021. On June 19, 1865, commonly referred to as “Juneteenth,” all people living in the U.S., including the formerly enslaved, were officially granted freedom.



Setting the Stage for CRGs

Caleres has eight CRGs planned under the umbrella, “Caleidoscope,” our adaptation of the word kaleidoscope, for its connotations of diversity and ever-changing beauty. An executive leader, the vice president of DE&I and a member of the Caleres DE&I Advisory Council will support each CRG. At the time of this report, two CRGs have launched, focusing on:

- Black, Indigenous and other People of Color (BIPOC)
- Parents

Six additional CRGs will be rolled out in stages beginning in June 2022 through March 2023:

- Environmental interests
- LGBTQIA
- New employees
- People with disabilities
- Veterans
- Women

Elevating Our Focus on Recruiting Diverse Candidates

Developing a workforce that reflects the diversity of our consumers is dependent on identifying, attracting, and developing talented individuals from all walks of life. In 2021, we set expectations and a foundation for recruiting diverse talent, including leadership accountability for ensuring we have a diverse candidate slate for every position.

For director-level and above positions, we are partnering with an outside firm that specializes in recruiting from BIPOC populations. We’re also leveraging our relationships with community groups, universities and other organizations to discover new talent. See Page 23 for more information about our overall recruitment and retention efforts.





Caleres received a perfect score in 2021 on the Human Rights Campaign Foundation's Corporate Equality Index for LGBTQ+ Equality,

*the national benchmarking tool for
corporate policies and practices supporting
lesbian, gay, bisexual, transgender, and queer
(LGBTQ+) Associates.*

Supporting Associates in Transition

Gender transitioning is a period in an individual's life when they begin living the gender they identify with rather than the one assigned at birth. Becoming a transgender person can take many forms, including changing the way one dresses, the pronouns used to describe oneself, and undergoing hormone therapy or other medical procedures. Caleres has long supported the medical needs of Associates in transition through health insurance coverage.

In 2021, we took steps to help Associates navigate the process of transitioning in relation to working at Caleres. We also enhanced existing materials for managers of transitioning Associates to help them better understand the process and how they can support transitioning Associates and educate colleagues.



Increasing Involvement in the Community

Caleres has committed to an annual review of the Caleres Cares Charitable Trust and its support of causes related to ESG topics. In 2021, that review led to increased funding for organizations focused on various aspects of DE&I. In our hometown of St. Louis, we provide financial support for Harris-Stowe State University, the sole historically Black public university in the city, and the Black Repertory Theatre, a Black arts organization and theater company. In 2021, Mike Edwards,

President of our Famous Footwear division, joined the board of the Black Repertory Theatre.

We also provide financial assistance to the Urban League, a historic civil rights organization, and The Trevor Project, a suicide prevention and crisis intervention organization for LGBTQ young people. For more information on the work of the Caleres Cares Charitable Trust, see Page 26.

ASSOCIATES BY THE NUMBERS

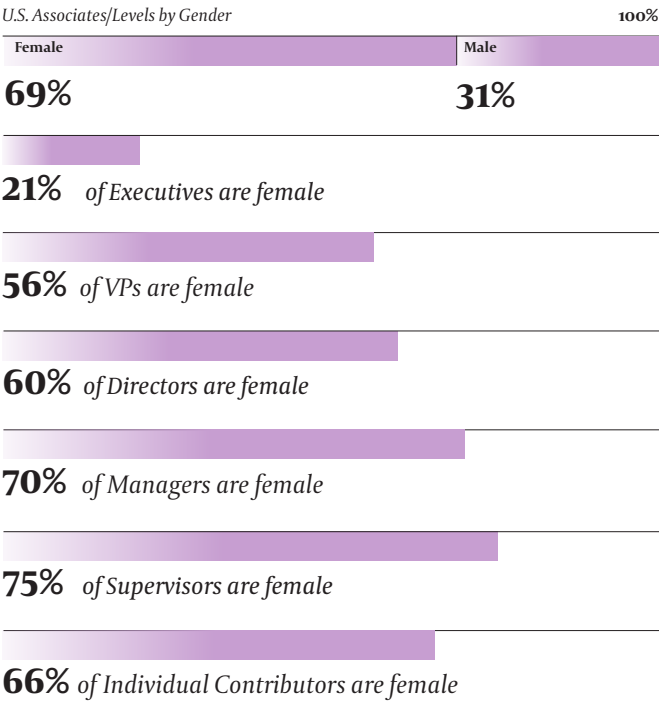
All human resources data is by fiscal year (Feb. 1, 2021 through Jan. 29, 2022)

Our People

Workforce by Regions/Countries

7,896	U.S. (88%)	236	Canada (3%)
497	China (6%)	28	Vietnam (<1%)
274	Dominican Republic (3%)	16	Europe (<1%)

U.S. Workforce

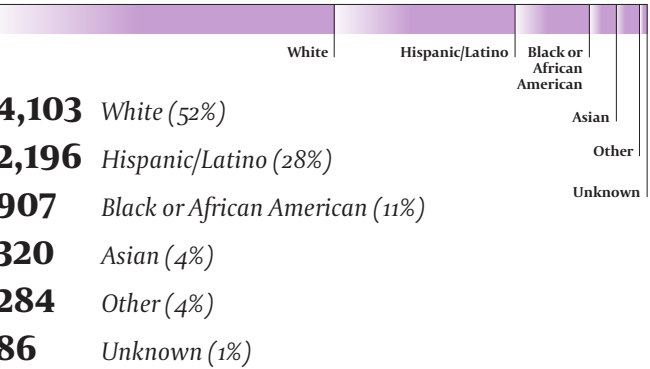


Global Workforce*

9,200 total Associates
5,200 full time (57%)
4,000 part time (43%)

*Our global workforce total varies based on seasonal workers, open positions, and other factors. These numbers represent our typical averages.

U.S. Associates by Race/Ethnicity



Race/Ethnicity by Levels

	Executive	VP	Director	Manager	Supervisor	Individual Contributor	TOTAL
White	93%	90%	86%	68%	52%	45%	52%
Hispanic or Latino	N/A	N/A	5%	16%	29%	32%	28%
Black or African American	N/A	6%	1%	10%	11%	13%	11%
Asian	7%	4%	4%	4%	3%	4%	4%
Other	N/A	N/A	3%	2%	4%	4%	4%
Unknown	N/A	N/A	N/A	0%	1%	2%	1%

ADVANCING A VALUES-DRIVEN CULTURE

Our company values – Passion, Accountability, Curiosity, Creativity, Caring – inform how we work, how we treat one another, and how we live out our mission. In 2021, we found new ways to create connection and keep Associates engaged.

Caleres Forward

During 2021, we continued to invest in our people, prioritizing initiatives to develop their careers and capabilities, improve well-being, increase flexibility, and enhance creativity.

As part of this global effort, we launched a new initiative, Caleres Forward, to examine our current culture and determine how it aligns with our values and aspirations. This will inform focused actions to strengthen the best parts of our culture and support new elements that will take Caleres forward and continue to improve outcomes.

The work started with listening and gathering feedback. In the fourth quarter of 2021, we conducted an online survey of more than 1,000 corporate Associates, profiled the leadership preferences of more than 150 managers, and carried out in-depth individual interviews. That data collection phase allowed us to hear from many voices across Caleres to gain a comprehensive perspective on our culture and what our Associates value and desire. We are energized by the opportunities Caleres Forward will provide in making Caleres an exceptional place to work. Caleres Forward will propel our company and drive sustained growth as we put that foundational work into action in 2022 and beyond.

Calapalooza

With most Associates working from home in the first quarter of 2021, Caleres embarked on its first-ever, all-virtual annual Company Briefing. Over the course of three days, Caleres held 28 different live and recorded sessions providing updates on nearly every aspect of the company. An average of 500 Associates attended each event. Roughly 92% of attendees who responded to an internal survey said they learned something about another part of the Caleres business and described the event as energizing, motivating, informative, and inspiring.



Transitioning Back to the Office

As more Associates began to safely return to the office, a flexible approach allowed hybrid schedules that worked best for each Associate, combining in-office and remote working days.

Caleres launched a series of activities aimed at reigniting workplace culture and building team camaraderie. Events included a pancake breakfast, visit from a bald eagle, Olympics viewing parties, weekly food truck visits, piano reception on the plaza outside the office, pickleball tournament, and Associate barbecue.

Return to an In-Person Town Hall

In the fourth quarter of 2021, Associates who joined Caleres within the last 18 months participated in an in-person town hall that was available virtually to the rest of the company. For many, it was their first opportunity to see members of the leadership team in a nonvirtual setting since the beginning of the COVID-19 pandemic. Following the town hall, attendees were treated to a reception complete with hot drinks, s'mores, and holiday carolers.

Focus on Culture and Training

Brad Adams was appointed SVP of Culture and Learning, reflecting the importance of these critical areas in our ability to achieve our strategic goals. Several new leadership training programs were rolled out in the fourth quarter of 2021, with significantly more training, including a new Learning Management System (LMS) coming in 2022.

Our People

RECRUITING, DEVELOPING, AND RETAINING TOP TALENT

At Caleres we strive to attract creative, passionate people and help them find their fit within our organization and grow their careers. Through our Total Rewards program, we give Associates the opportunity to be rewarded for their contributions to our company's success.



Recruitment

Amid an exceptionally competitive hiring market, Caleres launched several new initiatives to attract top-level Associates to the company, including:

- A new [Careers website](#) featuring robust content explaining our different areas of employment.
- A new cash referral program to reward current Associates for finding quality candidates to fill open positions within the organization.
- New technology to simplify the job application process and help candidates get their foot in the door, including a new Candidate Relationship Management system and Text to Apply features.
- An elevated focus on recruiting diverse candidates (see Page 20 for more information).



Supporting Growing Families

In 2021, Caleres introduced BenefitBump, a benefit navigation program designed to support all paths to parenthood at no cost to Associates.



BenefitBump offers mobile tools and a dedicated Care Team to help growing families:

- *Get the most out of Caleres-provided benefits and programs related to pregnancy, childbirth, and adoption*
- *Plan and apply for leave*
- *Improve well-being and reduce stress*



Onboarding and Orientation

In 2021, we transformed our onboarding program into an ongoing process and commitment from our entire organization, to ensure all new hires have the knowledge and resources to put their best foot forward the moment they start at Caleres.

Within their first 90 days, new hires meet with senior leaders, set expectations for their role, and spend time learning about different parts of the organization, allowing Associates to find firm footing in their new positions. In addition, all Associates and their leaders engage in both mid-year and year-end performance reviews to gauge their progress and have open dialogue about their performance and opportunities.

Benefits and Compensation

The rewards of working at Caleres go beyond a paycheck. We offer a wide range of benefits and perks, and we're always finding new incentives to add to our Total Rewards program. In 2021, we froze all premium rates for Associates' health insurance to help ease concerns over the rising cost of health insurance during the pandemic. This marked the fourth consecutive year with no increase in premium rates for our Associates. We also launched a new Employee Assistance Program, a free and confidential 24/7 phone service for support and resources for a variety of life's challenges, including legal issues, mental health challenges, financial advice, and more.

For a complete overview of benefits at Caleres, visit jobs.caleres.com/benefits.

Financial Security for Our Associates

To give our Associates a firm footing for both today and tomorrow, Caleres offers multiple ways to save for the future including a pension program and a 401(k) plan. The 401(k) plan includes automatic base company contributions, a 50% match of the first 6% of Associate contributions, and company profit sharing – which provided an additional 2% of eligible pay for the first time due to the company's record-breaking year in 2021, made possible by the exceptional work of our Associates.

Our People

MANAGING OCCUPATIONAL HEALTH AND SAFETY

At Caleres, we are all responsible for making health and safety a daily priority, whether at our stores, distribution centers, offices, or factories. Our Occupational Health and Safety Management System encompasses policies, procedures, and plans specific to these varied work environments.

Newly hired Associates are required to undergo health and safety training as part of their onboarding process and receive a variety of relevant training and information throughout the year through internal communications channels.

Our approaches are designed to proactively manage risks, educate Associates, reduce incidents, and comply with health and safety regulations, all with the shared goal of safeguarding each and every Associate, customer, or other stakeholder who visits or works in our facilities.

Our guidelines cover many common elements like physical safety and security, workplace violence, emergency procedures, incident reporting protocols, first aid, and other general health and safety topics. However, since our Associates work in very different settings, they are also covered by programs tailored to their circumstances. If at any time an Associate believes that their own health and safety is at risk, or that of their colleagues or our other stakeholders, they are bound to report this to their supervisor and, if applicable, cease the activity in question until it can be addressed.

For more in-depth information on our occupational health and safety management systems, please see Pages 31-32 of our [2020 ESG Report](#).

2021 Safety Data

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

Data covers U.S. workforce only, as reported to the U.S. Occupational Safety and Health Administration. Our U.S. workforce represents approximately 88% of our total workforce. We have streamlined our safety data reporting to be consistent with GRI Core requirements. High-consequence injury is defined as a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months. Overexertion, either when lifting objects or bending or twisting, comprises a significant plurality of injuries. The Recordable Injury Rate is based on 200,000 hours worked multiplied by the total Recordable Injuries or the Total Lost Days, respectively, then divided by total number of hours worked for the year (approximately 26.8 million).

