

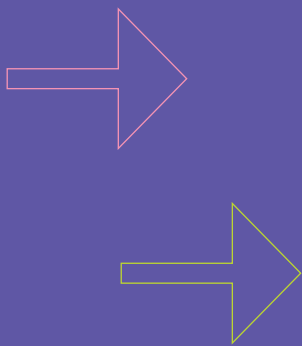


# Stakeholder engagement

We continue to be committed to actively engaging with our stakeholders.

Our mission is to be the world’s number one destination for fashion-loving 20-somethings. Our key stakeholders play a fundamental role in helping us achieve this mission, and therefore strong stakeholder engagement plays a pivotal role in achieving our long-term objectives and driving long-term value creation.

- How the Board considered our key stakeholders in their decision-making during the year and our section 172(1) statement can be found on pages 50 to 51.



## Our Customers

### Why they are important...

Our goal is to create and curate products and experiences to inspire fashion-loving 20-somethings. To stay relevant to our 20-something audience, it is essential that we never lose touch with what matters to them, whoever and wherever they are. It’s vital that we engage frequently with our customers to ensure we can provide them with what they want, when they want it. The rapid shift in customer habits driven by the COVID-19 pandemic demonstrates why it is so important for us to be in constant contact with our customers and to be able to pivot our product offering and content to stay relevant to our customers. Ensuring we stay relevant to our customers is key to the long-term success of the business.

### How we engaged...

- Increased our curated brand offering through the acquisition of the Topshop brands and engaged with our customers through a multi-million-pound social campaign. We also launched our new Venture brand, AsYou, and our logo-carriers, including DarkFuture and Weekend Collective, to speak directly to the ever-increasingly brand obsessed 20-something.
- Added 118 brands to the ASOS Platform throughout the year.
- Refreshed our branding to enable a continued and expanded relevant connection with our ever-changing, global audience, introduced features in our digital experience to make it more engaging for our customers, and connected with our customers multiple times a day with engaging and inspiring content across all social media channels.
- Our strategic partnership with Nordstrom provides our North American customers with increased ease of access to the ASOS Brands.
- Ensured that the discussions and decisions made during the development of our Reimagined Strategy prioritised the continual advancement of our mission to be the number one destination for fashion-loving 20-somethings globally and to ensure that the Group’s strategy focuses on the wants and needs of our customers.
- Revamped our Customer Care strategy, evolving it into a digital-first experience, using Live Chat as the core channel to provide our customers with real-time resolutions.



## Our ASOSers

### Why they are important...

We’re determined to create an employee experience like no other, where our ASOSers can be whoever they want to be. An experience that ASOSers love, where they learn, where they collaborate, where they embrace change and where they can be authentic, brave, creative and disciplined in everything they do. Where ASOSers can push boundaries, challenge expectations and help drive our journey to becoming the world’s number one destination for fashion-loving 20-somethings and, ultimately, our long-term success.

### How we engaged...

- Launched the ASOS Vibe, our new employee engagement programme, and our Diversity, Equity & Inclusion (DEI) strategy, ‘All IN’.
- Evolved our employee engagement forum: The Voices Network.
- Launched our Dynamic Working policy.
- Focused on the wellbeing of our ASOSers with a series of virtual wellbeing events during the national lockdowns and gifted all ASOSers an extra day off to take a well-earned breather.
- Launched our Manager Learning Hub to support the development of our talented leaders.
- Continued the ‘ReAssembles’ programme created in FY20 to monitor the health and safety and wellbeing of our ASOSers during FY21, and provide ASOSers with regular communication on important matters relating to the pandemic.
- Karen Geary, our designated Non-executive Director for employee engagement, engaged with ASOSer representatives during the year to discuss matters such as the ASOS Vibe, our DEI strategy and The Voices Network.
- The Executive Committee engaged with employees through our ASOS Voices Town Halls, updating employees on recent activities, business performance and answering ASOSers’ questions.

- More information on ASOSer engagement can be found on pages 26 to 29.



## Our Shareholders

### Why they are important...

A key objective for the Board is to create value for shareholders and our mission, purpose, values and strategy strive to deliver long-term, sustainable growth for our shareholders.

### How we engaged...

- Throughout the year our Investor Relations team regularly engaged with our larger shareholders.
- Our CEO, CFO and Director of Investor Relations held a number of virtual roadshows following key announcements including our Full-Year Results, the acquisition of the Topshop brands, our Half-Year Results and convertible bond offering.
- During the year we held two Capital Markets Events (CME) to provide updates on our Retail and Supply Chain progress and ambitions and in September 2021 we held a CME to launch or Fashion with Integrity 2030 programme.
- The Chair, Senior Independent Director and Committee Chairs are all available to meet with shareholders, where requested. During the year, Karen Geary, Chair of the Remuneration Committee, engaged in a consultation exercise with our largest shareholders to discuss our approach to remuneration for FY22.
- Our Annual General Meeting (AGM) is a key way for shareholders to meet face-to-face to discuss our annual performance and strategy. As per government guidance on preventing the spread of COVID-19, we held a closed meeting in 2020, but we look forward to welcoming shareholders at this year’s AGM.
- The Board receives regular updates on shareholder and analyst sentiment and peer analysis.

- More information on our engagement with our shareholders can be found on pages 51 to 52.



## Our Suppliers

### Why they are important...

Maintaining close working relationships and open dialogue with our suppliers and brands is key to ensuring that we continue to create and curate the most relevant product range for fashion-loving 20-somethings.

### How we engaged...

- Called for the implementation of mandatory human rights due diligence in the UK in order to strengthen the 2015 Modern Slavery Act, as part of the publication of our fifth Modern Slavery Statement in April 2021.
- Developed a new Freedom of Association and Collective Bargaining Policy, expanding on provisions previously included in our Supplier Ethical Code.
- The Board is committed to ensuring that ASOS continues to operate responsibly in everything that we do as part of our Fashion with Integrity programme, including the way we manage our supply chain. The Board receives regular briefings from management in respect of our supply chain, particularly throughout the COVID-19 pandemic.
- Dedicated Ethical Trade team who manage our Ethical Trade programme and work with third-party auditors in key product regions to understand country-specific issues, ensuring ethical standards are being upheld and regularly engage with local and international stakeholders.
- Supported our partner brands manufacturing clothing in the UK to join the Fast Forward programme and improve their ethical standards.
- Launched a product collaboration with Love Music Hate Racism, supporting the campaign’s UK artist residency programme to develop talent and funding a podcast on promoting racial unity and supporting young emerging artists.



## Our Community

### Why they are important...

Operating responsibly in everything we do is not just incredibly important to our business and our people, it is also key to driving positive outcomes for the communities in which we operate. From the way we manage our supply chain, to how we address environmental challenges such as plastic waste: it all matters. We want ASOS to be a force for good, so we can support the people who support us. That’s why we’ve continued to actively engage with local communities, charities and government, helping drive positive change.

### How we engaged...

- Continued to engage with local government and regional stakeholders such as the Staffordshire Chambers of Commerce to promote the region and its opportunities following the announcement of our new fulfilment centre in Lichfield.
- We’ve also continued to support our local community in Barnsley, home to our main UK fulfilment centre. In August 2021, the ASOS Foundation committed £1.2m of funding as the first corporate sponsor for OnSide’s state-of-the-art Barnsley Youth Zone.
- The ASOS Foundation has continued to partner with charities to provide infrastructure, training and support to enable disadvantaged young people to reach their potential in the UK, Kenya and India.
- Engaged with government on a wide range of issues this year, through regular engagement, our membership of the British Retail Consortium, and responses to specific consultations.
- Joined Textiles 2030, a new voluntary agreement building on the Sustainable Clothing Action Plan and backed by the Department for Environment, Food, and Rural Affairs. We also responded to the Department’s consultation on its draft Waste Prevention Programme for England.
- Responded to a Government consultation on business rates, as part of its wider Business Rates Review, and engaged with the Treasury ahead of the March Budget.
- Joined the Governance Board of the Apparel and General Merchandising Public and Private Protocol. This brings together wide-ranging stakeholders with the aim of raising working standards within the UK fashion manufacturing sector.
- We sit on the steering committee of Highfields Community Centre in Leicester and have contributed to the funding of two community outreach workers to ensure workers are educated on their rights.
- To help educate our people on the importance of biodiversity and natural pollinators, we’ve recently introduced 13 new beehives at our offices and fulfilment centres, which means we now have a total of 41 hives across our five ASOS sites.