

AEO

IDEA | INCLUSION, DIVERSITY,
EQUITY & ACCESS

ANNUAL REPORT 2021



AEO **MISSION & VALUES**

American Eagle Outfitters® (NYSE: AEO) is a leading global specialty retailer offering high-quality, on-trend clothing, accessories and personal care products at affordable prices under its American Eagle® and Aerie® brands. We are an inclusive, optimistic and empowering company that celebrates the individuality of our customers and associates. Our purpose is to show the world that there's REAL power in the optimism of youth.



OUR VALUES



PEOPLE



INNOVATION



PASSION




INTEGRITY



TEAMWORK



IDEA **STATEMENT**



At AEO, we believe our success is the result of being an inclusive, diverse, equitable and accessible company. It's about more than simply bringing together people who are different, it's about celebrating what makes us real. We all have a vital role to play in creating an environment where everyone feels respected and empowered while we continue to grow as a community that promotes individuality and difference. AEO celebrates the diversity of one through the inclusion of many. ***Be Part of Something REAL.***



A LETTER FROM **TERRY**



If you were like me, you envisioned that 2021 would be the year we would be able to take a deep breath after an exhausting 2020. It goes without saying that this was not the case. However, while we cannot control many of the challenges we face, we must continue to face them together and with the knowledge that we are making a positive impact. We can all find hope and encouragement in the progress we have made and

the imprint we are leaving on lives both inside and outside of AEO. For that reason, we begin 2022 with tremendous momentum! This is our first annual report and represents another step in a journey that began in 2018, with the creation of the Inclusion & Diversity (I&D) Alliance.

In 3 years, AEO has transformed the way in which inclusion and diversity is embedded in the everyday actions of our business and experiences of our associates. **To further signify our growth, I am excited to announce that beginning in February 2022, I&D at AEO officially became Inclusion, Diversity, Equity and Access (IDEA)!** This change captures not only what we have achieved and our current priorities but also our aspirations for the future.



INCLUSION

AEO will provide an environment where all associates feel a sense of belonging and are able to succeed as their authentic selves.



DIVERSITY

Difference and individuality make AEO stronger, higher-performing and more innovative.



EQUITY

AEO is committed to fairness in policies, practices, opportunities, and outcomes.



ACCESS

Barriers (both physical and non-physical) should be eliminated to allow stakeholders the ability to participate in, and realize, all that AEO has to offer.

This next phase of the journey is about **Sustainable Growth**. This requires making decisions for the future and not just the present. It also means investing in our people, and cultivating the bonds and relationships we have built both internally and in the communities in which we operate. In support of this continued evolution, **we will be transitioning from our Culture pillar into the Community pillar**. I cannot think of a more important focus area for us right now than cultivating our internal community while also helping those in the communities in which we operate.

During this pandemic, AEO's agility and ability to innovate despite frequent disruptions to how we work, has been a key to our success. I believe our success as a company is directly related to the progress we have made in becoming more inclusive, diverse, equitable and accessible. Every week people, both inside and outside of the company, tell me that they find inspiration in what AEO has become and is becoming. None of that would be possible without the incredible associates at AEO, and in particular the I&D Alliance. We have come a long way but have so much more to do and I look forward to continuing on this journey in 2022.

Sincerely,

Terry Roberts

VP – EMPLOYMENT LAW AND
CHIEF INCLUSION & DIVERSITY OFFICER

SUSTAINABLE GROWTH (3-YEAR STRATEGY)

Attracting top talent from underrepresented groups to diversify and strengthen senior leadership (VP and above)

- Build genuine, longterm relationships & connections
- Promote AEO's value proposition (competitive compensation and benefits, flexibility, culture)
- Continue to achieve superior financial results

Building and filling the pipeline of future and emerging leaders through targeted external hiring and internal promotion

- Identify and cultivate high-potential/high-performing associates in underrepresented groups
- Make meaningful and consistent investments with key external partners

Embody *Inclusion in Action* by activating AEO associates to authentically engage internally and with the communities AEO serves

- Strengthen the bonds between associates, Networks & Connections, and across departments through conversation and collaboration
- Create and strengthen connections with community groups through targeted and values-driven volunteerism and philanthropy

Create a global IDEA ecosystem, tailored to the needs and priorities of local AEO markets but connected through common AEO values, goals and culture.

- Implement engagement and educational tools and practical training for Corporate, Supply Chain/DC, Store populations both domestically and internationally
- Drive responsiveness and action through evolved IDEA structure (e.g. steering committee, councils, working groups)



MEET THE **IDEA TEAM**



TERRY ROBERTS
VP – EMPLOYMENT LAW
AND CHIEF INCLUSION
& DIVERSITY OFFICER

“The greatest gift my parents gave me was the freedom to embrace my individual identity without an obligation or expectation to live according to someone else’s vision or definitions. This upbringing, as well as my lived experiences, have informed my belief that there is not just one way to achieve success, utilize skills, and demonstrate intelligence or character. In fact, it is our diversity that collectively makes organizations and communities stronger, more resilient, and innovative. One reason, I love my role as Chief IDEA (Inclusion, Diversity, Equity & Access) Officer is because every day I wake up excited that we have an opportunity to empower our associates to think inclusively, succeed as their authentic selves, and help others realize their potential.”



MIA ELLIS
INCLUSION & DIVERSITY LEAD

“The work that we do on the IDEA team at AEO has afforded me the rare opportunity to combine my passion with my career goals. My position allows me to connect with associates and leaders across the organization to help them be better people to other people. Unlike other problems that we face in the workplace, IDEA issues cannot be resolved by technical solutions. It requires keeping an open mind, a willingness to be vulnerable and admit mistakes, active listening, curiosity, unlearning and rethinking behaviors and perspectives, and a desire to humanize the people we interact with every day. The complexity and challenges that this work requires to excel is why I am and have always been so motivated to work in this space. It is a specialty that has a place across industries and organizations and one that I believe is invaluable to AEO’s long-term strategy of being a brand and employer of choice.”



CAMERON CLARKE
INCLUSION & DIVERSITY
COORDINATOR

“Coming from an Anthropological background, it has been extremely rewarding working within the Inclusion, Diversity, Equity & Access Department at AEO. Inclusion & Diversity, as well as equity and the understanding of accessibility, have been principles and main stays of guidance for us as we move forward into the idea of I&D 2.0. Inclusion and Diversity is not something that is a fad just as it is not something to discuss just in the workplace but something I believe is more and more necessary to understand within our daily lives as well. We live on an increasingly more connected Earth, with valuable ideas coming from many different backgrounds. To continue to progress, we must be able to allow for those different ideas to be expressed. With Inclusion, Diversity, Equity & Access being mainstays within our lives, it is imperative for IDEA to continue to grow and evolve within our corporate culture to progress as well.”



IDEA **FRAMEWORK**

OUR IDEA Pillars

Creating an environment where everyone feels respected and empowered is more than just a statement, it is an expectation and part of our core values. We are committed to driving Inclusion, Diversity, Equity & Access efforts through three key pillars: **hiring**, **community** and **development**.



HIRING

AEO is committed to hiring a diverse workforce. We welcome all the unique contributions that our associates bring to our organization from their ethnicity, race, age, gender identity, gender expression, veteran's status, religion, disability, sexual orientation, nation of origin, education, and so much more. We are focused on ensuring candidate diversity in our recruiting process. Some of these processes include offering interview panels composed of associates from many different backgrounds, expanding our candidate pools through strengthened relationships with different community organizations and HBCUs, providing inclusive leadership and unconscious bias training for all hiring managers, and providing accommodations for candidates as needed.



COMMUNITY (FORMERLY CULTURE)

AEO believes that our people are our most valuable asset and are committed to a culture that fosters inclusion and a true sense of belonging. Our associates have the freedom to be themselves, uniquely helping to create a vibrant community. AEO is a place where our people are excited to come to work, they believe in the work that they do, feel valued, and are appreciated for their contributions. At AEO we also know we not only have the power to touch lives within our company but also can make a lasting impact in the communities in which we operate. We know that living our values of People, Innovation, Passion, Integrity and Teamwork will allow us to enrich our internal and external communities and sustain our inclusive culture.



DEVELOPMENT

AEO is dedicated to educating our workforce, at all levels, on important topics and issues for marginalized communities in order to foster an inclusive and supportive workplace for our associates. In addition, we are committed to the continuous improvement of our talent development process, performance metrics, mentorship opportunities, and people analytics to ensure our associates achieve personal and career growth while at AEO. We continue to strengthen our leadership practices with inclusive leadership training and open forum discussions, and plan to further invest to understand how we can improve long-term.

WORKSTREAMS

The workstreams are fashioned after our three-pillar framework: **Hiring**, **Culture**, and **Development**. Each group focuses on strategizing and implementing ideas derived from associate feedback/input, external research and the I&D Steering Committee.



HIRING: Sourcing and selecting a diverse pool of the top talent in the retail industry, by selling AEO as a top employment brand in the industry



COMMUNITY: Creating an environment where all associates can come to work as their true authentic self with a focus on purpose, connections and people.



DEVELOPMENT: Supporting the development and advancement of our diverse associates at AEO and educating leaders, enabling them to create an inclusive environment for all.

I&D ALLIANCE

In 2018, a group of associates passionate about inclusion and diversity founded the I&D Alliance. It has been a group that has advocated for REAL change, to create an environment where everyone feels respected and empowered. The Alliance informs and educates the three-pillar working groups (Hiring, Community and Development) and the I&D Steering Committee on the changes they would like to see. The core purpose of the group is centered on developing and implementing strategic action plans to embed I&D into the core functions of the business. The Alliance is open to all associates who are eager to do the work to make our great culture better. For FY2022 the I&D Alliance will transition to the "IDEA Alliance."





STORE & DC COUNCILS

The Store and DC Councils were launched to support I&D initiatives and goals cascaded down from the I&D Steering Committee. Both councils serve as an expansion of governance and strategy efforts directly in the store and distribution center spaces.

“The importance of a strategic Diversity and Inclusion focus in the field cannot be understated. Our guests reflect a broad diversity across all demographics and our teams in stores need to reflect that diversity as well. Further, field leadership needs consistent training and focus around developing talent from diverse backgrounds so we can continue to strengthen our brands and ensure all associates have the ability to achieve their career goals, regardless of background.”

JENN HAMILTON
REGIONAL DIRECTOR

NETWORKS & CONNECTIONS

Associate Networks and Connections groups promote educational opportunities and foster our associate community. Associate Networks are shared interest groups, generally tied to AEO’s Purpose, Values and Corporate Responsibility. These groups have a clear mission, specific goals and an Executive Sponsor. Associate Connections are less formal than Networks and are designed for associates to engage with others with similar interests, hobbies and passions. We currently have a total of six Network groups and eight Connections and intend for the groups to continue to expand.

“The AAPI Connection was formed when a group of us were looking for a space to express how we were feeling about the rise in hate crimes against Asians during the pandemic. Since then, we have been able to share much happier updates with each other - the debut of an Asian American muppet on Sesame Street, BTS becoming the first Asian Artist of the Year at the American Music Awards, and holiday well wishes. I’m excited to continue to build this little corner of community at AEO.”

MAPLE CHEN
MANAGER – BUSINESS STRATEGIES AND CO-FOUNDER OF AAPI CONNECTION

ASSOCIATE NETWORKS



THE GREEN TEAM

Our mission is to improve office environmental sustainability efforts and increase education for the benefit of our employees to use both in and out of the office.



REAL PARENTS

REAL Parents' mission is to provide an opportunity for our community to establish supportive connections relating to parenthood that acknowledges, celebrates, and nurtures the realities of working parents.



THE REAL PRIDE NETWORK

The RPN welcomes all LGBTQ+ people and allies. Together we work to advocate for equality and justice in the workplace and beyond; our goal being to set the workplace standard for representative diversity. This is a safe, supportive space built to strengthen our social connections, network, and drive REAL change.



WOMEN IN TECHNOLOGY

WIT creates opportunities for associates to empower and invigorate their careers by meeting and learning from each other and outside sources. In addition, there will be opportunities to give back to the community and help educate young girls and women about a variety of career opportunities in tech.



VETERAN & MILITARY EMPLOYEE RESOURCE GROUP

Our vision is to foster camaraderie and support among United States Military Veterans within AEO and the community. Our mission is to ensure veterans are respected for their service, supported during deployments, assisted in transition to civilian roles at AEO, and offered the opportunity to serve their community. On behalf of AEO, we thank all Veterans and Military for their service!



REAL BLACK ALLIANCE

The RBA intends to give Black associates a welcoming space to share experiences related to the Black identity. The Real Black Alliance welcomes all BIPOC who are united in the goal of elevating Black voices at AEO. Our mission is to work with allies to bring forth and implement new inclusionary practices and diverse points of view. Together we will continue to work towards an inclusive, diverse company, we can all be proud.

ASSOCIATE CONNECTIONS



AAPI CONNECTION

The AAPI Connection was formed to foster community among Asian and Pacific Islander associates. This group will come together to share experiences, network, celebrate holidays, and more. We are excited to share our culture with all of our friends at AEO!



THE ANTI-RACISM CONNECTION

The Anti-Racism Connection forces people to move beyond the passive to the active. We discuss books, articles, movies, current events, and just as often get together for lunch or other interesting events. At its core, the Anti-Racism connection is about connecting with people who want to make our collective spaces even just a little bit more inclusive.



WOMEN @ AEO

This group sets out to help foster a community at AEO where women are empowered and inspired to achieve their full potential. The group provides opportunities for professional development, networking, resource sharing, and support. We host events to expand our skills, share inspiring speakers, address unique issues that women face in their careers, families and communities, and make time to have fun and give back to our communities!



AEO FOODIES

Calling all AEO Foodies! This group is for chefs/bakers/restaurant lovers to come together to discuss food, share recipes, and celebrate different food traditions around the world!



AEO REAL CREATORS

AEO REAL Creators is a group of creative AEO associates who are passionate about creating handmade items + unique goods. We share tutorials, resources, tips, and tricks for those who want to learn more or gain inspiration. Associates can also use this space to promote their Etsy shops, small businesses or hobby pages on social media.



AEO REAL DOGS

AEO REAL Dogs is a casual group of AEO Associates who are proud dog parents! The purpose of the group is to share stories, photos, tips and tricks, get together for dog walks, and celebrate our canine companions! This group is new and is gathering via Webex Teams for the time being.



AEO REAL JEWISH CONNECTION

A group created to celebrate the Jewish culture through education and recognition of holiday rituals throughout the year. This group is open to bringing all interested associates together to share their experiences and backgrounds in order to celebrate the spirit of the Jewish culture!



NEW-ISH TO PITTSBURGH

A group which was formed to create a sense of community for those who are new to the area. New-ish to Pittsburgh goes out to different events around Pittsburgh and learns what the city has to offer.

IDEA **INITIATIVES**

OUR COMMITMENT TO STRENGTHENING AEO'S INCLUSIVE CULTURE

CULTURE / HOLIDAY RECOGNITION & CELEBRATION

We created a comprehensive calendar and delivered virtual modules and live programming focused on culture recognition through education on various cultural and heritage celebrations such as: Juneteenth, Latinx Heritage Month, Indigenous People's Day, National Disability Employment Day, etc. Associates may find and keep up to date with IDEA content and activities on the Inclusion and Diversity Alliance channel on Life@AEO and by signing up for the IDEA Alliance.

MENTORSHIP

In 2021, we introduced two new mentorship programs: the Personal Retail Education Program (PREP) and the Close Knit Co-Mentorship program.



THE PREP PROGRAM is externally focused and connects associates to underrepresented high school and college students in the Pittsburgh and NYC areas, with the goal of providing them with both professional and personal development.



THE CLOSE KNIT PROGRAM is internally focused and pairs associates from different departments, levels, and experience to form enriching relationships across the business. Based on the premise of everyone having the ability to teach and learn from one another, regardless of their title or tenure, the program's ultimate goal is for associates to make meaningful connections that foster an inclusive culture and an appreciation for diverse perspectives that ensure people thrive in their roles at AEO.

TESTIMONIALS

FROM CLOSE KNIT PROGRAM PARTICIPANTS

“The program has been going really well so far! When we meet it's such a nice break and chance to connect in a different way from other touchbases with leaders, peers, direct reports. Feels like a really safe space!”

“I enjoy the meeting with my co-mentor and value the input and perspective they provide and think/hope they feel the same. Since we are at different levels within the company, I think we have been able to provide different perspectives on different subjects that have been helpful. I also find the subjects/links on AEO Academy helpful to guide topics for discussion, but also as resources that I might not have found before (based on how vast AEO Academy is).”

“I think the program has been great and we've been getting some additional exposure to other business leaders/business segments that otherwise, we wouldn't have the opportunity. I think the biggest takeaway so far for me is that I'm glad that my mentor's business segment is completely different than my own, and we are able to share experiences and to my surprise, how much they relate to each other. We have the same type of situations, learnings, but much different knowledge base.”

I&D SURVEY AND FOCUS GROUPS

This year we launched the first Inclusion & Diversity Survey to gain valuable insights regarding what is most meaningful to our associates in building an inclusive culture that values belonging and individuality. In addition, we partnered with [Mattingly Solutions](#), an external DEI firm, to facilitate various associate focus groups as an opportunity to gain further understanding of their experiences at AEO.

REAL CHANGE SCHOLARSHIP

Led by the Corporate Social Responsibility team, we launched the [REAL Change Scholarship for Social Justice](#), a \$5 million commitment created to advance educational opportunities for full and part-time AEO Inc. associates, who are actively driving anti-racism, equality and social justice initiatives.



DEVELOPMENT

MANDATORY UNCONSCIOUS BIAS/MICRO-AGGRESSION TRAINING AND RESOURCE GUIDES:

There has been an increased awareness surrounding the importance of inclusive leadership and cultural appropriation. As a result, the Learning & Development team launched mandatory cultural appropriation training for all customer and product facing business units last year, and this year they launched Unconscious Bias/Micro-aggressions training for people leaders.

EMTRAIN LEARNING PLATFORM: Integrating the Emtrain learning platform within AEO Academy increased our learning playlist materials by incorporating more than 100 pieces of new training content into our current platform and enabled learning content to be more accessible to our associates.

INCLUSIVE LANGUAGE GUIDE: As our organization continues to grow, we are finding new ways to connect with one another. The words and language we use demonstrate our awareness of the perspectives and feelings of other people. We believe that everyone should be treated with dignity and to have their unique talents, background and perspectives respected and valued. Inclusive, person-centered language is rooted in these ideas. We know that our associates want to engage with each other in meaningful and authentic ways, yet they may need help understanding the inclusive language that best allows them to do so. We developed the Inclusive Language Guide to serve as a helpful resource to associates on this journey.

REAL TALK ROUNDTABLES: We developed a virtual discussion series of diverse internal and external speakers discussing their careers, key learning experiences, insights and advice to associates. Since its inception, the series has hosted more than 15 speakers to engage in an open dialogue with our associates.

INCLUSION IN ACTION:

The Learning & Development and IDEA teams partner to produce a bi-monthly newsletter dedicated to highlighting a variety of Inclusion & Diversity topics, profiles, and content.



HAZELTON ESL PROGRAM: In August, the Hazelton DC launched their first ESL cohort of 21 students in partnership with Lackawanna College. Classes were offered twice a day, three days a week, in the morning and the afternoon. Associates received AEO backpacks, notepads and pens. In addition, a laptop was raffled off to those who completed the course. They hope to expand course offerings to include Spanish as a second language to leadership and make the process more streamlined by exploring additional partnership opportunities.



COMMUNITY PARTNERSHIPS & CHARITABLE GIVING

AEO remains dedicated to supporting causes and organizations that uphold our values and make a lasting difference in the lives of those in the communities we serve. The AEO Foundation and our corporate charitable giving program has been a tremendous vehicle to share AEO's commitment to IDEA through work with the Anti-Defamation League (ADL), NAACP LDF, The Pittsburgh Promise, Dress Up for Downs, It Gets Better Project and Big Brothers Big Sisters Workplace Mentoring, among others.

HIRING

REAL COMMITMENT: In late 2020 we implemented the REAL Commitment Hiring Policy to increase candidate (and ultimately new hire) diversity. The REAL Commitment ensures that the Company evaluates a more diverse group of candidates during the interview phase of the hiring process. Since then, we have seen a steady increase of diverse candidates, which has helped to increase the diversity of our associate population.

- **Diverse Internship Groups:** We had the most diverse group of interns to date and we will continue to increase our efforts to recruit the best candidates for our organization.
- **Interview Guide/Scorecard Pilot:** The Talent Acquisitions team created a new interview guide and scorecard. Both resources provide a structured interview process, grounded in Behavioral-based interviewing best practices, to assist associates with making the best hiring decisions for their teams and our organization.

ENTRY LEVEL HIRING: In addition to the PREP Program and Harlem's Fashion Row intern partnership, the Entry-Level Hiring Workstream lead two additional community engagement partnerships:

- **PNC Partner Up:** This program prepares young talent to start their careers directly after high school graduation through workshops & classes focusing on all aspects of career readiness. Schools participating are from lower income areas of Pittsburgh with statistically low rates of continuing on to college for a variety of reasons. Members of the business assisted with conducting mock interviews with high school students to prepare them to enter Corporate America.
- **Pittsburgh Promise:** Our AEO Recruiting team engaged with the Pittsburgh Promise to share more about careers at AEO. Our team attended a career readiness event, in addition to hosting a panel with some past Pittsburgh Promise scholars. On top of these engagement efforts, our Corporate Social Responsibility team also financially contributes on an annual basis to support scholarships for Promise students.

HARLEM'S FASHION ROW PARTNERSHIP: We partnered with Harlem's Fashion Row during Black History Month for their annual Summit and continued the partnership into the summer by working with them to recruit interns from HBCUs. We look forward to continuing and expanding our relationship with this dynamic organization.

DISABILITY MENTORING DAY: Every year, Disability Mentoring Day occurs on the 3rd Wednesday of October and in 2021, AEO participated for the first time by hosting 10 students from the Yough District in Westmoreland County. In partnership with the Bender Leadership Academy, we were able to provide the students with a virtual tour of the Hot Metal Campus, expand upon our partnership with the Special Olympics and Aerie models and ambassadors with disabilities, and introduce them to the many different employment opportunities available to them at AEO.

COVID-19 RELIEF DRIVE

In accordance with AEO's focus on combating COVID-19 and protecting our associates as well as members of our communities, the I&D team created partnerships with two Pittsburgh-based organizations to assist their efforts in providing COVID-19 vaccination information and access to vulnerable communities and community members who have reason to distrust healthcare providers.

- **CASA SAN JOSE** hosts a weekly COVID-19 vaccination clinic and provides education resources regarding the vaccine and the virus in the Latinx community. [Click here](#) to learn more about this organization.
- **BLACK EQUITY COALITION (BEC)** provides real-time COVID-19 information around vaccinations rates, recent cases, and education on how COVID-19 has disproportionately affected Black and Brown communities in Allegheny County. [Click here](#) to learn more about this organization.

PAY EQUITY

A core tenet of AEO's pay philosophy is that we pay our associates fairly and equitably. We work hard to make pay decisions based on consistent and fair criteria. We regularly engage outside counsel to conduct pay equity reviews. Those reviews show that the Company has no systemic differences in pay and that we pay our associates equitably compared to each other. We are also committed to regularly reviewing pay for associates during our normal performance and compensation cycles. We will continually review our pay practices to ensure they are fair and competitive, and when we do identify any issues, we commit to taking action. If we do identify any potential differences in pay for whatever reason, we work to research those differences and, if appropriate, take action.



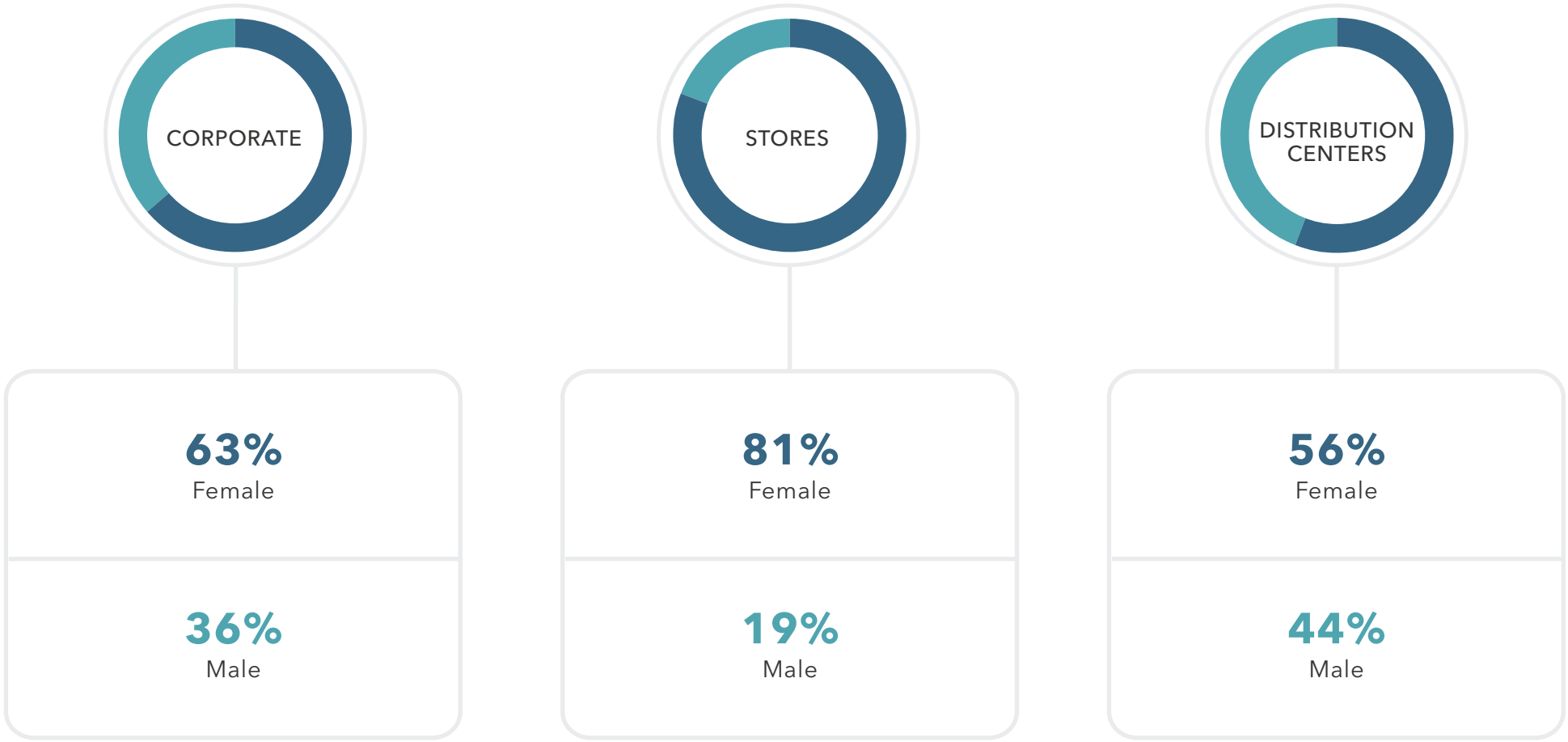
2021 **METRICS**

NOTES ON THESE METRICS:

The demographic information contained in this report reflect the voluntary gender and racial identifications made to the company by AEO associates. AEO takes a much more expansive view of diversity, including age, disability, veteran status, ethnicity, religion, sexual orientation, gender identity, familial status, and other categories recognized by federal, state, and local laws.

AEO recognizes gender is not limited to binary gender classifications. Due to limitations in our current reporting capabilities, our current gender data is not representative of all our associates' identities. AEO is proud that our associate population includes transgender and non-binary individuals. We continue to explore ways in which to accurately reflect their identities in our systems and measure their representation within AEO.

PEOPLE DEMOGRAPHICS: GENDER

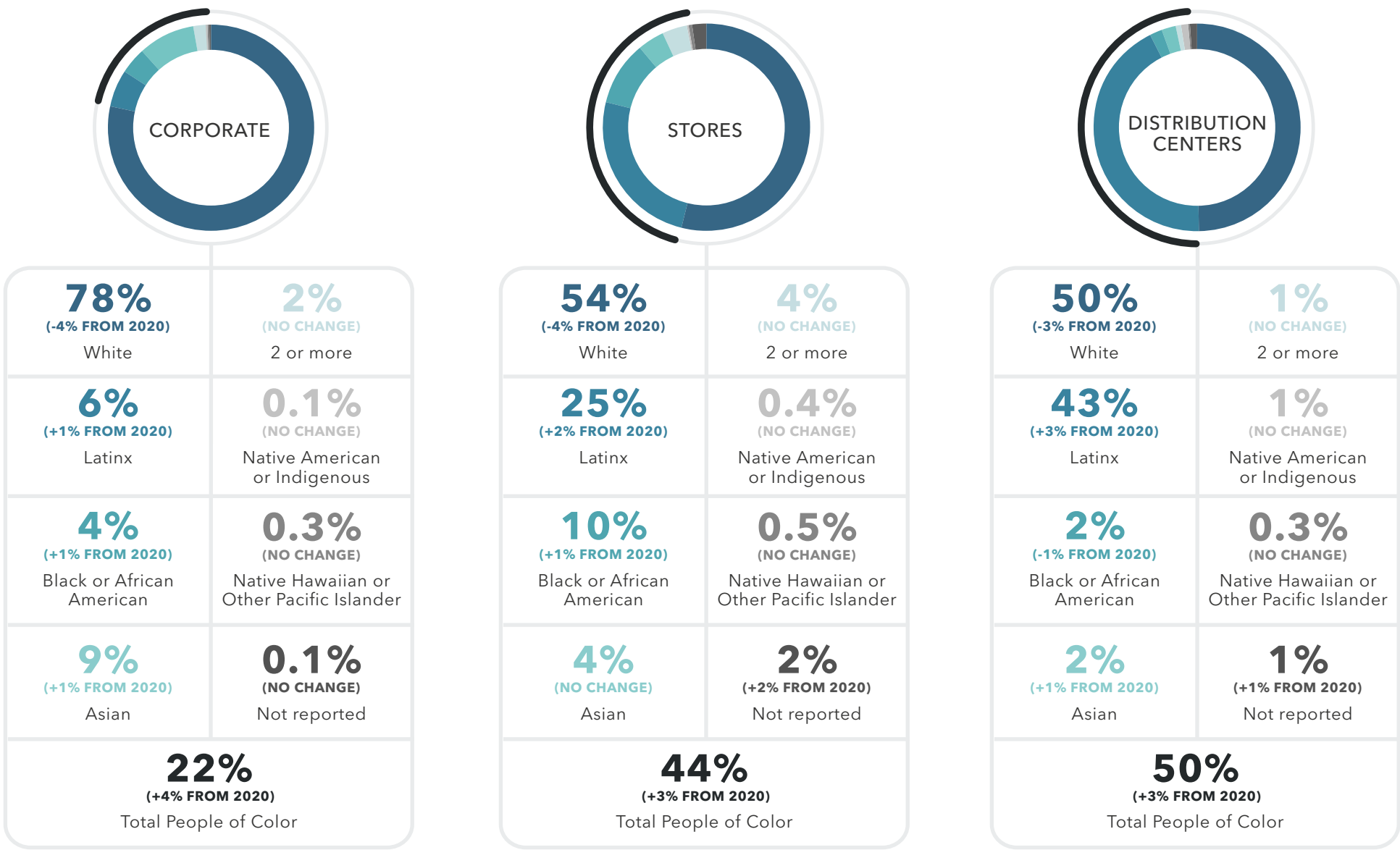


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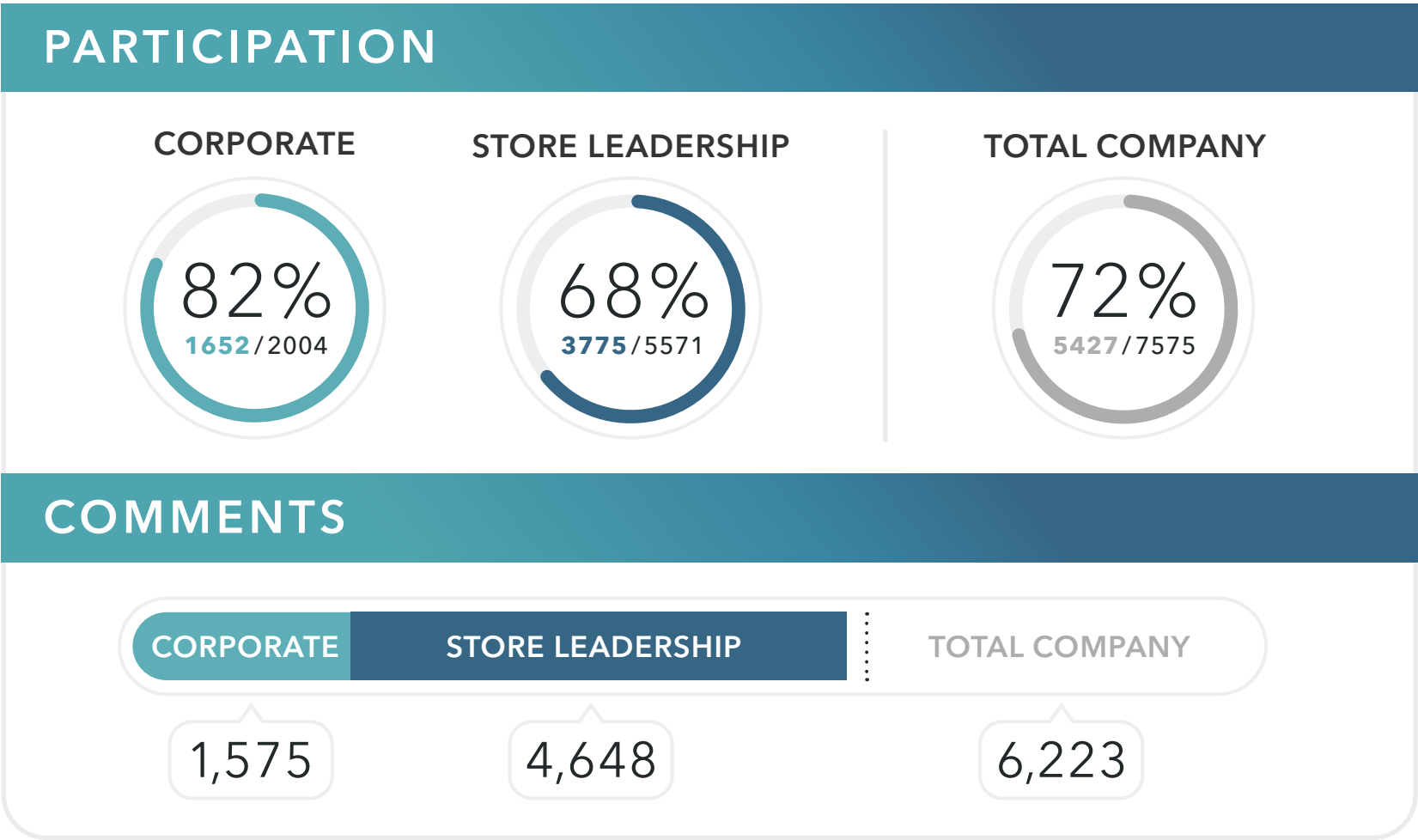
For the purposes of this report, the percentage of Total People of Color (POC) in our associate population has been calculated as that portion of the population that does not identify as White.

PEOPLE DEMOGRAPHICS: RACE / ETHNICITY



SURVEY RESULTS OVERVIEW

In 2021, associates participated in our first ever IDEA survey. This survey was extended to all members of Store Leadership and to our Corporate associates, resulting in a record number of responses and more feedback than ever before with over 6,000 comments! A sense of belonging is critical for associates to bring their whole, authentic selves to work each day, and therefore *Belonging* served as the anchor in this pulse survey. The following is an overview of these survey results.



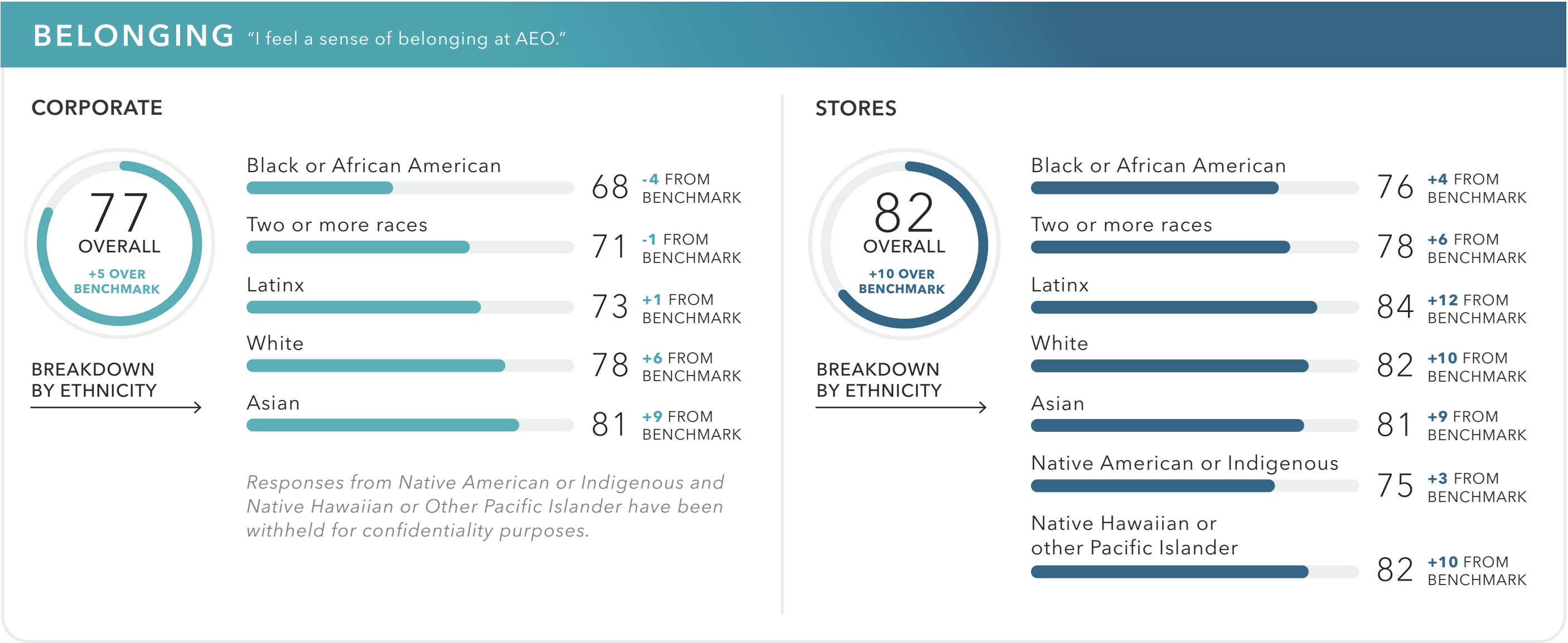
BENCHMARKS

The survey had 14 rated questions. 6 had external benchmarks.

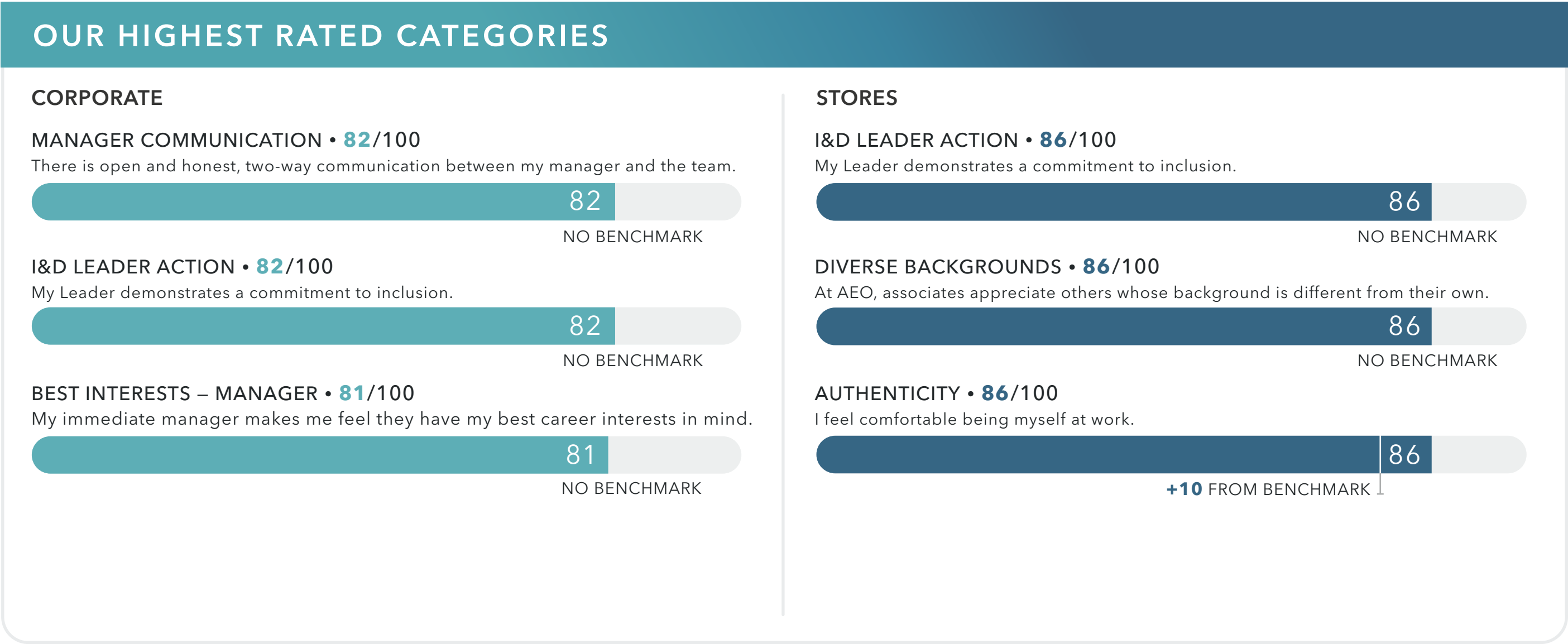
ALL 6 questions scored ABOVE BENCHMARK for both Corporate and Store Leadership.

	CORP	STORES
BELONGING	77 +5	82 +10
AUTHENTICITY	80 +4	86 +10
EQUAL OPPORTUNITY	75 +3	85 +13
TEAM INCLUSION	79 +2	85 +8
INCLUSIVE LEADERS	71 +2	80 +11
OPINIONS COUNT	75 +6	78 +9

SURVEY RESULTS OVERVIEW



SURVEY RESULTS OVERVIEW



SURVEY RESULTS OVERVIEW

OUR LOWEST RATED CATEGORIES

CORPORATE

EQUAL OPPORTUNITY • **75**/100

Regardless of background, everyone at AEO has an equal opportunity to succeed.

OPINIONS COUNT • **75**/100

My opinions seem to count.

LARGER PURPOSE • **74**/100

Working for AEO gives me a sense that I am part of something with a larger purpose.

INCLUSIVE LEADERS • **71**/100

Leaders at AEO value different perspectives.



STORES

INCLUSIVE LEADERS • **80**/100

Leaders at AEO value different perspectives.

MANAGER COMMUNICATION • **80**/100

There is open and honest, two-way communication between my manager and the team.

OPINIONS COUNT • **78**/100

My opinions seem to count.

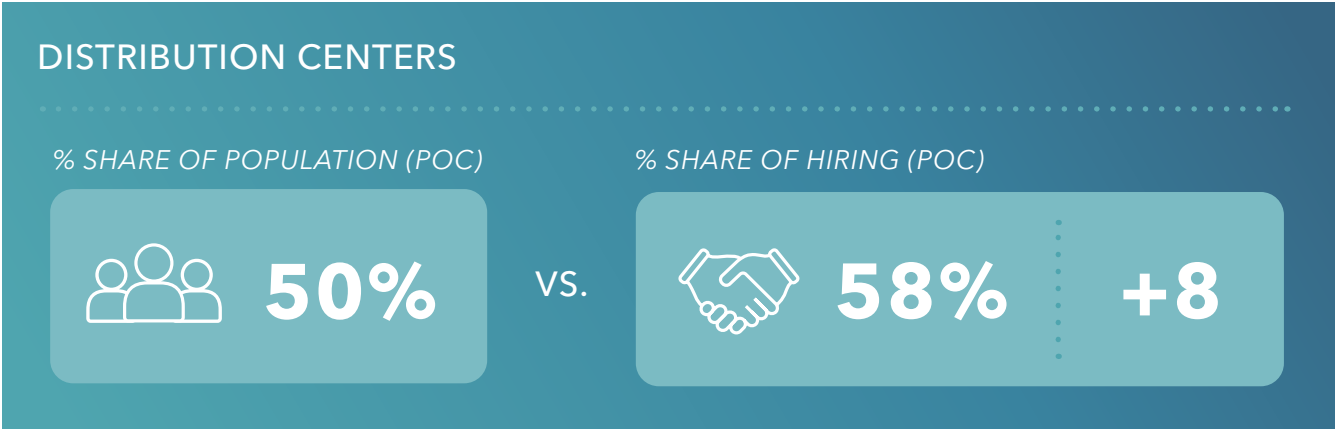
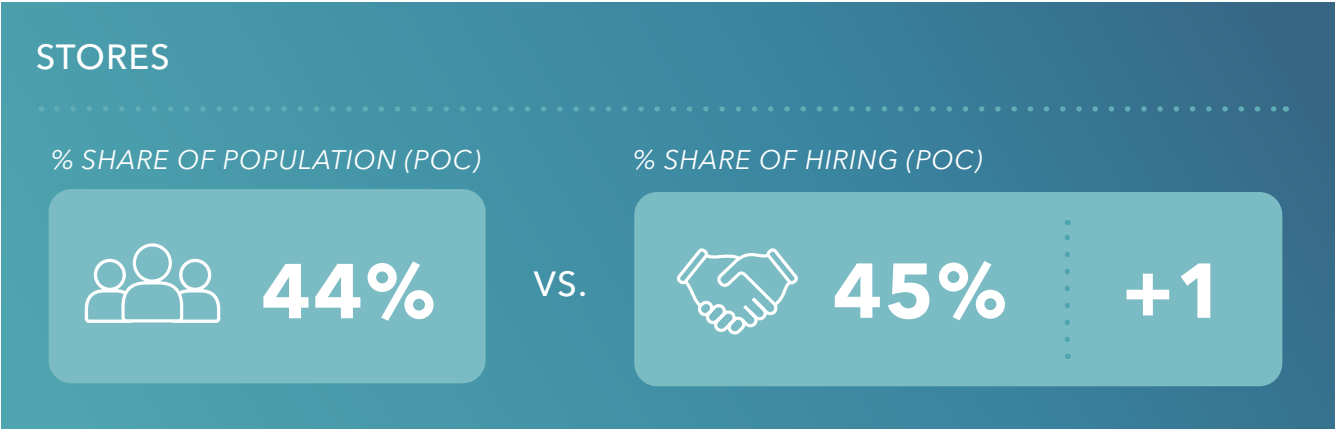
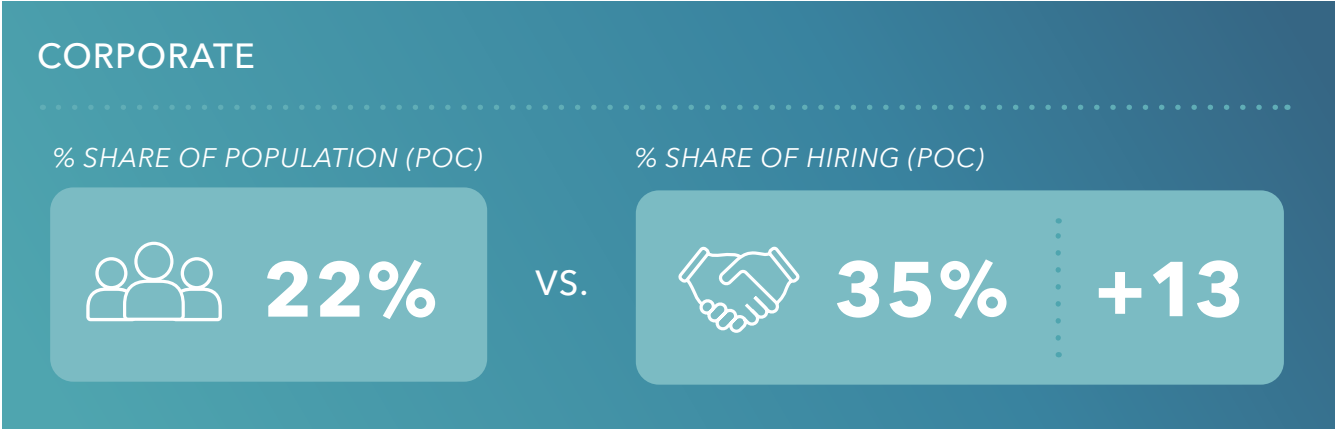
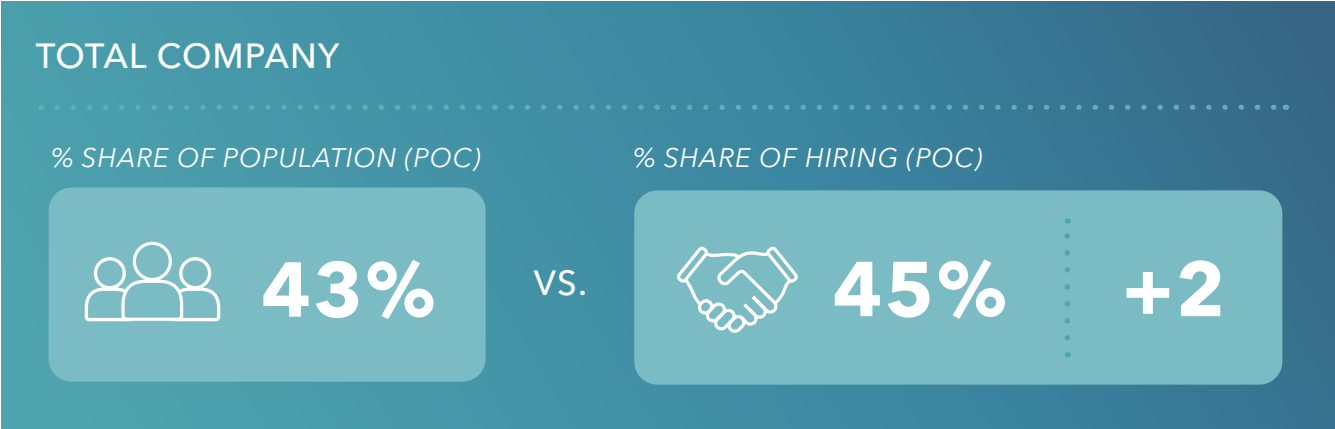
LARGER PURPOSE • **73**/100

Working for AEO gives me a sense that I am part of something with a larger purpose.



DEMOGRAPHICS VS. SHARE OF HIRING

Consistent hiring rates that outpace current demographic shares of associates of color, as well as annual turnover, will result in an increased percentage of representation by associates of color despite annual hiring rate fluctuations.



The background of the entire image is a dark, monochromatic photograph of various leaves and thin branches, creating a textured, organic pattern.

AEO | **IDEA** | INCLUSION, DIVERSITY,
EQUITY & ACCESS