

# Bath & Body Works



*Bath & Body Works*

2023 Culture and Inclusion Report:  
Where Everyone Belongs

Bath & Body Works®



## A Message from Our Leaders

# Welcome

**It's my pleasure to welcome you, our valued shareholders and stakeholders, to our inaugural Culture and Inclusion Report! Within these pages, you'll discover the vibrant tapestry of togetherness, respect, care and pride that threads together every element of our organization.**

At the heart of our mission lies our fundamental value: Diversity, Equity and Inclusion Make Us Stronger — and that is not just an ideal; it is the foundation upon which we build our success. With each stride we take in nurturing that value, we not only enrich our company culture but also strengthen our business' resilience and avenues for innovation. Investing in a culture of inclusion is not only the right thing to do; it is truly good for business. And through intentional listening, continuous learning and unwavering support, we want to empower every associate in our Gingham Nation to unleash their full potential in an environment where they can truly thrive.

In the past year, our journey has seen remarkable milestones. We have woven diversity and inclusion into everything we do, launching inspiring initiatives and programs that champion equality and accountability. From embedding inclusion goals into our leaders' objectives to ensuring that our talent pool encompasses underrepresented groups, every action underscores our dedication to fostering a workplace where everyone feels seen, heard and valued.

Moreover, we have increased our commitment to the well-being of our team with new, innovative benefits and resources. From the opening of our Bath & Body Works Wellness Center and Pharmacy, offering low cost, medical and wellness services, to the introduction of technology like DailyPay, which provides financial flexibility for our distribution and fulfillment center associates, we stand by our passion to holistically support our teams. We also are celebrating successes like achieving pay equity, demonstrating our commitment to pay for performance without bias based on gender, race and ethnicity.

Looking ahead, our resolve to prioritize and nurture our exceptional culture remains steadfast. Together, we will continue to champion inclusivity, cultivate belonging and provide boundless opportunities for personal and professional growth.

I am profoundly proud of the strides we've made and eagerly anticipate the journey that lies ahead. Thank you for your unwavering commitment to building a brighter, more inclusive future for us all.



**Gina R. Boswell**  
Chief Executive Officer



- [A Diversity First Top 50 Company](#) by the Diversity Research Institute
- [Diversity in Business Award](#) by Columbus Business First
- [America's Greatest Workplaces for Women](#) by Newsweek
- [Forbes List of America's Best Employers for Women](#)
- [95 on the HRC Corporate Equality Index](#)
- [America's Greatest Workplaces for LGBTQ+ Individuals](#) by Newsweek
- [America's Greatest Workplaces for Veterans](#) by Newsweek
- [Forbes List of America's Best Large Employers](#)
- [World's Most Trustworthy Companies](#) by Newsweek
- [America's Greatest Workplaces](#) by Newsweek
- [Most Trustworthy Companies in America](#) by Newsweek

## Culture and Inclusion Report:

# Where Everyone Belongs

At Bath & Body Works, we draw inspiration from the beauty that stems from inclusion. It's not just a sentiment to us; it's about fostering an environment where our associates feel empowered to bring their authentic selves to work every day, where collaboration flourishes and where our customers feel welcomed and valued.

From the very beginning, we've embraced diversity and nurtured a culture of inclusion because we believe that everyone belongs. This commitment is deeply ingrained in our core values and guides everything we do. We take pride in our endless innovation of products and exceptional fragrances, which are crafted through collaboration and by valuing each other's unique perspectives.

We intentionally weave inclusion and belonging into our business. This is a core value that is a cultural foundation and supports our corporate strategy of customer and global expansion. We strive to create a workplace where every individual feels safe, respected and valued. By fostering an environment where people can be themselves, we strengthen connections, foster creativity and ultimately drive our business forward. This commitment extends beyond our associates to our interactions with customers, our business practices and our engagement in the communities where we operate. By embracing diversity and inclusion, we aim to create a brighter future for everyone — one where everyone feels a sense of belonging and can thrive.

**About This Report:** This report details our strategy around diversity, equity and inclusion and shares examples and data that are aligned to fiscal 2023 (Jan. 29, 2023 – Feb. 3, 2024) from our North America operations (U.S. and Canada).

### WE EMBRACE DIVERSITY

across our business, including race, ethnicity, gender, age, religion, sexual orientation, disability and veteran status, and strive to ensure everyone is included and has equitable access and opportunity.



\*Field stores, distribution and fulfillment centers and home offices  
\*\*Culture or country of origin





## DEI Strategy and Oversight



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Our genuine care and compassion for one another is one of the many aspects that set Bath & Body Works apart from others. We want all our associates to come to work each day and feel a sense of possibility — the possibility to win, the possibility to grow their careers, the possibility to bring happiness to customers and the possibility to help their communities. I see the strength we have in unity, and I am proud that we invest in this work and celebrate the unique backgrounds and beliefs of all our associates.

To cultivate a culture that makes the achievements within this report possible, it starts with dedicated leadership and oversight. I'm proud of the systems we have in place that help ensure diversity, equity and inclusion are seamlessly integrated across the company, into our programs and throughout our business processes. I am inspired by our leaders who are dedicated to personal growth and who lead by example. I'm also inspired by all our associates who take the time to learn about and respect each other. We are all growing and learning every day, and I know that together, we will continue to work to make the world a brighter, happier place.”

**Deon Riley**, Chief Human Resources Officer

### Our DEI Strategy

As one of our long-standing core values, we approach diversity, equity and inclusion through a company-wide strategy that infuses inclusion into our culture to promote our business and support the communities we serve. We work to take a thoughtful, sustainable approach with clear expectations for our leaders and associates.

#### ASSOCIATES

Foster diverse representation, equitable opportunities and an inclusive culture at our workplace.

- Recruitment
- Education and Development
- Engagement and Retention

#### BUSINESS

Integrate diversity, equity and inclusion into our business processes and product assortment to appeal to the diversity of the customers we serve.

- Business Processes
- Supplier Diversity

#### COMMUNITY

Support the diverse communities in which our associates and customers live and work.

- Funding and Programming for DEI-Focused Nonprofits
- Volunteerism



## Leadership



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We want associates to feel part of something bigger than their day-to-day roles. We want them to feel part of a larger community of inclusion where they are valued, understood and supported by what we like to call our ‘Gingham Family.’ We are building on the success of programs and initiatives we know enable our associates to be their authentic selves at work, like voluntary self-identification in our HR system, offering the option for our store associates to wear more personalized name tag pins and our Inclusion Resource Groups. From moments of heritage celebrations to learning opportunities and conversation circles, we see that these initiatives have immediate impact on our associates who share how deeply they value these moments of togetherness. We are thrilled that our efforts have this positive response from associates and are honored to further celebrate our success through the many accolades we receive as a great place to work.

We are also proud to extend our impact beyond our four walls and support organizations and causes that align to our values, including those that work to eliminate racism, empower women and advocate for the LGBTQ+ community. As we look ahead, I know we will continue to champion the power of diversity — the common thread that unites us all.”

**Kelie Charles**, Chief Diversity Officer



## DEI Governance Structure

Our strategy is governed by our Inclusion Council, made up of cross-functional executive leadership. Representatives of the Inclusion Council report to the Board’s Human Capital & Compensation Committee at least twice annually and are supported by our DEI Steering Committee.

Our Inclusion Council oversees our diversity, equity and inclusion strategy and works to ensure that it is seamlessly integrated across the company into our programs and business processes. Specific activities of this group include providing feedback on and supporting DEI initiatives.



**HUMAN CAPITAL AND COMPENSATION COMMITTEE  
OF THE BOARD OF DIRECTORS**



**INCLUSION COUNCIL**  
Executives across HR, Legal, Finance, Supply Chain, General  
Business Strategy



**DEI COUNCIL STEERING COMMITTEE**



# Associates

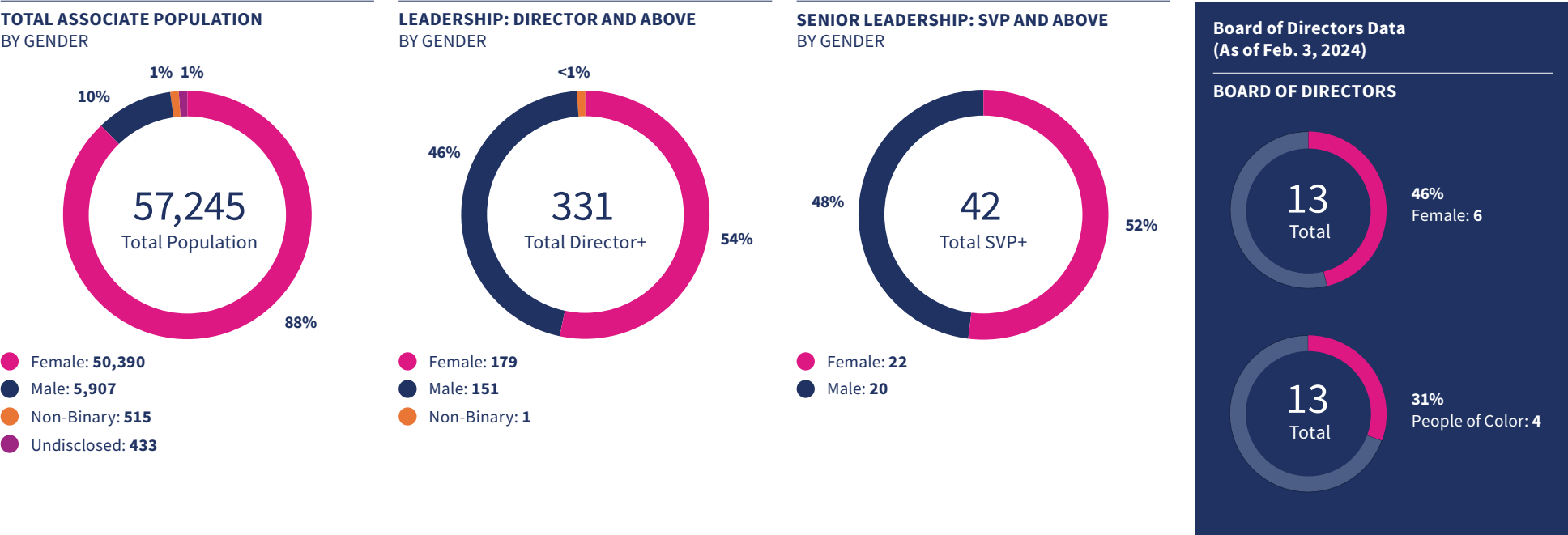




Our Associates At-A-Glance

We have a goal of employing a workforce where everyone belongs and contributes fully to our success.

2023 Associate Data: Breakdown by Gender (U.S. and Canada as of Feb. 3, 2024)\*



2023 Associate Data: Breakdown by Race/Ethnicity (U.S. and Canada as of Feb. 3, 2024)\*

	American Indian or Alaskan Native	Asian	Black/African American	Hispanic/Latino	Native Hawaiian/ Pacific Islander	White	Two or More Races	Undisclosed	Total
Total Population	457 (<1%)	1,632 (3%)	9,925 (17%)	12,874 (22%)	208 (<1%)	26,140 (46%)	351 (<1%)	5,658 (10%)	57,245
Individual Contributor	426 (<1%)	1,505 (3%)	9,447 (18%)	12,154 (23%)	190 (<1%)	23,032 (44%)	264 (<1%)	5,298 (10%)	52,316
Supervisor/Manager	31 (1%)	106 (2%)	463 (10%)	711 (15%)	18 (<1%)	2,847 (62%)	84 (2%)	338 (7%)	4,598
Dir/AVP	0	16 (7%)	7 (3%)	5 (2%)	0	197 (84%)	1 (<1%)	8 (3%)	234
VP	0	3 (5%)	3 (5%)	4 (7%)	0	37 (67%)	2 (4%)	6 (11%)	55
SVP	0	1 (4%)	2 (9%)	0	0	18 (78%)	0	2 (9%)	23
EVP/Officer	0	1 (5%)	3 (16%)	0	0	9 (47%)	0	6 (32%)	19

\*Note: We are constantly working on disclosure improvements. Breakdown of data does not include seasonal associates and percentage total may not equal 100% due to rounding.

## Our Associates

### Recruitment

We are committed to fostering inclusivity and providing equitable opportunities for those interested in joining our team. To recruit an associate population that is as diverse as the communities we serve, live in and work in, we integrate DEI into our talent acquisition pipeline and practices. In the past year, our initiatives included:

- Building relationships with diverse sources of talent, including with community partners, to build awareness around career opportunities and to ensure that our reach is broad.
- Enhancing our hiring practices and seeking broader inclusive candidate slates.
- Revising job profiles to include inclusive language that speaks to a diverse candidate population, including assessing roles to eliminate unnecessary job requirements.



Our talent is the key to our success, and we strive to attract, recruit and retain a talented workforce that reflects the vast diversity of our customer base. Training and developing our recruiting team, hiring managers and people leaders on how to mitigate bias in the hiring process, lead inclusively and provide equitable opportunities to all our associates is a cornerstone of our talent management process. We source a diversity of talent for open roles at every level of the organization and invest in their development to grow leaders capable of solving complex business problems and understanding the needs of an evolving workforce.”

**Christopher Henry**, SVP of Talent Management

In 2023, we invested in interview and candidate selection equal opportunity training for people managers and interviewers. This training focused on our hiring strategy, the importance of diversity, equity and inclusion and potential biases candidates experience. Our revised process focuses on demonstrated skills and competencies, and asking candidates consistent questions, making the selection process more objective.

We strive to be inclusive in our hiring practices and are always looking for new ways to reach a more diverse talent pool. In 2023, we partnered with Latina Vida (a nonprofit that creates culturally relevant leadership programs to benefit diverse workforces), the Ohio Workforce Coalition and Jewish Family Services to host a Community Engagement and Career Fair at the King Arts Complex. We were able to showcase available Bath & Body Works jobs available in our distribution and fulfillment centers and in our stores. We made 95 job offers that day and 20 additional offers for distribution and fulfillment center positions the following week.

*“It was such an honor to partner with people-first community organizations like Latina Vida, Ohio Workforce Coalition and Jewish Family Services that bring meaningful programs and services to the local Columbus community. It was a great day to be able to provide over 100 people new jobs while also showing them some of the great cultural history of Columbus that is so proudly displayed at the King Arts Complex.”*

– **Jason Matney**, Recruiting Director



*“Understanding that companies with more diverse workforces excel in business, it’s our priority to identify and attract candidates of diverse backgrounds, with an emphasis on those from historically underrepresented groups. Nearly every search is a national search, and any diversity recruitment strategy is multi-faceted — from partnering with professional affiliations, building pipelines of talent and our own networks, to ensuring our employee benefits appeal to an ever-changing and more diverse population. We track our progress, so we can adjust our strategies over time.*

*Through the implementation of Competency-Based Interview Training and Interview Guides, we create a standardized interview process that focuses on Bath & Body Works’ defined leadership competencies with the goal of eliminating bias during the interview process. We have also developed an Interview Rating Form which allows for unbiased feedback to be shared with hiring teams, and we leverage the latest technology through Textio, a tool that is designed to remove bias from job descriptions, recognizing that certain words and terminology can make job postings more attractive to diverse audiences.*

*Beyond recruitment, once our new hires join, there are multiple ways for them to get involved with, and participate in, our eight Inclusion Resource Groups, which continue to grow and influence Bath & Body Works’ culture in the most positive ways. Creating a work environment where associates are recognized as valuable contributors who can bring their true, authentic selves to work will continue to help us accelerate business growth and remain competitive as an employer of choice.”*

– **Justin Warren**, Recruiting Senior Manager

*“In my quest for the perfect career fit, I sought an environment teeming with authenticity, professional growth, collaboration and diverse ideas. Bath & Body Works proved to be just that — a haven where I could stretch my skills, express my creativity and be my authentic self. What truly made year one at this company remarkable was my incredibly supportive team and my involvement in Inclusive Resource Groups like MOSAIC, PRISM and EMERGE. These groups fostered not only community, but also a celebration of our differences and mutual advocacy. As I cherish the relationships formed, I’m committed to continuing as a proud carrier of our company’s vibrant culture in the years ahead!”*

– **Carla Shirima**, Newly Hired Recruiting Coordinator



### Equal Opportunities and Fair Labor Practices

As an equal opportunity and affirmative action employer, we do not make employment decisions based on an individual's race, color, religion, gender, gender identity, national origin, citizenship, age, disability, sexual orientation, marital status, pregnancy, genetic information, protected veteran status or any other legally protected status. We comply with all laws concerning nondiscriminatory employment practices. We are committed to providing reasonable accommodations for associates and job applicants, including disabilities and religion. Our management team is dedicated to ensuring fulfillment of this policy concerning recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, associate activities and general treatment during employment.

### Education and Development

Starting on their first day, our associates are introduced and immersed in our brand, culture and values. "Diversity, equity and inclusion make us stronger" is one of our core values and is an important foundation that we set for all associates joining our business.

During onboarding, associates engage with our e-Learning "Our Journey Toward Diversity, Equity & Inclusion," which provides an introductory lesson on inclusion. In 2023, we updated this e-Learning and plan to re-launch this training to all associates in 2024. For associates at the executive level (Director and above level), we continued offering formal in-person and online inclusion workshops and also continued to leverage the Intercultural

Development Inventory (IDI®), which is an online questionnaire used to assess cultural competency. After completion, participants engage in a one-on-one facilitated session with members of the Learning & Development and DEI teams to help interpret the findings, identify opportunities for personal growth and enable an inclusive culture.

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As our world and business evolve, our commitment remains steadfast: provide development that brings awareness to, and educates associates on diversity, equity and inclusion. Prioritizing alignment with our values, updating 'Our Journey Toward diversity, equity & inclusion' eLearning ensures that all associates joining our company understand our support and expectations around having an inclusive and diverse work environment.”

**Gina Fiorino**, Learning & Development  
Senior Manager

### 2023 DEI Training Highlights

- Training on unconscious bias, equity and conscious inclusion was completed by **more than 83%** of our associates at the Director and above level.
- During new hire onboarding, DEI online learning was completed by **more than 90%** of our associates.



### Continuing Our English Language Program

We foster a culture where we want everyone to feel like they belong, have what they need to bring their whole selves to work and perform at their peak. As a company with a diverse, multilingual workforce, we have many associates who do not speak English fluently. This is true for many of our associates in our distribution and fulfillment centers, and we recognize that this can impact them at work and in their day-to-day lives.

To build skills and support these associates, in 2022, we piloted the English Language Program for distribution and fulfillment center associates and their families and friends. The pilot was well received and in 2023, we doubled the number of classes and added an additional campus location. Forty participants, including current associates and family members, participated and graduated from the program. The company covered all costs for them. As we look to 2024 and beyond, we look forward to continuing to offer associates the English Language Program alongside our new educational partnership with Guild.

100%

of the associates said their English improved significantly, impacting their ability to work more productively.

*“For me, this class was perfect. I am more confident in English speaking and my English grammar.” – Distribution and Fulfillment Center Associate*

*“After program completion, two of our participants are now able to use radios on the floor to communicate with leaders, providing operational updates we need to be successful throughout the shift.” – Distribution and Fulfillment Center Leader*

*“Associates that have attended the English Language Program have shared their positive experience with other associates on their teams. These types of programs go a long way in showing the thought and care we have for our associates.” – Distribution and Fulfillment Center Leader*

More than 83% of our corporate associates at the Director and above level completed training in 2023 that included training on unconscious bias, equity and conscious inclusion. The training emphasizes both the company's and associates' responsibilities to build an inclusive culture for all associates and accountability for senior leaders. In addition, more than 90% of our corporate associates completed our core online learning module in 2023, which is also available to new hires during their onboarding.

On an ongoing basis, we aim to give all associates the tools and resources they need to be part of building our community of inclusion. In 2023, we introduced a new performance management process and accompanying

values-based competency model for home office associates that includes inclusion goals as part of performance requirements. We also invest in career pathways, including a new formal career development workshop called the Dream Brightly Leadership Program for associates in our distribution and fulfillment centers, to inspire the possibilities of their future at Bath & Body Works.

We're committed to continuing to offer and promote additional trainings in the future that inspire a culture of inclusion as part of the growth and development of all our associates.

### Investing in Career Pathing: Dream Brightly Leadership Program

We are committed to the ongoing career development and success of our associates. This year we introduced our first formal career development workshop for hourly distribution and fulfillment center associates. The program consisted of an all-day learning workshop that had individualized learning paths for all participants. Participants learned and sharpened their skills in topics like communication, organization, time management and computer skills. The workshop also included mock interview and resume support, including assistance in applying and interviewing for elevated roles. Empowered with the tools, skills and education needed to advance their careers, 28 associates graduated from the pilot

program; 11 associates were elevated to developmental roles; and three associates were promoted to core roles. We are excited to launch our 2024 Dream Brightly program in the spring!

*"The investment Bath & Body Works has put into my development encourages me to continue to grow."* – **Yicel Blanco**, Seasonal Recruiter

*"I've always known the need to prepare for an interview, and while leaders have worked with me in the past, this session was different because it gave me the best explanation of how to prepare."* – **Loghzali Mekouche**, Seasonal Group Lead

### Our New Performance Management Process

We believe that a robust, fair performance management process is critical to a positive and inclusive work environment where associates understand their goals and there is transparency on recognition and reward. In 2023, we enhanced the Performance Management process to include more frequent feedback and career conversations. This process is designed to support associates by creating consistent opportunities to ensure that their SMART goals are aligned to the business, that they understand how their work is evaluated and that they receive feedback on a consistent basis. In addition, all associates now have an inclusion goal as part of their performance requirement which asks associates to elevate and support a more inclusive workforce in which everyone feels welcomed and empowered to bring their whole selves to work.





## Engagement and Retention

One of the ways we engage our home office associates is inviting them to be part of our Inclusion Resource Groups (IRGs). Our eight IRGs are a critical part of living our values as they provide an opportunity for associates to connect with one another regarding their shared passion of creating an inclusive workplace for all associates. IRGs are open to all and made up of not only those that identify in a given community, but also allies that support and champion diversity and inclusion. Our associates continue to demonstrate that they are passionate about learning from and supporting one another — in fact, 36% of our home office associates are part of an IRG, and of that, 574 associates are members of two or more IRGs.

IRGs provide professional development for associates, support the needs of our business, help shape the culture of our company and encourage community engagement and volunteerism. Most importantly, they create opportunities for our associates to share in their personal experiences, celebrate their diversity and work to create a sense of belonging for all. We see the importance of this work in retaining our top talent as our associates have expressed their heartfelt appreciation for initiatives like our IRGs. In fact, as part of our annual associate survey, 86% of home office associates rated our inclusivity and progress toward diversity, equity and inclusion favorably.



The strides I have seen this company make towards equality have been amazing. The DEI journey we are on at Bath & Body Works is truly inspiring.”

**Associate in Annual Associate Survey**

As we invest more to drive a culture of inclusion throughout our business, a natural extension to the IRGs in our home office was a rollout of Inclusion Resource Communities (IRCs) to our U.S. and Canada-based stores and U.S. distribution and fulfillment center associates. Expanding these communities of inclusion to our front-line associates allow them to get to know one another on a deeper level at work and connect to the heritage month celebrations in our home office. We look forward to continuing to see the benefits these communities of inclusion bring for our associates, our culture and our business.



## STORES AND LOGISTICS



### The Immediate Impact of our New Inclusion Resource Communities

*“Joining the brand, I learned about our amazing IRGs. It was exciting to see how they brought inclusion to life for our Home Office associates. I was excited to work on bringing this same culture of inclusion to life for our store and distribution center associates through the IRCs.”*

*– Tawana Mims, Diversity, Equity and Inclusion Sr. Manager*

*“IRCs are important to me because it creates a personal connection that helps build on our culture. The February newsletter engagement question inspired me to ask my 98-year-old mother to share the story behind her name. It turned into a powerful and tearful conversation about my Armenian background. The power of simple questions that are conversation starters to open doors into our own story as well as to learn more about others here at Bath & Body Works.”*

*– Mary Srabian, District Manager Metro Detroit South and Toledo*

### Creatively Continuing Our Culture of Inclusion

We curate creative ways to engage and celebrate inclusion with associates throughout the year. For the 2023 holiday season kick-off, we gifted all associates with seasonal wallflower bulbs, giving them the opportunity to select a wallflower heater that best reflects how they celebrate the holiday season, including Christmas, Hannukah and Diwali, as well as a winter snowflake design for associates who don't celebrate a specific holiday.



**ALL IN (Asian Learning Leadership & Innovation Network)**

Hosted a festival in celebration of AAPI Heritage Month that included food, performance and art



**CONEXIÓN (Hispanic & Latinx Associates and Allies)**

Hosted a block party to celebrate Hispanic Heritage Month (the first IRG event at our New York City Office)



**EMERGE (Young and Early Career Professionals)**

Expanded community outreach by partnering with external groups in the community and donated over \$2,000 in goods and services



**HAVEN (Associates with Disabilities, Caregivers and Allies)**

Hosted a mental health challenges panel with a therapist and associates

# Creating Moments of Togetherness

Building cultural awareness and celebrating cultural milestones allows us to celebrate the diversity of our associates and company all year long



**MAVRIC (Military and Veteran Resource & Inclusion Community)**

Hosted its first veteran art show with five veteran artists, including Bath & Body Works associates



**MOSAIC (Black and African American Associates and Allies)**

Hosted an event that highlighted historically black colleges or universities (HBCUs) and featured special guests from three local universities' step teams that celebrated the power of Black resilience through education



**PRISM (LGBTQ+ Associates and Allies)**

Hosted its first-ever pride month onsite kickoff event with eight local LGBTQ+ vendors (note, this IRG was rebranded from 'EVOLVE' in June 2023)



**WIN (Women's Inclusion Network)**

Hosted its first all-day associate development conference, the Women's History Month Summit, that was attended by more than 300 associates



# IRGs At-A-Glance – Fiscal 2023

*“IRGs are a cultural pillar at Bath & Body Works, and the glue that brings our associates together like nothing else. They bring new perspectives, advocacy and a sense of community to the company, which helps all of us become more well-rounded, empathetic individuals and teammates. I have a passion for serving and inspiring others; I always seek opportunities to advocate on behalf of others and the greater good. To be in a position where I could increase access to critical resources while advocating for others to be at the table was truly humbling and made me feel like I was leaving a positive impact that will be felt for decades to come.” – Emma Krondorfer, Analyst, Paid Search & Affiliate Marketing*



## 774 members

across our eight IRGs, with 574 members  
being part of more than one IRG

*“All the MOSAIC events I have attended were very meaningful. I was able to connect and know more people and learn about what they do at Bath & Body Works and share personal life experiences.” – Sofia Negash, Product Safety Specialist*

*“When I was growing up, I was ashamed of my heritage. I spoke a foreign language, I ate strange food and we celebrated different holidays. As an adult, I wear my heritage with the utmost PRIDE. I love that I come from a different culture and have different experiences. That’s what is so amazing about being in and leading an IRG — I get to embrace who I am and be a part of a community with others that share my beliefs.” – Jason Yuris, AVP Creative Marketing*

*“Serving as executive sponsor for MOSAIC is a distinct honor and privilege for me. I appreciate how the role creates a unique connection point with associates across the business that helps me foster their sense of belonging and support their development. The IRG members are a powerful part of our corporate culture — my engagement as an executive sponsor gives me broader insights into the experiences of our associates and helps me be a better leader.” – Amber Williams, Deputy General Counsel and Executive Sponsor for MOSAIC*







36%

of home office associates part of an IRG

*"At Bath & Body Works, one of our core values is 'Diversity, equity and inclusion make us stronger.' Our IRGs help advance this value by promoting a sense of belonging among our associates and helping us become a better organization. I am proud to serve as an executive sponsor of one of our IRGs and support the programming of the other IRGs as they play a critical role in fostering a positive work environment and innovation at Bath & Body Works."*  
– Michael Wu, Chief Legal Officer and Executive Sponsor for ALL IN



*"Being part of our CONEXIÓN IRG gives me ongoing opportunities to meet a group of driven individuals who value culture, equity and representation. IRGs allow our creativity to thrive in new spaces and places, while showcasing the talents and efforts our community contributes to society. We build programming to promote our Latinidad as well as partner with local nonprofit organizations to give back."* – Andrey Regalado, Senior Specialist Visual

13

community projects  
from our IRGs

289

volunteer hours  
from our IRGs



# The Extended Impact of Our IRGs



## Women's Inclusion Network (WIN): Engagement, Education and Mentorship

This year, WIN boldly rewrote the formula on heritage month celebrations and pioneered the first-ever, all-day, company-wide conference sponsored by an IRG. This associate-led, hybrid conference was attended by more than 300 associates, featured senior level women leaders in the company, including CEO Gina Boswell, and offered dual focus tracks for attendees to customize their development. The event received an overwhelmingly positive response.

WIN is a pillar IRG in the vocal championing of women's rights, proudly bringing in speakers and experts to share their perspectives with its members and allies on various topics that are relevant and important to our associates. The group consistently prioritizes members' psychological safety through conversation forums that allow members to speak freely on topics, including healthcare, reproductive rights and the impact of changing legislation. Additionally, WIN continues to invest in women in our community through volunteer hours and donating goods/services through community service events.

In partnership with our DEI and Talent Management teams, WIN successfully launched a mentorship program across all our IRGs, enabling our associates to connect and develop together. Further, WIN provides associates with access to information and, in 2023, created a thriving digital community for working parents to connect and share resources.

*"In relation to our Women's History Month Summit: This was AMAZING! I'm a recruiter, and to be able to share with candidates and vendors that we had a whole day of content really helped separate Bath & Body Works from other retailers and competitors."*

*– Associate at WIN Women's History Month Summit*



## EMERGE: Intern Mentoring and Early Career Development

EMERGE is the IRG for young and early career professionals, and the group takes great pride in providing mentorship, networking and career development opportunities for members and interns. In 2023, EMERGE members volunteered to mentor the summer intern cohort groups throughout their 10-week internship program with a focus on skill building and preparing interns for entry into full-time roles. This included workshops on time and energy management, debrief sessions on aspects of our business that are critical to Bath & Body Works' success, assistance with and feedback on intern capstone project presentations and advice and guidance throughout the summer. EMERGE's partnership with the internship program showcases the commitment of Bath & Body Works associates to developing and mentoring talent.

*"As a former intern with Bath & Body Works, I loved having the opportunity to partner with the internship program through EMERGE. When I was an intern, being able to connect with and learn from current young professionals navigating the workplace was invaluable. It felt amazing to be able to give back to the intern program and provide support and mentorship to the next generation of young professionals."*

*– Marissa Morris, Sr. Forecast Analyst*



## The Extended Impact of Our IRGs

### MOSAIC

#### MOSAIC: Supporting Associates, Allies and Our Local Communities

MOSAIC is our IRG supporting our Black/ African American associates. In 2023, MOSAIC hosted a number of initiatives to support Black and African American associates, allies and our local communities. In 2023, MOSAIC supported several local charities and community organizations. Members participated in activities including mentorship, book drives, cleaning community gardens and participating in the African American Male Wellness Walk.

During Black History Month, MOSAIC celebrated the power of Black resilience through education with an event that highlighted HBCUs, featured special guests from three local universities' step teams and featured experts who shared their experience and expertise on careers and development. Additionally, through our "For the Culture Fridays" and monthly Kick-Backs, MOSAIC members have supported 13 Black-owned businesses throughout Columbus, as well as other cities across the U.S.



*"Through MOSAIC, I volunteered to help conduct mock interviews to young students through the Columbus Urban League workforce readiness program. The development of underserved and often times misunderstood young members of the AA community holds a special spot in my heart. Being from inner-city Columbus, I know that sometimes exposure and explanations can have a massive impact on someone's life. It felt good to help explain and walk through an interview process with young men and women who were unaware of how a polished interview looks." – Fidel Gutierrez, Forecast Analyst*

*"I went to the Columbus Arts Museum for a MOSAIC gathering. It was really nice experiencing the diversity Bath & Body Works has to offer. I just recently started with Bath & Body Works in July of 2022. It is nice to see first-hand in MOSAIC that you are not alone. I have built a sense of confidence in my desire to grow and be promoted within my department. It is groups like MOSAIC that give young Black women hope for success." – Tonya Johnson, Leasing Analyst*

*"The speech on how to address income and resource inequality in Columbus was powerful because, in a way, it was a call to action on how we — as both individuals and a company — could best give back to the community. Her words 'kids can't be what they can't see' are something I'll never forget. Those words have inspired me and others in MOSAIC to pursue additional volunteer programs that would allow the younger generation to see what's possible as adults." – Nick Holmes, Senior Planner*





We care for our associates' well-being and work to ensure that we're supporting the diverse needs of our associates, who we know come from different backgrounds and socioeconomic statuses. We work to ensure that all our associates are able to access the benefits they need most and keep the needs of our diverse associate population top of mind in designing our benefit offerings. In 2023, we introduced new benefits, like DailyPay (for our distribution and fulfillment center associates to access their pay before payday if needed) and our Bath & Body Works Wellness Center and Pharmacy (a full-service healthcare facility and pharmacy equipped to provide a variety of affordable and accessible medical and wellness services to all associates). We've heard the impact that these and other benefits have not only for our associates, but for their families as well. We look forward to continuing to offer inclusive benefits in the future.

## Our New Bath & Body Works Wellness Center and Pharmacy

We want our associates to prioritize their health and well-being, and this past year, we worked to make it as easy for them as possible. In August 2023, we opened the doors to our new in-house wellness center and pharmacy at our home office in Columbus, Ohio. The Bath & Body Works Wellness Center is a full-service healthcare facility, privately operated by Premise Health, and equipped to provide a variety of affordable and accessible medical and wellness services. The Bath & Body Works Pharmacy, serviced by Walgreens, is a full-service pharmacy, just like any community pharmacy, which can fill prescriptions conveniently and usually at a lower cost for associates and their dependents.



Services offered at the wellness center and pharmacy include:

- Primary care, preventive services
- Walk-in examinations and treatment
- Physical therapy
- Lab work and biometric screenings
- Allergy shots and vaccinations (including flu shots, shingles and COVID vaccines)
- Occupational health care (injury/illness management and rehabilitation)
- A full-service pharmacy, including discounted over-the-counter medications
- Option to overnight prescriptions to associates' homes at no additional cost

This inclusive benefit is open to all our associates and contractors, whether or not they are enrolled in a Bath & Body Works health insurance plan.

Through the services, prescriptions and cost-saving benefits of this center and pharmacy, we've been overwhelmed by the positive feedback received from associates, especially those who previously had difficulty accessing and/or affording healthcare. To us, this is an excellent example of making an investment in associates to positively impact their lives, and we look forward to the Wellness Center's continued usage in the future.

*"I am honored to be part of the team that brought our new Bath & Body Works Wellness Center and Pharmacy to life. We know that accessible and affordable healthcare for our associates allows them to be their best selves — inside and outside of work. Not only does it keep our associates healthy, but it ensures our overall medical costs remain low, allowing us to continue offering fantastic benefits to our associates."*

*— Michaela Oliver, SVP Total Rewards*

*"My personal experience left me speechless. I have a prescription that I have been on for years that regularly costs me \$240 to get it filled. I talked about it with the pharmacist, and she told me it's covered 100%. She helped me sign up for a coupon program and let me know there would be no out of pocket cost. What an amazing experience — it left me feeling so grateful."*

*— Associate*

*"After our move, finding a healthcare provider was stressing me out. I decided to start with the Wellness Center for a physical with hopes they could point me in the right direction. What a great experience I had! The entire process has exceeded my expectations and I am happy to say that I am well on my way to having what I need to prioritize my healthcare."*

*— Associate*

*"Our associate had to stop taking seizure medication that was prescribed because they couldn't afford it. This was a risk to both their health and job. They received confirmation that the wellness center offers the medication at a very affordable price. This enables them to receive their medication consistently to stay on top of their health."*

*— Distribution and Fulfillment Center Leader*

## Fair Wages

We are also committed to equal opportunity and treatment for all associates, which includes career advancement opportunities and competitive wages. These are some of the most important ways we work to keep our associates happy, motivated and loyal to our company.

We're committed to fully complying with all applicable wage and hour laws and regulations, including off-the-clock work, rest breaks, meal periods and days of rest, overtime pay, termination pay, minimum-wage requirements, wages and hours of minors, scheduling ordinances, pay transparency laws and other wage and hour practices.

In an effort to ensure that every associate is fairly compensated for their contributions to our success, we conduct frequent market analyses and external benchmarking to determine fair pay based on role, level and geography. In support of our commitment to fair wages, the company:

- Commits to paying above minimum wage in each jurisdiction in which it operates.
- Conducts pay assessments and audits to ensure associates are receiving fair pay regardless of race or gender and makes any needed adjustments in compensation or structure to ensure equal pay for equal work.
- Provides guidance for leaders during each annual compensation review to ensure rigor and standardization with pay practices.
- Uses market data and internal equity assessments to respond to associate inquiries regarding pay.
- Does not request salary history from job candidates and sets compensation solely based upon market factors, skill and experience.

As of Feb. 3, 2024, our average rate of pay for hourly associates in North America was \$15.62, and we paid at least \$1 above minimum wage in every jurisdiction in which we operated.

In 2023, we achieved pay equity for women at \$1.00 and people of color at \$0.99, demonstrating our commitment to pay for performance without bias based on gender, race and ethnicity.

Our compensation programs are designed to link annual changes in compensation to overall company performance, as well as each individual's contribution to the results achieved. Our pay for performance philosophy includes participation of our store leaders and all salaried associates in home office and our distribution/fulfillment centers in our short-term cash incentive compensation program. In addition, our store leaders earn monthly bonuses based on performance. The emphasis on overall company performance is intended to align the associates' financial interests with the interests of our stockholders.



### DailyPay

In 2023, we introduced app-based [DailyPay](#) to distribution and fulfillment center associates to enable their access to pay before payday if needed. Since October 2023, close to \$700,000 of transactions went through the app, with nearly 250 hourly associates enrolled (44% of whom were on seasonal contracts).

*"The DailyPay benefit has been instrumental in providing our associates with the opportunity to access their pay when they need it, rather than waiting until payday. We recently had an associate leverage this benefit as they were returning from a leave of absence. Being away from work can be*

*challenging to meet your financial goals, so having this new benefit allowed our associate to access their pay as they earned it. This associate shared that they were able to get the money required to cover a co-pay, allowing them to access the medical care they needed. As a leader, I was proud to hear this associate share their positive experience with DailyPay in a Listen & Learn session with their peer group, providing a textbook example of how this benefit can support our associates in a time of need."* – **Ryan James**, Senior Operations Manager



# Business



## Inspiring Creativity

### Business Processes

Research shows diversity, equity and inclusion can increase associate and customer engagement, which translates to increased sales, customer base and profits. We are committed to integrating diversity, equity and inclusion into our business to serve our diverse customer base and improve the connections our customers have with our brand.

One of the ways we do this is through a cross-functional group of diverse associates, called Gingham Guides, who provide feedback during key stages of the business lifecycle. The responsibilities of our Gingham Guides are to:

- Share feedback and perspective during Product Packaging Design (PPD) walk-throughs.
- Review product packaging and messaging.
- Provide feedback on potential business opportunities.
- Support ad-hoc requests from key business partners.

In 2023, our Gingham Guides helped with the 2024 Pride Collection, Juneteenth marketing, holiday 2023 candle expansion and Spring 2024 product package designs.

We also look for creative ways to educate and engage our customers. In 2023, we launched a perfumer series alongside heritage months throughout the year that featured a diversity of products and perfumers. These spotlights told the unique stories of the diversity of our perfumers who have created some of our most popular scents.

### Celebrating Inclusivity through Product Assortment



#### LGBTQ+ – June (Pride Month)

*“I’m so excited to try this collection”*  
– Customer Comment on Social Media



#### Holiday Inclusivity – December Holiday Wall Flower

*“I love the significance of Diwali and that this night light represents the light over darkness.”* – Customer Online Testimonial for Holiday Wallflower



### Spotlighting our Perfumers During Heritage Months

*“I truly appreciate getting to know the perfumer behind the scent. I hope Bath & Body Works continues to do so.”* – Customer Comment on Social Media

*“Glad that Bath & Body Works has done another collaboration for another heritage month. Hope they keep going forward with the public display of inclusion.”* – Customer Comment on Social Media





Supplier Diversity

We’re in a unique position to extend our commitment to diversity, equity and inclusion to supplier diversity by building a vendor base that bring perspectives that reflect the vast diversity of our customer base. By providing opportunities to a broad and diverse group of suppliers — including businesses operated by women, racial/ethnic minorities, veterans, disabled or LGBTQ+ individuals — we invite different perspectives, experiences and ways of approaching solutions for our business and enhanced flexibility to help us achieve our business goals.

In 2023, we completed an assessment of our supplier diversity program to help refocus our strategy, goals and initiatives. We look forward to using the findings of the assessment to further build out the program and maximize the impact we have on diverse individuals and businesses in the communities we serve.



“We are grateful for the diverse partnerships we have that provide fresh perspectives and innovative solutions to our business. We recognize that the possibilities are endless when we partner with suppliers who share our values and help us contribute to the economic vitality of the communities we serve.”  
**Tom Mazurek**, Chief Supply Chain Officer

Supplier Diversity Overview

“The longstanding partnership between Bath & Body Works and Accel has been instrumental in Accel’s success over nearly three decades. As our first client, Bath & Body Works set high standards across all areas, including ESG, fostering a collaborative spirit that has driven innovation. We greatly appreciate Bath & Body Works’ long-standing focus on minority and women-owned businesses as well as their recognition of the importance of supplier diversity. We cherish our relationship beyond words.” – **Tara Marling Abraham** (Chairwoman) and **David Abraham** (CEO), Accel Inc.



In 2023, our total spend with 144 diverse suppliers was \$271 million, reflecting 6.8% of total procurement spend.\*

	Number	Total spend
Suppliers whose businesses are operated by a woman	64	\$145 million
Suppliers whose businesses are operated by a racial/ethnic minority	32	\$119 million
Suppliers whose businesses are operated by a veteran	10	\$9 million
Suppliers whose businesses are operated by a disabled individual	3	\$6 million
Suppliers whose businesses are operated by a LGBTQ+ individual	2	\$918,000

\* Supplier diversity spend totals and percentage are based on controllable spend. Figures do not round up to total as some suppliers fall under more than one category. While we focus our supplier diversity efforts on underrepresented groups to ensure inclusion, we always select the most qualified vendors for every procurement.



# Community





## Gingham Gives Back

### Funding and Programming DEI Community Partners

We are committed to supporting organizations and causes that align to our values and that we know are important to our associates and our customers, including diverse and inclusive nonprofits focused on providing equitable opportunities to all.

The Bath & Body Works Foundation and our DEI team partnered on a new philanthropic strategy in 2023 focused on aligning community partners to our eight IRG focus areas. Through the Bath & Body Works Foundation, we donated more than \$1.19 million to nonprofits working to foster equal opportunity, eliminate racism, empower women, veterans and those with different abilities and advocate for the LGBTQ+ community.



### Supporting the Next Generation of Chemists with the American Chemical Society

We believe in the power of fragrance and are passionate about investing in the next generation of chemists who will help create beautiful fragrances for us and others in the future. We're proud to support the American Chemical Society (ACS) with its ACS Scholars Program and its ACS Office of Diversity, Equity, Inclusion and Respect's (DEIR) mission. Since January 19, 2023, the Bath & Body Works Foundation has donated \$170,000 to support the ACS Scholars Program's mission and to help open doors for the next generation of chemists to pursue perfumery or wherever their passion for chemistry takes them. This contribution was amplified by our heritage month perfumer series, a social media campaign which promotes and celebrates our diverse perfumers. Additionally, the Bath & Body

Works Foundation has donated \$30,000 to the ACS Office of DEIR to help ACS expand resources to engage more diverse populations.

*"The American Chemical Society is grateful to Bath & Body Works for its support of the ACS Scholars Program, which each year provides college scholarships and mentoring to hundreds of Black, Indigenous, Latina/o/x and Hispanic students pursuing degrees in the chemical sciences. Through its generous gift, Bath & Body Works is supporting a program that reflects the Society's core belief that the inclusion of and respect for diverse people, experiences and ideas lead to superior solutions to the world's challenges." - Terri M. Chambers, Ed.D., Senior Director, ACS Education*

### Examples of Diverse and Inclusive Community Partners We Support

In 2023, through the Bath & Body Works Foundation, we donated more than \$1.19 million to nonprofits working to eliminate racism, empower women and advocate for the LGBTQ+ community, including:

- New Grant Recipients
  - American Indian College
  - APIA Scholars
  - Disability:IN
  - Hispanic Association on Corporate Responsibility
  - Running Strong for American Indian Youth
  - Zora's House
- Existing Organizations
  - Purple Heart Homes
  - Asian Americans Advancing Justice
  - National Urban League
  - Human Rights Campaign Foundation
  - National Veterans Memorial & Museum





### Proudly Supporting the LGBTQ+ Community

We are proud to celebrate and support the LGBTQ+ community. In 2023, we continued our support with a total donation of \$157,000 to several of our long-time partners including It Gets Better, which is working to uplift, empower and connect lesbian, gay, bisexual, transgender and queer youth around the globe. We also contributed to the Human Rights Campaign (HRC) Foundation. Additionally, since 2012, we've been supporters of Stonewall Columbus, an organization that advocates for equity and inclusion of the LGBTQ+ community. In 2023, we donated and also participated in the Stonewall Columbus Pride Parade, one of the largest pride parades in the country. Our associates are also passionate about supporting the LGBTQ+ community. The PRISM IRG hosted its first-ever pride month onsite kick off event featuring a vendor showcase promoting eight LGBTQ+ vendors.

*"For the second year now, the generous support from Bath & Body Works has played a pivotal role in driving our organization's mission to uplift and empower our 2SLGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirit, Intersex, Asexual) youth across the nation. This past year, It Gets Better Canada was able to connect with youth in*

*person, as we delivered impactful workshops and learnings from coast-to-coast-to-coast, focused on combating anti-2SLGBTQ+ bullying and increasing awareness on navigating digital literacy. As 2SLGBTQ+ youth continue to face challenges and barriers, especially within schools, support from organizations like Bath & Body Works is integral in working towards creating safe and affirming spaces for all."* – **Omid Razavi**, Executive Director, It Gets Better Canada

*"We are beyond grateful for the continued partnership with Bath & Body Works. With the support of Bath & Body Works, we continuously work towards evolving our programs, moving us closer to a world where all LGBTQ+ youth are free to live equally, connect to their communities and know their power as individuals. Through our collaborative efforts, we continue to empower LGBTQ+ youth to define their own journey."* – **Jimmy Ancheta-Tilley Jr**, Director of Development, It Gets Better Project

### Celebrating Orange Shirt Day in Canada

National Day for Truth and Reconciliation, or Orange Shirt Day, in Canada honors the victims of residential schools and the healing journeys of survivors, families and communities impacted by the Canadian Indian residential school system. To show our support for this community, Bath & Body Works donated to the Native Women's Association of Canada to support the Wabanaki Resiliency Lodge; providing a safe space for culturally appropriate healing for Indigenous women and 2SLGBTQAI+ (Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual) people who have

experienced violence and trauma. We've also invited our store associates in Canada to wear orange shirts to show support and raise awareness.

*"National Truth and Reconciliation Day is important to me as an indigenous individual and I am proud that Bath & Body Works has donated to an important cause, and that we as a company and as associates wear orange shirts to show our support in coming together as one to honor residential school survivors, their families and their communities. The orange shirt does not make up for the past, but it does symbolize moving forward and a collective commitment to providing support for Indigenous peoples healing journeys, and to ensure that every child matters."*

– **Cindy Wilk**, Associate

*"Wearing orange on September 30<sup>th</sup> isn't just about wearing a shirt; it's about wearing the truth, wearing the hope and wearing the commitment to a better future for all."*

– **Justine Baldo and Leanne Carswell**, Associates



### Supporting DEI Through Volunteerism

We're proud of our associates who are passionate about championing diversity in their communities by volunteering their time, skills and fundraising for diverse and inclusive nonprofits. Our IRG members volunteered 289 hours in community service and combined, our associates volunteered more than 5,400 hours of time to non-profits in the communities where they are based.

Additionally, our senior leadership is involved and supports diverse and inclusive nonprofits by serving on nonprofit boards. Through board service, leaders can gain a deeper understanding and appreciation of the imperative to advance diversity, equity and inclusion. We're proud of our leaders that serve on these nonprofit boards and look forward to increasing the number of leaders serving our communities.

“

My journey with YWCA Columbus began when I participated in a YWCA Columbus Activists and Agitators training in 2020. Their ability to impact systemic social change was very apparent — the training was actionable, and it didn't avoid the hard topics. It was in this moment I knew the YWCA was an organization I wanted to support. It also reflected what we hold close at Bath & Body Works — valuing, honoring and recognizing diversity and believing in building a more equitable future for all. Today, I'm fortunate to serve on the YWCA Board. I am consistently inspired and impressed by the YWCA's reach and impact in eliminating racism and empowering women. In addition to providing critical housing and childcare services to women and families, the YWCA is also a social justice organization, fostering community dialogue and advocating for systemic change."

**Danielle Demko**, Executive Vice President, Digital



## Looking Ahead

We recognize that diversity, equity and inclusion is a journey, not a destination, and as we pursue our near and long-term goals, we will continue to mature and evolve our approach and ambitions. As we look to 2024 and beyond, we're excited to continue our focus on culture and inclusion as a priority for our business that promotes and supports our business efforts, and look forward to actioning near-term objectives such as:

- Setting goals that are actionable, measurable and inclusive of all associates.
- Inclusion and equity for associates with disabilities.
- Leveraging data on the path to accountability and change.
- Inclusive team leadership through education and accountability for leaders building and managing inclusive teams.
- Fostering an inclusive culture through education and immersive activities.

We are grateful for all our associates and partners that contributed to the work outlined in this report and we look forward to continuing our journey to work towards a happier, brighter future for all.

# 2024 & Beyond



*"The DEI work is truly outstanding. We foster an environment where everyone can be themselves. Thank you!" – Associate in Annual Associate Survey*



# Bath & Body Works®

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