

SEASALT
CORNWALL

WITH PURPOSE



Impact Report

2024/25

Certified



Corporation

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The data included in this report covers the period 1st February 2024 - 31st January 2025 unless otherwise stated.



FOREWORD

2024 has been a big year for Seasalt.

Not least because we became an accredited B Corp, joining a global community of like-minded organisations creating positive impact. To achieve certification, we proved that we meet high social and environmental standards, across all areas of our business. It's a recognition of our founding values and demonstrates that our progressive approach to doing business truly counts.

We also hit a major milestone for our growing business when we realised a long-standing ambition to open stores in the US. Preparing to welcome our customers to our first store in Falmouth, Massachusetts was not just a measure of growth but a further opportunity for us to consider how we expand in new international geographies in a responsible way. We are aware that we operate in a traditionally controversial industry, and we are always striving for improvement with a focus firmly on the future.

We were delighted to win a Drapers Award for Best Place to Work this year. It's a testament to the incredibly collaborative workplace we've fostered at Seasalt, where we've created a sustainable, supportive and innovative environment, encouraging a real sense of belonging.

While 2024 brought many positives for Seasalt, it's necessary to acknowledge that it has also been an incredibly challenging year for customers, our business and many others; both in the UK and around the world. Economic and political instability has continued to impact the cost of living and cause uncertainty, along with disruption in the supply chain, making it particularly difficult to navigate our way through the turbulence. It means we need to be even more diligent in applying good decision-making, governance and agility to how we operate in these harder times, remaining true to our values.

We have lots of exciting plans for the year ahead and beyond, and we look forward to sharing these with you soon.



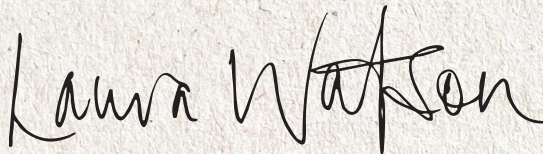
Paul
Chief Executive
Officer at Seasalt

This year, our talented teams have brought our ethos, 'With Purpose', to life.

We've created garments that work hard in your wardrobe, and harder still to have less impact on our environment. From meeting our 2024 responsible fabric commitments to supporting environmental projects and working to empower women in factories where Seasalt garments are made, our collections have been crafted with creativity, care and consideration for the impact they have on people and our planet.

We don't have to look far for proof that the linear process of fashion is no longer serving our society. While our work in 2024 has built a strong foundation for a transition towards a circular future, we know we have more to do.

So, as we look ahead to 2025 and beyond, we will be continuing to find ways to speed up our journey to becoming a more circular business and are excited to see what we can achieve.



Laura
Chief Creative
Officer at Seasalt

WITH PURPOSE

1. Cornwall's wild beauty inspires our clothes, and the way we make them; with creativity, care and consideration for the effect they have on people and planet.
2. Each piece is designed to make maximum impact in your wardrobe, and minimum impact to our environment.
3. Thoughtfully made clothing, designed with purpose.

OUR COMMITMENTS

B CORP

We're designing a more responsible future for the clothing industry.

Page 6

BELONGING

We're creating a culture in which everyone has a fair and equal opportunity to thrive.

Page 11

NATURE

We're reducing our impact on the environment by finding balance with nature.

Page 31



2024 IN REVIEW



We were awarded the **'Sustainable Store Design Award'** for our Seasalt shop in Auckland, as well as **'Best Place to Work'** at the 2024 Drapers awards.



We became a **certified B Corp**, joining a global community of businesses dedicated to building a better world.



We met our **2024 responsible fabric commitments**, meaning that all of our cotton, wool, leather and viscose is now organic or responsibly sourced.



We opened our **first US Seasalt shop** in Falmouth, Massachusetts.



We also opened **four new shops** in the UK and Republic of Ireland; Rushden Lakes, Cribbs Causeway, Glasgow and Wexford.



We gave **7,678 pre-loved Seasalt pieces** a new chapter via our Reskinned project.



We expanded our volunteering programme, Doing Good Things, to give all employees **two days of paid volunteering leave per year**.



The Seasalt team donated **3,458 hours** of their time to local charities through volunteering days.



We developed and introduced a new **Gender Inclusive Family Policy** for all UK and Ireland employees.



We donated **£661,516** to **charities** and causes we believe in.



We're dedicated to designing a more responsible future for the clothing industry.

B Corp™ certification is the framework that shapes our vision; supporting us to make thoughtful, responsible and meaningful choices that make a difference every day.

SEASALT IS A CERTIFIED B CORP

We are proud to have joined a global community of businesses dedicated to building a better world.

In July 2024, Seasalt became a Certified B Corporation. We were independently assessed and scored against a rigorous set of questions that champion transparency, accountability and continuous improvement across all areas of our business.

B Corp certification recognises our hard work and achievements so far, but it is by no means the end of our journey. From source to shop floor, every design and business decision we make must be guided by a responsibility to look after people and the planet.

We're taking the opportunity to use the B Corp framework to reflect, measure and improve across all areas of our business and we'll know how well we're doing when we're assessed again in three years' time.

Our Overall Score: **100.2**



- 100.2 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses

Certified

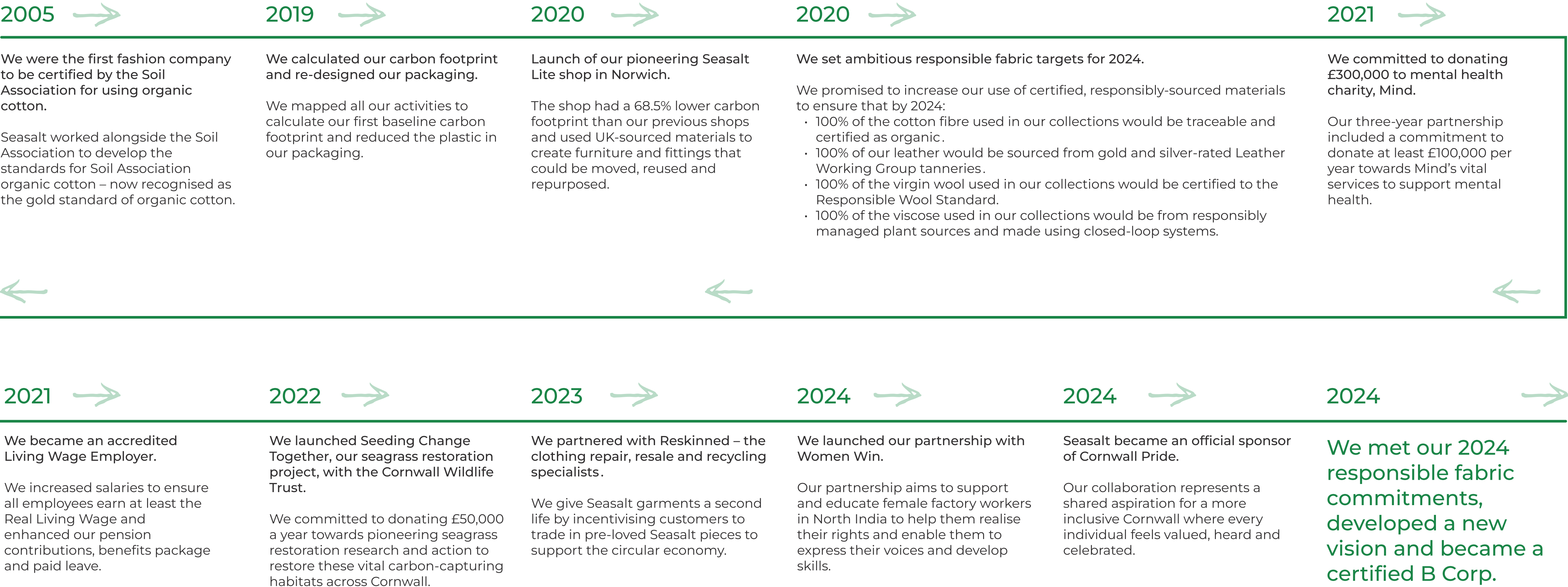


Corporation

WHAT IS B CORP?

A B Corp meets the highest standards of social and environmental performance, accountability and transparency. It's not just about profits – it's about using business as a force for good to create positive impacts for workers, communities and the planet.

OUR JOURNEY TO B CORP



DOUBLE MATERIALITY ASSESSMENT

Everything we make has an impact.

To take action in line with what the world needs, we must ensure our strategy and reporting address the issues that matter most to people, the planet and our business. In 2024, we carried out a double materiality assessment to gain an ‘inside-out’ and an ‘outside-in’ view of our impact.

What is double materiality?

Double materiality allows us to identify and prioritise the environmental, social and governance issues that most impact our operations and our stakeholders. It is called “double” materiality because it looks at two perspectives to consider the topics that impact Seasalt and – more importantly – that Seasalt impacts on.

- **Impact materiality:** How our activities – such as our carbon footprint, supply chain practices and employee well-being – impact the environment, society and wider community.
- **Financial materiality:** How issues like climate change, human rights and social trends could affect our financial performance, risks and opportunities.

By combining these two perspectives, we get the full picture of how we influence and, are influenced by, the world so that we can take the right actions in response.

	IMPACT	DOUBLE MATERIALITY	FINANCIAL
ENVIRONMENT	<ul style="list-style-type: none">• Water and marine resources• Business conduct - Animal welfare	<ul style="list-style-type: none">• Climate change• Biodiversity and ecosystems• Resource use and circular economy	
SOCIAL	<ul style="list-style-type: none">• Consumers and end-users• Workers in the value chain - worker related rights• Justice, Equity, Diversity and Inclusion	<ul style="list-style-type: none">• Employee - Equal treatment and opportunities• Workers in the value chain - Equal treatment and opportunities• Voice of worker in the value chain• Ethics, compliance and transparency	<ul style="list-style-type: none">• Green hushing / Greenwashing
GOVERNANCE	<ul style="list-style-type: none">• Over consumption / Over production	<ul style="list-style-type: none">• Business conduct - Certifications and standards	<ul style="list-style-type: none">• Artificial intelligence• Supplier relationships and engagement

DOUBLE MATERIALITY ASSESSMENT

Action where it matters

We used the outcomes of the assessment to refocus our strategy and refine our future goals, objectives, metrics and targets. The matrix was used as a tool to facilitate a conversation about the shortlisted topics. All the topics shown are material to Seasalt's operations.

What's next?

We will follow best practices by integrating our materiality assessment with Seasalt's formal risk management processes. Our high priority topics have become the foundation for a proactive five-year strategy that looks to support the transition from linear design models to more circular principles, while also championing the efficient management of our social and environmental impact as a whole.

We also plan to keep our double materiality assessment updated in line with our ESG strategy reviews.



A photograph of three women in an office setting. On the left, a woman with blonde hair is smiling and looking towards the center. In the middle, a woman with long blonde hair is looking down. On the right, a woman with dark curly hair, wearing glasses and a green headband, is smiling and looking towards the camera. They are all wearing casual clothing. The background is a plain wall with a colorful abstract painting on the left.

We're creating a culture in which everyone has a fair and equal opportunity to thrive.

We believe in breaking down barriers to create a safe, open and trusting environment where we can all belong. At every stage, we're doing better for our business, our people and our communities.

BELONGING FOR ALL

SEASALT PEOPLE

Everything we do comes down to the collective energy of our 1,300 employees. We believe in creating a positive environment where our differences are respected and each of us feels valued for our contribution. Treating people as fairly as we can is part of our culture, and we're striving to achieve this through five pillars:

OPENING DOORS

Nurturing talent from all backgrounds, supporting social mobility and inclusion in Cornwall and beyond.

EMPOWERING WOMEN

Living our commitment to equity by breaking down barriers to women's careers in retail.

VALUING PERSPECTIVES

Representing uniqueness and celebrating difference within our communities.

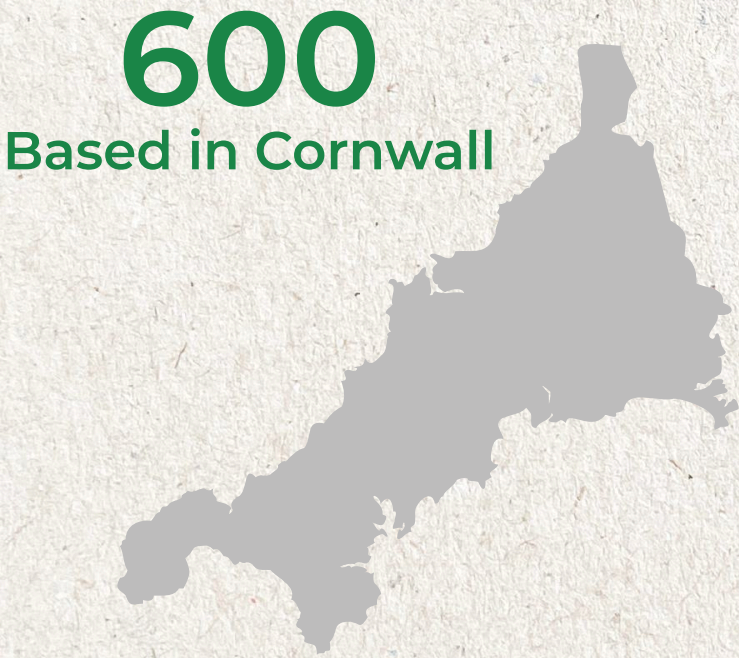
DOING GOOD THINGS

Making meaningful contributions to charities and communities close to us.

EMPLOYEE EXPERIENCE

Ensuring all Seasalt employees are listened to, supported and empowered in the workplace.

*For the purpose of this report we refer to people as women / men, following regulatory requirements, but we recognise that gender is not a binary.



Listening to our employees

We continuously review our employee data and listen carefully to feedback in order to improve our policies and practices. We track employee engagement via our annual Engagement Survey and our Inclusion Survey tracks how we are doing with Diversity, Equity and Inclusion (DEI).

1,088 employees completed the 2024 Engagement Survey with an engagement score of 74% — above the retail sector average. Importantly, “I believe actions will be taken as a result of the survey” increased by 7%.

"We strongly believe in building trust in the workplace. Our aim is to provide Seasalt employees with a purpose that's aligned to their passions. We prioritise their feedback and, as such, we were honoured to be named 'Best Place to Work' at the 2024 Drapers awards."

John Govier, Chief People and Retail Officer

Employee Engagement Results in 2024



- 90% of employees completed the survey
- 89% said they were proud to work at Seasalt
- 82% would recommend Seasalt as a great place to work
- 86% said that their manager was a great model for living our values



SEASALT PEOPLE

What's next?

We will be acting on employee feedback from the 2024 surveys by reviewing our reward and recognition programme and wellbeing offering.

Our future Inclusion Strategy goals include:

- Increase Inclusion Survey participation by at least 10% in 2025 to ensure employee feedback is representative.
- Continue to develop our support and awareness for the challenges faced by parents and caregivers in the workplace.
- Break down barriers to career development such as women's health conditions, socio-economic background and other systemic biases.
- Increase support for men's health and wellbeing challenges, particularly in relation to mental health.
- Create video guidance for candidate packs and careers site, offering visual aids when applying for roles to remove barriers to accessibility.
- Target inclusion training to increase access, relevance and attendance and employees to run activities themselves.
- Support marginalised communities through our product offering, raising money and awareness for communities.

AN AWARD-WINNING EMPLOYEE EXPERIENCE

We were proud to be named 'Best Place to Work' at the 2024 Drapers Awards. This prestigious award recognises fashion retailers that excel in creating outstanding work environments, fostering employee satisfaction and promoting a positive workplace culture.

The judges said Seasalt was an excellent example of a growing business where HR was closely aligned with the business strategy. They commented that the culture at Seasalt is clearly created by the employees, and it felt very inclusive.

"I wanted to go and work there!"

- Drapers Judge



A WELCOMING WORKPLACE FOR ALL

Our policies embrace flexible working, enhanced annual leave, enhanced gender-blind family leave, long service recognition, and employee volunteering and giving.

We pay everyone at Seasalt at least the Real Living Wage, setting us apart from many in the retail sector. We also increased employer pension contributions from 4% to 7% over a two-year period and, following employee feedback, added a salary sacrifice electric car scheme.

With our workforce made up of 82% women, we have developed a range of policies and resources to address the specific health challenges that women face. These include menopause workshops and webinars in partnership with the Retail Trust, as well as support on the topic of baby loss and miscarriage, featuring Bereavement in the Workplace training run by SANDS.

We signed the [Miscarriage Association's Pregnancy Loss Pledge](#), demonstrating our commitment to supporting our employees through the distress of miscarriage and baby loss. Seasalt has also signed the Menopause Workplace Pledge, which commits us to take at least one positive action a year toward becoming a menopause-positive workplace. In 2024, we ran Menopause 101 training sessions which were open to anyone across the business.

Seasalt is a Disability Confident Committed employer. Disability Confident is creating a movement encouraging employers to think differently about disability and improve how they recruit, retain and develop disabled people.



WHAT IS A REAL LIVING WAGE?

The [Living Wage Foundation](#) calculates a Real Living Wage every year based on the actual cost of living, unlike the government's statutory National Minimum Wage or National Living Wage, which are often lower.

CLOSING THE GENDER PAY GAP

We’re committed to fair and equitable pay for all. Monitoring the gender pay gap is a crucial tool for measuring how well we are doing.

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the earnings gap between female and male employees in the workplace. It is expressed as a percentage of men’s earnings and highlights how much less women earn, on average, than men.

The gender pay gap is measured regardless of employee’s roles or work level. This is different from equal pay, which compares the pay of men and women who perform the same role or roles of equal value.

The **mean pay gap** is the difference between the average of male and female pay.

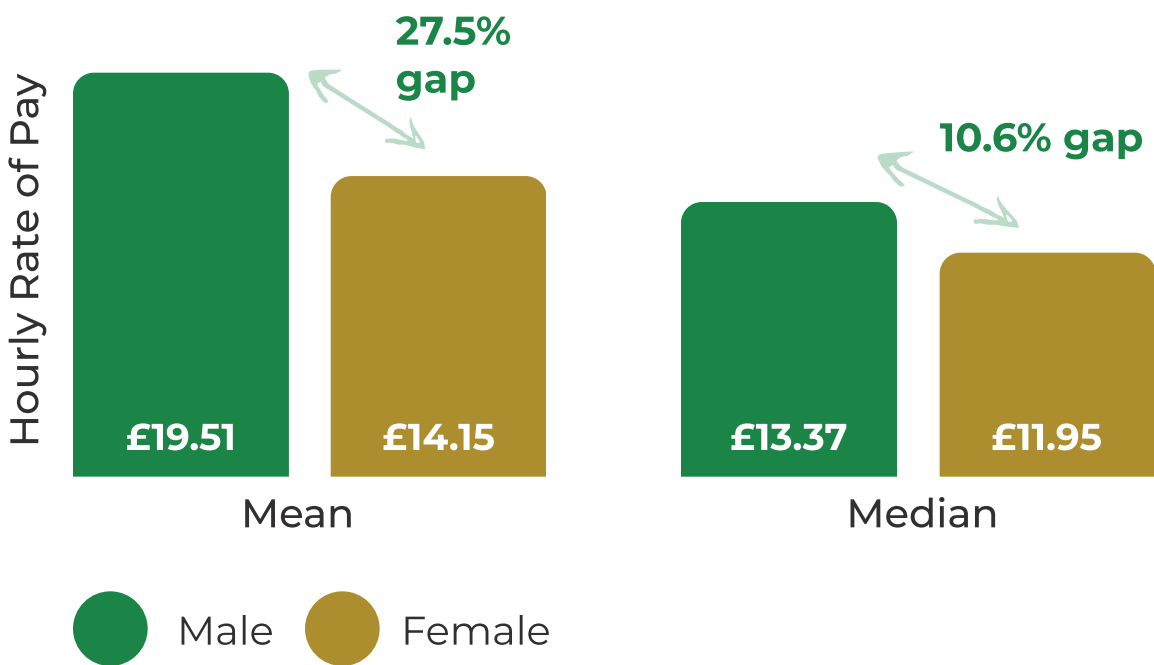
The **median pay gap** is the difference between the mid-points in the range of male and female pay.

The UK government requires organisations with over 250 employees to report on the earnings gap between female and male employees each year. Pay gap results use hourly rates of pay within the pay period of 5th April 2024. Bonus results are from bonuses paid in the 12 months up to and including April 2024. Here, we refer to people as women/men following regulatory requirements, but we recognise that gender is not a binary.

Hourly pay gap

Our median hourly pay gap in 2024 was 10.6% (2023: 5.6%) and our mean pay gap was 27.5% (2023: 25.6%). This puts us ahead of the national median gender pay gap reported by ONS, which stood at 13.1% for 2024.

Hourly Pay Rates 2024



Pay Gap Trend Over Time

	2021	2022	2023	2024
Mean	31.1%	27.5%▼	25.6%▼	27.5%▲
Med	22.3%	17.3%▼	5.6%▼	10.6%▲

↑ 'Belonging For All' Strategy introduced - August 2022

While we have seen improvements in our pay gaps since 2022, the median gap widened between 2023 and 2024, showing we still have work to do. It is worth noting that, in salaried roles, 45% of men have line management responsibility, compared with 37% of women. Management responsibility typically indicates higher pay.

In Cornwall alone, we’re pleased that our gender pay gap is negative, at -1.45% for the mean and -13.29% for the median averages. The reason for this is that our Head Office is based in Cornwall, while the vast majority of our shops – which tend to be paid at an hourly rate at lower salary bands – are located outside Cornwall.

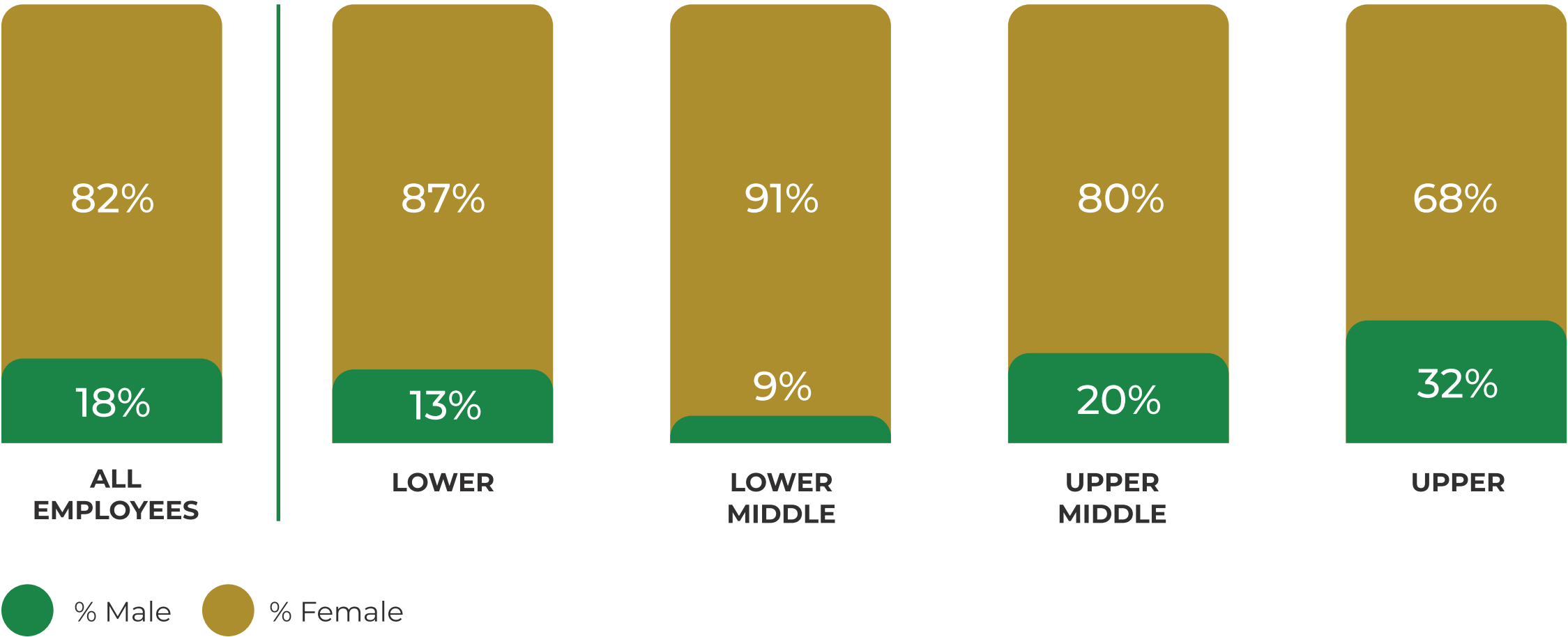
We're particularly proud of this as our Inclusion Strategy supports social inclusion and social mobility in Cornwall, a place where promising prospects are rated extremely unfavourably.*

*social-mobility.data.gov.uk/intermediate_outcomes/composite_indices/promising_prospects/latest

CLOSING THE GENDER PAY GAP

Pay Quarters

Looking at pay quarters helps us better understand our pay gaps. This data shows where employees sit based on their salary and the gender split in each quarter.



The distribution of male and female employees in each quarter is mostly stable compared to last year. We continue to see proportionately more females concentrated in the lower and lower middle pay quarters.

51% of employees work in Seasalt shops – and 96% of our shop teams are female. Many of our shop roles are paid on an hourly basis, showing in our lower quarter, while Head Office roles are mostly concentrated in the upper quarter. This means pay quarter data has limited applicability to our organisational structure. We therefore split our data by our internal grading bands to get a clearer view.

Gender Split by Band	% Male	% Female
Band 1	13%	87%
Band 2	21%	79%
Band 3	33%	67%
Band 4	35%	65%
Band 5	50%	50%
Band 6	55%	45%

Although we employ more women than men across almost all pay bands, women are underrepresented in the higher bands.

Band 1 accounts for 67% of our workforce and 87% of this band is female. While this partly explains our gender pay gap, analysis shows that the median pay gap in each band is insignificant other than at band 4, where there is an 18% gap in pay between the genders (up from 16% last year). Band 4 is made up of senior management and advanced professional roles, including highly paid specialist roles.

We see a well-balanced movement between bands, with 7% of men and 8% of women receiving a promotion between May 2023 – April 2024.

CLOSING THE GENDER PAY GAP

Bonus pay gap

Bonus results are not something we rely on heavily as our bonus data is mostly made up of recognition e-cards, refer-a-friend payments and ad hoc awards, as opposed to a traditional bonus scheme. In this year’s reporting period, 41.7% of men and 48.8% of women received a bonus. This is an increase for both genders receiving a bonus since last year and is the first time since 2020 that women have received more bonuses than men (2023: 30.8% men, 30.5% women). This is likely due to the promotion of our recognition scheme and increasing funds for managers to award to employees.

The median gender bonus gap was 0%, with both males and females receiving a median bonus of £20. The mean gender bonus gap was 84.3% (2023: 89.1%). This was significantly influenced by extreme outliers, including payments awarded to members of our Executive Board.

Women & Men who received a bonus in 2024



WHAT’S NEXT?

We have work to do to continue to close the gender pay gap.

Our inclusive recruitment approach means we already attract women to work at Seasalt, but we need to do more to attract women in higher-paid specialisms such as technology. We plan to increase our outreach, provide further support to develop our internal talent and will explore working with organisations that support inclusion in the retail industry.

We will also continue to build on the Empowering Women pillar of our Inclusion Strategy to support women in leadership roles. We will particularly focus on developing entry-level employees into management, as this is an important first step into more senior leadership roles.

DOING GOOD THINGS

Our volunteering programme, Doing Good Things, offers everyone across Seasalt the opportunity to take paid time out every year to support the good causes they believe in.

We expanded the programme in 2024 so that every employee can now take up to two days of paid volunteering leave. Since the initiative was launched in 2018, colleagues have contributed an incredible 17,409 hours. This puts us on track to reach our goal of 20,000 volunteering hours by the end of 2025.

3,458

hours volunteering in 2024

£661,516

donated to charity

31

charities supported

DOING GOOD THINGS @ SEASALT



DOING GOOD THINGS

This year, we supported a wide range of projects, from working with mental health organisations to environmental conservation efforts and support for local communities.



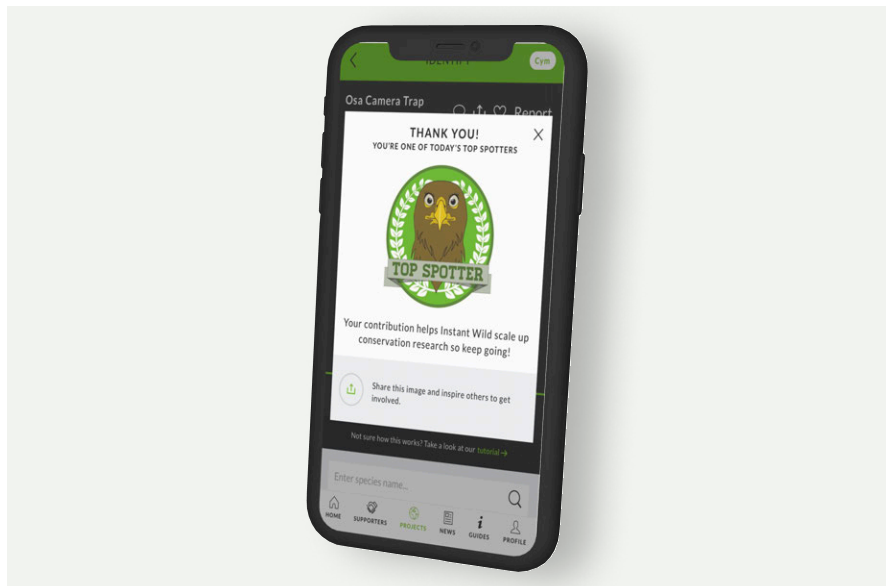
Our Head Office teams volunteered at food banks in Cornwall to help **combat poverty and hunger** across the county.



Our Distribution Centre Team carried out a **beach clean at Portreath**, where they collected microplastics, old clothing and lots of litter.



For the third year in a row, our Sevenoaks shop team supported Spadeworks, which provides **care and support for adults with learning difficulties and dementia**.



Our Remote Customer Service teams took part in online wildlife tracking with Zoological Society London to **track key information on threatened wildlife and their ecosystems**.



Our Executive Board volunteered with the **Cornwall Wildlife Trust** as part of the Seeding Change Together project.

WHAT'S NEXT?

By the end of 2025, we're aiming to meet our volunteering target of completing 20,000 hours. We set this goal in 2018 and Seasalt colleagues have already completed 17,409 hours - meaning we have 2,590 hours left to complete.

To achieve this, we will focus on engaging and encouraging employees to use their two days of paid volunteering leave. We will be offering even more regular monthly volunteering opportunities across the business which we hope will allow individuals to plan volunteering days into their diary ahead of time.

APPRENTICESHIPS AT SEASALT

As a Cornish brand, we have an important responsibility to support the diverse and sometimes vulnerable communities around us.

Our approach includes providing development and employment opportunities for individuals from lower socio-economic backgrounds through apprenticeships or work experience placements.

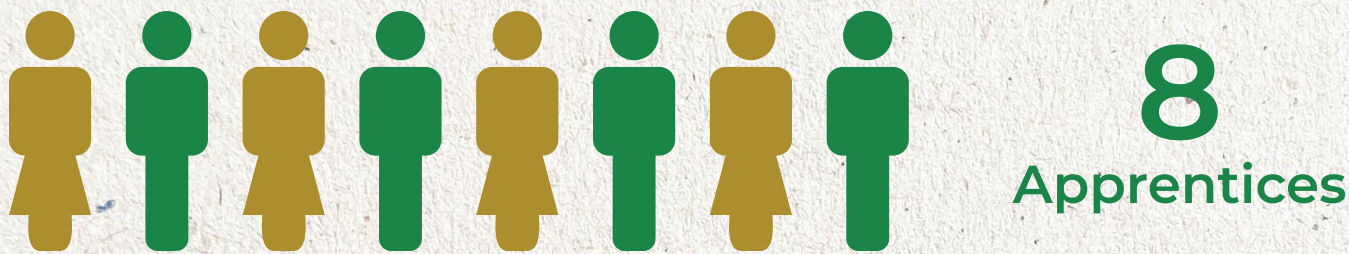
Seasalt apprenticeships

Our apprenticeship programme is focused on head office roles that are rare in Cornwall. Combining on-the-job learning with a qualification, it is aimed at people early in their careers and attracts a diverse range of applicants.

Our first Cornwall-based apprentices completed the programme in 2024, with 84% securing permanent roles with us at the end of their apprenticeship.

In autumn 2024, we took on our second cohort of eight apprentices. Of these, 25% were internal hires, helping colleagues from our shops and warehouse transition into long-term head office careers.

We were delighted to be awarded ‘Large Employer of the Year’ at the 2025 Cornwall Apprenticeship Awards in February. The award is a reflection of the hard work and dedication that went into our apprenticeship scheme throughout 2024.



CREATING OPPORTUNITIES WITH EXPERIENCE SEASALT

Based on employee feedback from our internal Engagement and Inclusion Surveys, we introduced the Experience Seasalt scheme to give staff more opportunities to develop skills across the business. The programme hosts six employees from lower-banded roles who rotate through different teams and receive development advice to support their long-term growth.

We also nurture an internal talent pool, allowing employees to express interest in new roles and follow-up support from an in-house recruitment consultant. These programmes have successfully led to promotions, with 25% of recruitment coming from internal hires in 2024.

As a Cornerstone Employer for the Cornwall and Isles of Scilly Careers Hub, Seasalt contributed **132 hours** in 2024 to career talks, mock interviews and creating projects to support the local curriculum.





OFFICIAL SPONSOR OF CORNWALL PRIDE

In 2024, we were delighted to announce a new partnership with Cornwall Pride, the largest LGBTQ+ charity in Cornwall.

Cornwall Pride is a vibrant charity that supports marginalised and underrepresented communities in Cornwall. As an official sponsor, we have taken an active role in raising awareness for the difficulties faced by the Cornish LGBTQ+ community. This includes the introduction of pronoun badges and our first ever Pride window display for shops throughout the UK and Ireland.

We were also able to support some of Cornwall Pride's many countywide events and marches. The Seasalt team donated their time to steward the events, helping to create a safe place for people to celebrate diversity and inclusion. We designed and provided a keep-cup for the events, and hosted an employee competition to outfit our mannequins. Many of the outfits chosen showed how fashion choices can enable people to express their unique identity with pride.

"As a non-binary person who falls under the gender non-conforming umbrella, I feel fashion is essential to safely exploring and representing our personal attachment to gender."

Jaye, Meadowhall Assistant Store Manager (they/them)

OFFICIAL SPONSOR OF CORNWALL PRIDE

Proudly displaying our pronouns

We're pushing for greater inclusion and equality in the workplace and we want our employees and customers to feel comfortable expressing who they are at all times. This means creating a customer experience that feels safe, inclusive and accessible.

Since February 2024, we've given our employees the choice to wear a pronoun badge alongside their name badge to display their identity and show allyship and solidarity with trans and non-binary customers. We also provide guidance for employees on how to respond to customer questions and talk about the topic of gender identity and pronouns.

"Seasalt Cornwall's support throughout 2024 has been nothing short of incredible for Cornwall Pride. Their commitment to our mission of inclusion and belonging has helped us amplify our message across Cornwall, creating spaces where everyone feels celebrated and valued.

This partnership has shown how businesses can truly make a difference, not just for Pride but for the wider community, bringing people together and inspiring real change. We're so grateful to Seasalt Cornwall for standing with us and showing that Cornwall is a place where everyone belongs."

Matthew Kenworthy Gomes, Cornwall Pride (he/him)

WHAT'S NEXT?

Looking ahead, we're excited to continue supporting and working with Cornwall Pride. We will keep driving awareness for marginalised LGBTQ+ communities in Cornwall and beyond through training, education, events, volunteering opportunities and donations – making sure we focus our effort where it is needed the most.

TACKLING MENTAL HEALTH WITH MIND

In 2021, we launched a three-year partnership with mental health charity, Mind. Since then, we've raised over £900,000 to support the charity's vital work.

Mind provide information and support to empower anyone experiencing a mental health problem. They campaign to improve services, raise awareness and promote understanding. It's incredibly important work and any funds donated will help people experiencing a mental health problem get support and respect they deserve.

The Between the Lines Charity Sailor Shirt

It's not always obvious when a person is struggling with their mental health. Sometimes, reading between the lines can make all the difference. On World Mental Health Day (10th October), we released the second edition of our Between The Lines Charity Sailor Shirt featuring Mind's signature blue. In 2024, our customers bought 1,684 Charity Sailor Shirts.

All profits were donated to Mind, specifically to the expansion of its Infoline and legal line, both of which are experiencing increasing numbers of calls year on year.

The shirt alone raised £27,576, enough to fund Mind's Infoline phone bill for a year and help the charity continue answering the phone to people who need them.

How the donations help

- £10 can help Mind's Infoline answer one enquiry
- £500 can pay a Mind Infoline advisor for a whole week
- £22,000 can cover the Mind Infoline's phone bill for a year

*Seasalt will donate all profits from the sale of this product to Mind (charity no. 219830) and its partner charities**, aiming to raise £30,000. **3.7% will go to SAMH (Scottish Action for Mental Health) (charity number SC-008897), 1.1% will go to Inspire Wellbeing (charity number NI103470)



£988,429
raised since the beginning of
our partnership in 2021

£503,461
total donated to Mind in 2024

£143,458
Seasalt customer donations
in 2024

OUR SUPPLY CHAIN

At Seasalt, supply chain transparency is fundamental to our mission.

By mapping our suppliers and understanding every step of our global supply chain, we ensure that our strong values are upheld – from raw materials to finished products.

We do not own any factories that manufacture Seasalt products. Instead, we carefully choose partners who align with our responsible ambitions and who are as committed to workers' rights as we are.

	No. of Factories in Region	% of Tier 1
<div></div> Bangladesh	12	14%
<div></div> Bulgaria	1	1%
<div></div> Cambodia	1	1%
<div></div> China	29	35%
<div></div> India	26	31%
<div></div> Italy	2	2%
<div></div> Madagascar	1	1%
<div></div> Morocco	1	1%
<div></div> Pakistan	2	2%
<div></div> Sri Lanka	2	2%
<div></div> Spain	1	1%
<div></div> Turkey	4	5%
<div></div> Vietnam	2	2%
Grand Total	84	100%



OUR SUPPLY CHAIN

Building a transparent supply chain

Every Seasalt-approved supplier must sign our Ethical Standards Commitment Statement and our Responsible Cotton Sourcing Policy. Tier 1 suppliers are also required to join the Supplier Ethical Data Exchange (SEDEX) and to complete independent social and environmental audits every two years.

We have now fully mapped and are engaging with our Tier 1 and Tier 2 suppliers and we are in the process of mapping Tier 3 suppliers. Our Tier 1 supplier list is publicly available on the Open Supply Hub.

32,528 workers
across our global supply chain*

13 countries
where our suppliers are located

*Total number of workers at Tier 1 factories where Seasalt product is manufactured, not all of which are involved in making Seasalt products.

TIER 1		Manufacture of Seasalt finished product, including cutting, sewing, assembly, finishing, quality control, packing.		Fully mapped
TIER 2		Fabric mill, yarn suppliers, dye facilities, wash facilities, printers, leather tannery.		Fully mapped
TIER 3		Components (buttons, zips, trims etc), labels, packaging, polybags, yarn spinners, cotton ginner, leather beamhouse, third-party suppliers making product on Seasalt's behalf, viscose fibre.		In progress
TIER 4		Cotton ginner, farm, leather slaughterhouse.		Cotton origins visible Balance to be mapped
TIER 5		Leather farm.		Not mapped

Find out more in our [Supply Chain Transparency, Modern Slavery and Responsible Sourcing Report 2024](#).

OUR SUPPLY CHAIN

Ensuring the highest standards with the Ethical Trading Initiative

Seasalt has a longstanding commitment to the highest standards of ethics and respect for workers' rights across our global supply chain. Our approach includes working with credible external experts to understand and mitigate the risks faced by people in our value chain.

We are proud to have been a member of the Ethical Trading Initiative (ETI) since 2018. As a full member, we require every Seasalt supplier to adhere to an internationally recognised labour code covering fair and safe working practices, reasonable working hours and living wages.

Our ETI membership means that Seasalt is at the forefront of supply chain transparency best practices, ensuring we're aware of potential issues as soon as they arise. We are supported in investigating, challenging and remedying any risks we may find in our supply chain.

"Working with the ETI enables us to track our ethical trade progress towards continuous improvement, to identify gaps in current practices, and develop action plans. We really value the ability to work together to increase our leverage and tackle the biggest issues facing workers around the world. Partnering on some of those really big issues means we can help to make a difference and improve lives."

Heidi Harrington, Seasalt's Ethics & Compliance Manager



The Ethical Trading Initiative (ETI) is a leading alliance of trade unions, Non-Government Organisations (NGOs) and businesses, working together to advance human rights in global supply chains.

OUR SUPPLY CHAIN

Standing up for women's rights with Women Win

We want the women in our supply chain to have access and have access to resources and hold decision making power in their work environment.

One of the salient risks we've identified to focus on is gender equality. We recognise that the key regions we source from have risks associated with them. We work to aid transparency through our supply chain, allowing us to correctly risk assess, prioritise and deliver proactive, inclusive resolution. We prioritise issues that we feel we can have a direct impact on, and work closely with our suppliers to reach resolution.

In 2024, we partnered with Women Win and Maitrayana, an NGO based in India, on a pilot programme dedicated to hearing the female worker voice in two of our key supplier partner factories in the Delhi region of India.

Women Win address the structural barriers that women face in the workplace, including access to fair and safe employment, education and training, and control over economic resources. Its aim is to give women better career progression at work for women leading to better career progression, promotion and salary increases.

Female workers were invited to share their perspective through a series of interactive workshops. They were given a set of cards illustrating common workplace issues such as wage fairness, health and safety, or career advancement. These cards served as prompts for deeper conversations about the challenges women face in their workplaces. The workers were encouraged to speak freely and were assured there are no right or wrong answers. This put their voices at the centre of the conversation, enabling them to share their lived experience and make suggestions to improve their working conditions.



WHAT'S NEXT?

We are planning to run phase two of the pilot programme in 2025 to hear from the female workers again and understand how actions being taken now are changing their working lives.

For additional information, please read our blog post:
[Our New Partnership with Women Win - Seasalt Stories](#)

We're committed to reducing the impact of our business on the environment.

NATURE

Whether it's pioneering the use of organic cotton in fashion or supporting environmental projects closer to home, we're constantly looking for ways to find harmony and balance with nature.

MEETING OUR RESPONSIBLE FABRIC COMMITMENTS

Our largest environmental impact comes from the production of the materials used to make our clothing. Ensuring that our fabrics are responsibly sourced is a great opportunity to create positive change – both within Seasalt and across the entire industry.

In 2020, we set ambitious science based sustainability targets that kept our impact on people and environment at the forefront of our design choices each season.

We're proud to say that we've now met those requirements, converting four of our most used fabrics to a more responsible alternative of the same fibre.

MEETING OUR RESPONSIBLE FABRIC COMMITMENTS

This year, we met the responsible fabric commitments we set for ourselves in 2020.



100% of our cotton fibre is now traceable and certified as organic

Organic cotton production uses agricultural practices that work in harmony with nature rather than against it to encourage soil health, water quality and biodiversity.



100% of our virgin wool is certified to the RWS Responsible Wool Standard (CUC 885150)

By using RWS certified wool, Seasalt supports certified farms that protect the welfare of their sheep and take a progressive approach to land management that preserves the health of soil, biodiversity, and local ecosystems.

[Read more about the RWS](#)



100% of our viscose comes from responsibly managed plant sources and is made using closed-loop systems

Of the 6.5 million tonnes of viscose fabric produced globally every year, about half is sourced from ancient and endangered forests. We source our viscose exclusively from responsibly managed plant sources and closed-loop manufacturing, in which almost all the chemicals used are recovered and reused.



100% of our leather is sourced from gold- and silver-rated Leather Working Group tanneries

LWG tanneries must show that they're reducing their use of resources, including water and energy, and protecting communities by adopting environmental controls to prevent the release of polluting substances.

[Read more about the LWG](#)

REDUCING OUR CLIMATE IMPACT

Everything we make has an environmental impact.

We're determined to minimise that impact through thoughtful design, responsible sourcing and steps towards circularity. However, the reality is that producing garments will always generate carbon emissions.

Action on climate is at the heart of our strategy. We're working towards becoming a Carbon Net Zero business by 2040, in line with the British Retail Consortium's Climate Action Roadmap.

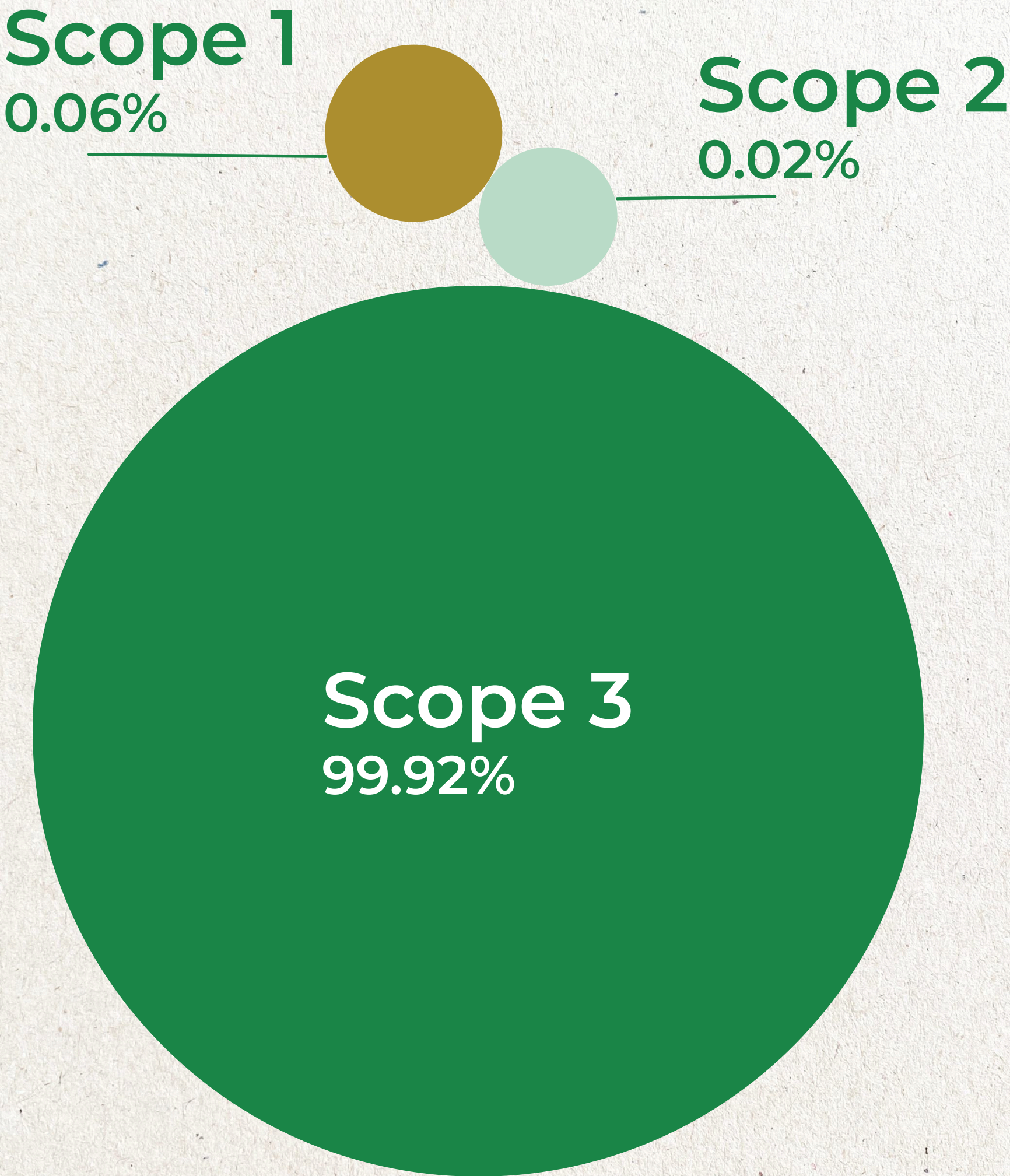
What do we mean by Scope 1, 2 and 3 emissions?

Breaking our carbon emissions down into different categories helps us understand, measure and take meaningful action to reduce the climate impact of our activities:

Scope 1: These are the emissions we directly create, like the fuel used in our company vehicles or heating our buildings.

Scope 2: These are the indirect emissions we create, from the energy we buy, such as electricity to power our shops and offices.

Scope 3: These cover all other emissions connected to our business, including things like the production of materials we use, manufacturing and transporting our products, our packaging, how customers care for their clothes after buying them and the disposal of products at the end of their life.



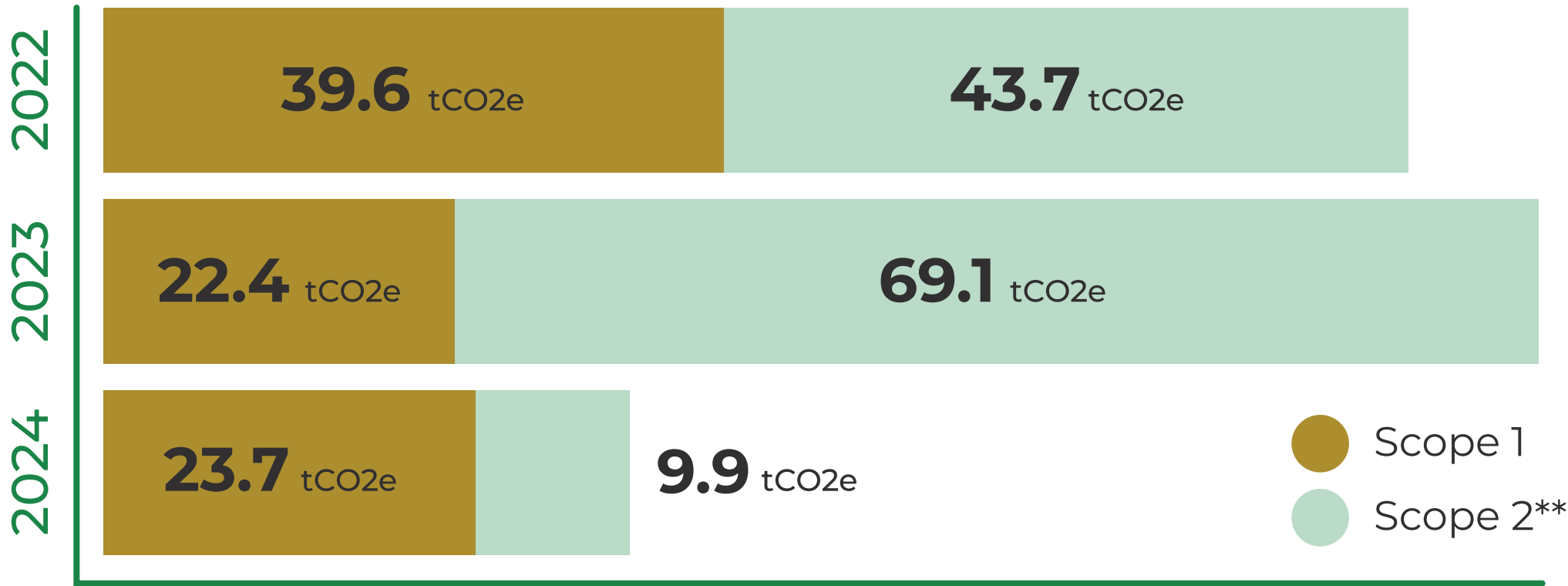
NB: Diagram not to scale. These % are based on historical data - 2024 will still have Scope 3 as largest.

SCIENCE BASED TARGETS

By setting near-term Science Based Targets (SBTs), we’ve developed a credible plan for reducing our carbon footprint.

In 2022, we made a promise to...

- Reduce absolute scope 1 GHG emissions by 46% by 2030 from a 2019 base year.
- Increase annual sourcing of renewable electricity from 29% in 2019 to 100% by 2030.
- Reduce scope 3 GHG emissions from purchased goods and services by 55% per unit of value added by 2030 from a 2019 base year.*



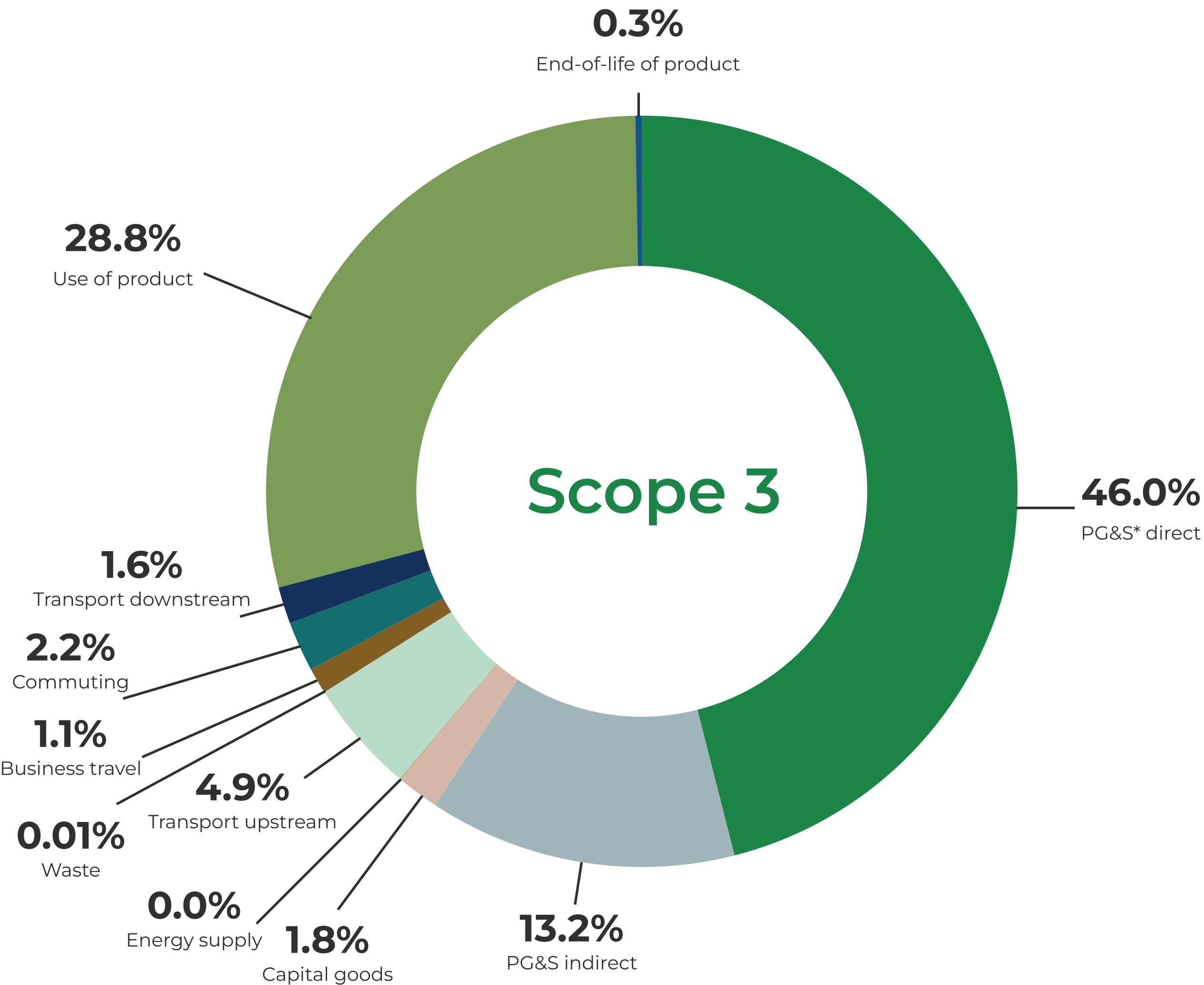
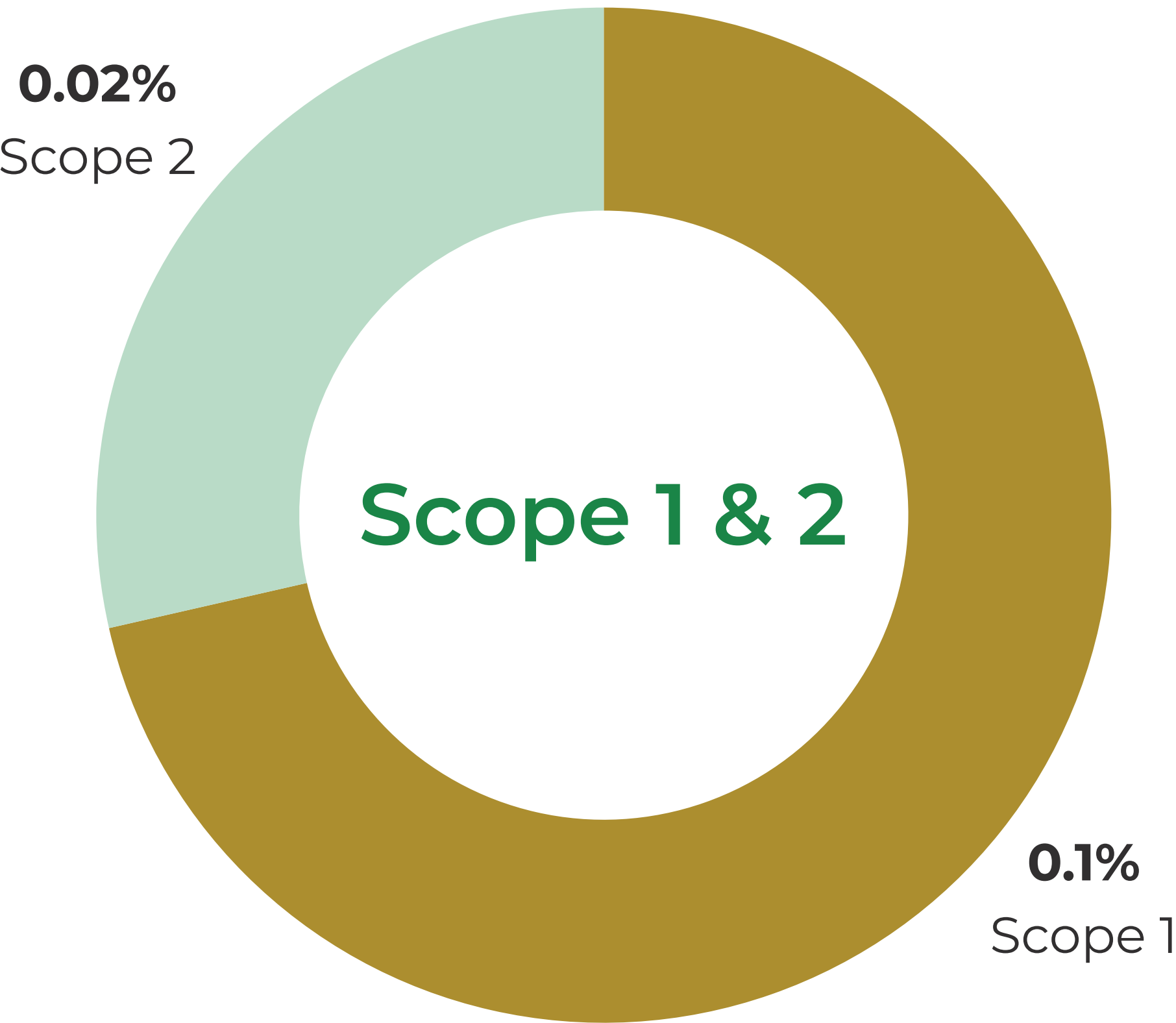
*Our 2030 targets were validated by the Science Based Targets Initiative (SBTi) in 2022. However, due to a methodology change, we are in the process of having our Scope 3 target revalidated. This is a voluntary process but one we are fully committed to. We believe it is crucial to confirm that our commitments are robust and aligned with the UN Paris Agreement aim to limit temperature rise to 1.5°C above pre-industrial levels – a vital step towards achieving net zero by 2040 or earlier.

** Scope 2 figures are Market based.



OUR 2024 EMISSIONS

Our total carbon footprint was 42,620 (tCO2e)



*PG&S is purchased goods and services.

OUR 2024 EMISSIONS - WHAT'S NEXT?

SCOPE 1 EMISSIONS

In the most recent reporting period, our Scope 1 emissions have increased slightly from 22.4 tCO₂e to 23.7 tCO₂e. This small rise is primarily due to the replacement of five heating, ventilation and air conditioning (HVAC) systems across our shops. While the transition caused a short-term increase, the new systems are significantly more energy-efficient and will contribute to more robust management of our energy use.

Importantly, we recorded zero refrigerant gas leaks during this period, demonstrating the effectiveness of our maintenance programs and proactive management of our consumption. This reflects our commitment to ensuring that infrastructure upgrades across our estate support our broader decarbonisation goals.

SCOPE 2 EMISSIONS

We are proud to have achieved a significant reduction in our Scope 2 emissions, dropping from 69.1 tCO₂e last year to 9.9 tCO₂e. This substantial decrease is primarily driven by our commitment to sourcing 100% renewable electricity, with an increased share of our estate now covered by REGO-backed renewable tariffs.

Additionally, we have reinforced our responsible procurement standards to support the decarbonisation of our estate. A key example of this is our new shop in Massachusetts, USA, which was established with a REC-backed renewable electricity source. These efforts reflect our ongoing commitment to reducing our carbon footprint and aligning our operations with a low-carbon future.



OUR 2024 EMISSIONS - WHAT'S NEXT?

SCOPE 3 EMISSIONS

PURCHASED GOODS AND SERVICES (DIRECT)

This year, we have seen an increase in our purchased goods and services emissions. This is a reflection of our business growth. As we expand into new global territories, scale our UK presence, and strengthen partnerships with wholesale retailers, the volume of products we create has risen.

Due to the nature of our business, our purchase goods and services are always going to be a significant emissions category for us, therefore an important one for us continuously monitor.

Looking ahead, we are focused on exploring circular design principles and projects to limit our impact. We will also continue to prioritise responsible sourcing with our ongoing supplier engagement.

BUSINESS TRAVEL

In 2024-2025, business travel has emerged as a key emissions hotspot with a significant increase compared to previous years. This rise is largely driven by our strategic expansion and operational initiatives, which have necessitated greater travel across the UK, Ireland and internationally.

Several factors have contributed to this increase:

- The opening of new shops in the UK and beyond, including our first location in the USA.
- The launch of a new engagement initiative where leadership teams visited every shop at least once, covering the majority of the UK and Ireland.
- An increase in remote workers, many of whom travelled for team days and in-person meetings.

While business travel has been essential for our growth, we recognise the need to manage and reduce its impact moving forward. We have renewed and updated our travel policy to encourage employees to opt for low carbon alternatives.

USE OF PRODUCT

In line with the Science Based Targets initiative (SBTi) methodology, our historical carbon emissions reporting has not included use-phase emissions. However, given their growing significance, we are now incorporating this aspect to provide a more comprehensive view of our environmental impact.

Use-phase emissions are driven by how the consumer uses the product throughout its lifetime. We have always prioritised longevity to extend the lifespan of our products as much as possible. By understanding how our consumers use our garments, we can explore ways to diminish the impact per use.

Moving forward, we will continue to champion the use of responsible fibres, design products that last, and take steps towards closing the loop and minimising our environmental impact.

SEASALT X RESKINNED

At Seasalt, we share a philosophy that although the clothes we love will soften with time, they should last a lifetime. Our statement is simple: wear them, repair them, and when you no longer have space in your wardrobe, rehome them.

Launched in February 2023, our partnership with Reskinned means customers can trade in pre-loved Seasalt pieces, contributing to a circular economy and reducing unnecessary clothing waste.

With the global fashion sector responsible for major environmental challenges, embracing circular models has become increasingly urgent. We are working to embed circularity across the entire value chain – from circular design principles to the use of certified organic and recycled materials and reuse initiatives.

Consumer-facing partnerships and campaigns, like our Reskinned initiative, are an opportunity to inspire and incentivise customers to help extend the life of garments and make it easier for fibres to be recovered and recycled. Customers return Seasalt Cornwall items using an easy-to-use online tool and we send them a discount code in return to use at Seasalt online.

HOW DOES RESKINNED WORK?

All clothes collected by Reskinned are either resold, repurposed or recycled. If they can be worn again, they will.

1. Customers trade in their pre-loved Seasalt pieces and receive a gift voucher in return.
2. The pre-loved items are sent to Reskinned to pass through a thorough grading process where their quality and condition are checked.
3. Items are then repaired if needed and ozone sanitised (a zero-water, eco-friendly cleaning process) so they are fresh as new.
4. Items are sold back to the public via the Reskinned website for around 40-50% of the original price.
5. Items that are damaged and cannot be resold are repurposed or responsibly recycled by Reskinned.

Find out more <https://www.reskinned.clothing/about>

SEASALT
X
RE_SKINNED™

In total this year,
we've sold
7,678
pre-loved
Seasalt garments

SEEDING CHANGE TOGETHER

In 2022, we embarked on a groundbreaking project with the Cornwall Wildlife Trust to restore carbon-capturing seagrass along Cornwall’s coastline.

This flagship partnership is part of our broader aim to achieve Carbon Net Zero by 2040. But it is about more than restoring Cornwall’s seagrass. It is a call to action for other organisations to join the effort to protect biodiversity and take action on climate change.

The three-year project aims to learn more about dwarf seagrass beds by conducting on-site research, including aerial surveys and water quality tests. Using technology never previously trialled in Cornwall, marine experts aim to identify and test restoration methods that can be scaled up in the fight against climate change. The project's findings could also identify additional locations for seagrass restoration.

By the end of 2025, Seasalt will have donated £150,000 to support these innovative research and restoration trials at the Fal-Ruan Nature Reserve. As we approach the third year of the trials, Cornwall Wildlife Trust is testing new planting methods while exploring new sites for seagrass restoration. This is the first step in trialling seagrass re-establishment in estuaries where dwarf seagrass has not been found since the 1980s.



Cornwall
Wildlife Trust





SEEDING CHANGE TOGETHER

Why is seagrass important?

Seagrass meadows are vital ecosystems that absorb and store carbon, support wildlife and protect coastlines. Despite covering just 1% of the sea floor, seagrass is responsible for around 15% of the ocean's total carbon capture. However, seagrass beds have faced significant decline globally, and the UK has lost 92% of its seagrass over the last century.

Despite seagrass suffering severe declines, there are still some vital patches of it in Cornwall. Re-establishing these wonder plants in Cornish estuaries will help support carbon storage and nature recovery, providing vital habitat for an abundance of wildlife, shelter and nursery grounds for key marine species and diverse feeding grounds for wading and migratory birds.

3,000
seeds planted in 2024

3,000
seeds stored for spring

35 volunteer days
from Seasalt and local communities

WHAT'S NEXT?

The Journey Continues...

We've come a long way since we opened our first shop. We're proud of everything our brand has achieved so far, but we know there's always more work to be done.

Our sights are set firmly on the horizon and we're committed to finding even more innovative, ambitious ways to improve how we do things.

Our vision for 2025 and beyond

B Corp

We will explore further to fully understand our impact. With the B Impact Assessment as our north star, we will be identifying key areas to evolve and improve our growing business.

- Work with senior leadership to implement responsible decision making guardrails.
- Identify non-negotiables for how Seasalt stakeholders are considered within business decisions.
- Use the B Lab criteria to benchmark our progress and deliver continuous improvement.

Belonging

We will continue to uphold strong values for the wellness and protection of all Seasalt people. We are committed to fully mapping tiers 1-5 of our supply chain by the end of 2027.

- Fully map all tier three suppliers by the end of 2025.
- Continue to collaborate with the Ethical Trading Initiative.
- Explore phase two of our partnership with Women Win to further support women in our supply chain.
- Continue to work alongside Cornwall Pride to deliver more training and education opportunities.

Nature

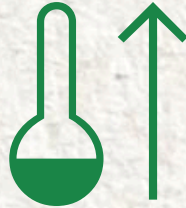





We will evaluate our environmental impact and take further steps to reduce the mark we leave. We are focused on embracing circular design principles and will continue on our journey towards Carbon Net Zero in line with the BRC Climate Action Roadmap.

- Launch our carbon transition plan to support our route to Net Zero. Develop specific targets to balance and reduce our carbon output.
- Explore, grow and embrace circular design principles where possible in our business.
- Continue our partnership with Cornwall Wildlife Trust to support important landscapes closer to home.







ABOUT THIS REPORT

MATERIALITY OVERVIEW

	MATERIAL TOPIC	WHY IT'S IMPORTANT	SDG*
	CLIMATE CHANGE	Measure and reduce GHG emissions in our value chain to minimise the impact made by our business, particularly scope 3 emissions related to distribution and transportation. Champion innovative solutions to direct the textiles industry towards a responsible future.	13
	BIODIVERSITY AND ECOSYSTEMS	Measure and manage the impact of our operations to support biodiversity and protect ecosystems throughout the lifecycle of products.	6, 11, 12, 14, 16
	ETHICS, COMPLIANCE & TRANSPARENCY	Implement robust ethics and compliance practices across the supply chain to allow resilient and empowered individuals to thrive.	3, 5, 8, 12
	WORKER RELATED RIGHTS	Champion human rights in all parts of our supply chain. Ensure secure employment, fair wages, freedom from forced labor and equitable working conditions are consistent across the supply chain. Address any cases of violations internally and externally.	1, 8
	VOICE OF WORKER IN THE VALUE CHAIN	Ensure that the voice of the worker is listened to, and that basic dignity and respect is protected in supply chain audits.	5, 8, 10
	WORKERS IN THE VALUE CHAIN- EQUAL TREATMENT AND OPPORTUNITIES	Develop opportunities and processes to support individuals across the supply chain to ensure they have fair access to equitable employment environments at every level of their career.	1, 5, 8, 10

MATERIALITY OVERVIEW

	MATERIAL TOPIC	WHY IT'S IMPORTANT	SDG*
AI	ARTIFICIAL INTELLIGENCE	Explore the use of AI across the product lifecycle to learn, innovate and adapt to disruptive change.	9
	OVER CONSUMPTION / OVER PRODUCTION	Acknowledge that the impact of over production and over consumption are becoming more visible in linear design models, resulting in damage to local ecosystems and livelihoods. Explore the use of circular design technique and utilise recycling infrastructure to minimise the negative impacts.	1, 8, 10, 12
	GREENHUSHING / GREENWASHING	Ensure all communications are in line with compliance and legislation to protect consumers from misinformation and oversimplification of sustainability credentials. Calls for clear, evidence based and accurate representation of product attributes.	12
	WATER AND MARINE RESOURCES	Ensure active management of water withdrawals, consumption, use and discharges to prevent harm to aquatic ecosystems.	6, 11, 12, 14, 16
	CONSUMERS AND END-USERS	Develop transparent, relevant and accessible communications with customers and end users about the product, in alignment with ethical marketing policies and legislation.	16

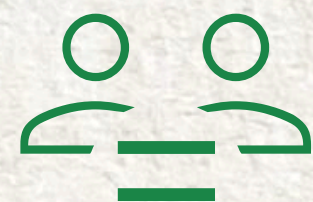
MATERIALITY OVERVIEW



JUSTICE, EQUITY, DIVERSITY AND INCLUSION

Create a positive environment where differences are respected and our people feel valued for their contribution. Treating people as fairly as we can is part of our culture.

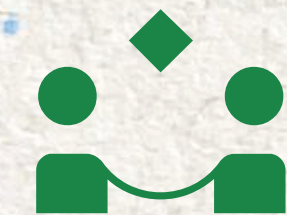
1, 8, 10



EMPLOYEES- EQUAL TREATMENT AND OPPORTUNITIES

Create a safe environment that allows equal treatment and opportunities for all. Champion channels and processes to empower employees to ensure expectations are in alignment with business values. Provide transparency and resources to support employees at every level of their career.

1, 5, 8, 10



SUPPLIER RELATIONSHIP AND ENGAGEMENT

Develop policies to engage responsible sourcing and purchasing practices across the supply chain that support collaborative, transparent relationships.

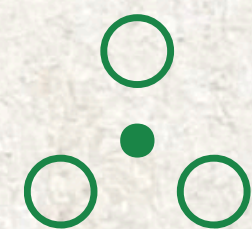
12



ANIMAL WELFARE

Manage and understand the potential impacts of animal-based products, ranging from GHG emissions and deforestation to the welfare of individuals working in that stage of the value chain.

14, 15



RESOURCE USE AND CIRCULAR ECONOMY

Consider circular principles in our approach to extend the lifecycle of the products we create with a focus on waste management in both creation and post consumption.

1, 12

*The 17 SDGs (Sustainable Development Goals) are set by the United Nations within the 2030 Agenda for Sustainable Development. The agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

WITH PURPOSE SCORE CARD

SECTION		MEASURE	
NATURE	Annual Carbon Emissions	Scope 1 tCO2e	23.7
		Scope 2 tCO2e*	10
		Scope 3 tCO2e	42,587
	Product Targets	% of viscose from responsibly managed plant sources & made using closed-loop systems	100
		% of cotton traceable & certified as organic	100
		% of leather sourced from gold- & silver-rated Leather Working Group tanneries	100
		% of virgin wool certified to the RWS Responsible Wool Standard (CUC 885150)	100
B CORP	B Corp Score	Score	100.2
BELONGING	Engagement Score	%	74
	Inclusion Score	%	70
	Gender Pay Gap	%	10.6
	Volunteer Hours	Hours	3,458
	Charitable Donations	£	661,516
	Apprenticeships	No. of	8
	Internal Fill Rate	No. of	128

*Market Based



Life Worn Well

SEASALTCORNWALL.COM

