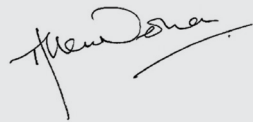


STELLA McCARTNEY

Helen Newman Introduction

"As an international luxury fashion brand, with a longstanding commitment to sustainability and responsible business practices, we recognise our responsibility to address modern slavery and human rights violations in all their forms. We are committed to promoting respect for human rights across our operations and supply chains, and to identifying, assessing and addressing the risks of exploitation and forced labour through continued due diligence and collaboration with our partners. We recognise the complexity of global supply chains and the importance of maintaining a proactive and evolving approach in this area. We remain committed to strengthening our efforts over time and to supporting working conditions in which people are treated with dignity and respect."

A handwritten signature in black ink, appearing to read 'Helen Newman', with a long horizontal stroke extending to the right.

— Helen Newman, Director

Introduction

Stella McCartney, as a group, is committed to using its expertise and voice to promote good labour standards, protecting human rights and being a force for good in the world. This is our tenth public disclosure under the UK Modern Slavery Act 2015, and it covers the financial year ending 31 December 2025. Our previously released Modern Slavery Statements can be found [here](#).

This statement has been drafted by Stella McCartney's Corporate Social Responsibility (CSR) & Human Rights team, part of the Sustainability department, and it is approved by the board of Stella McCartney's holding company, Anin Star Holding Limited. It is endorsed, approved and adopted by the following operating subsidiaries: Stella McCartney Ltd, Stella McCartney Italia SrL, Stella McCartney America, Inc., Stella McCartney Japan Limited, Stella McCartney France SAS, Stella McCartney Spain SL, Stella McCartney Shanghai Trading Ltd and Stella McCartney Hong Kong Limited. This statement applies to all of the beforenamed subsidiaries, regardless of size, location and turnover. This statement details the steps Stella McCartney has taken to comply with the relevant legislation.

Our Company And Our Products (1/2)

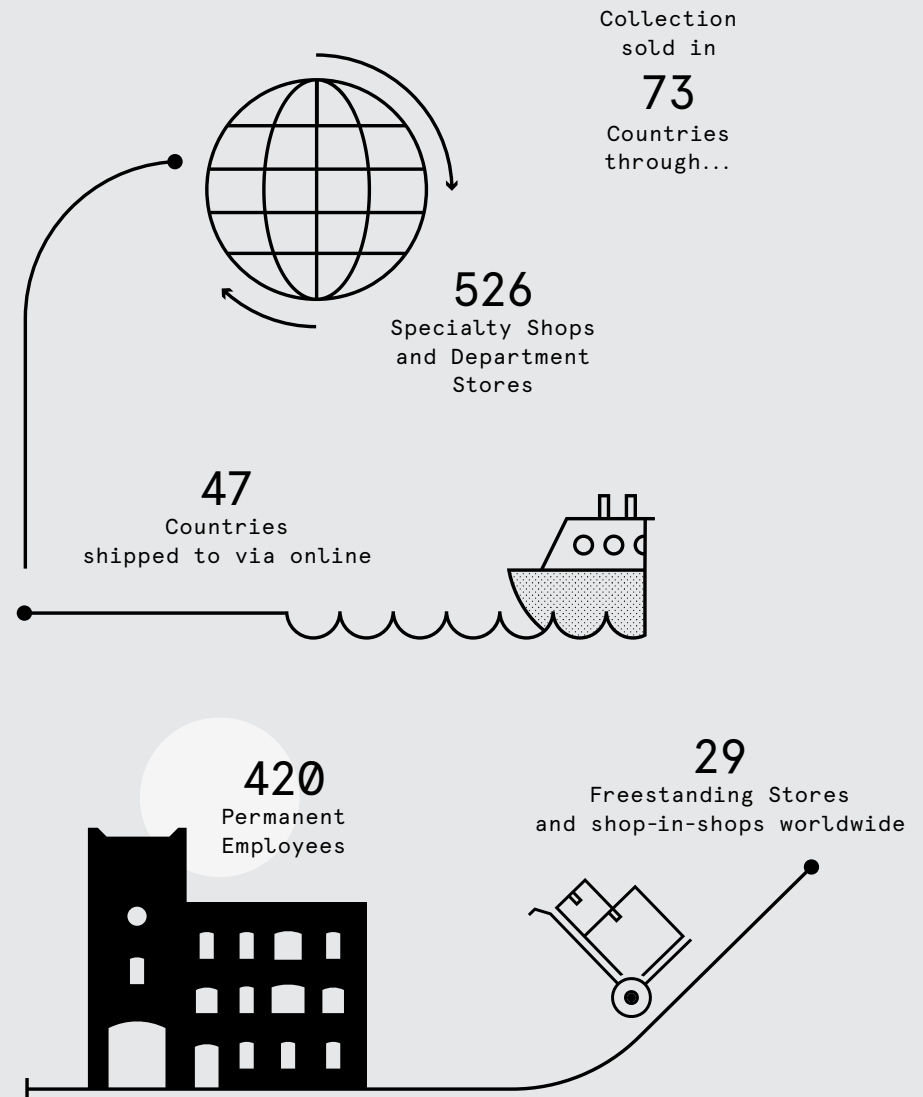
Stella McCartney is a luxury lifestyle brand that was launched under the designer's name in 2001. A lifelong vegetarian, Stella McCartney does not use any leather, skins, feathers or fur in her designs, collaborations, or licensed products. The brand is committed to ethical values, and believes the company is responsible for the resources it uses and the impact it has on people, animals and the planet.

Stella McCartney offers women's ready-to-wear, accessories and childrenswear. Periodically, Stella McCartney enters into collaborations for the production of product ranges beyond the above core categories. The standards and policies of Stella McCartney are enforced in each of these collaborations.

With 29 freestanding stores and shop-in-shops across major cities like New York City, Paris, Milan and Tokyo, and an additional 526 specialty shops and department stores, our collection is now sold in 73 countries and shipped to 47 countries via online. As of 31 December 2025, we have 420 permanent employees.

MODERN SLAVERY DEFINITION

Modern slavery is a term used to encompass human trafficking, slavery, servitude, forced and compulsory labour, bonded labour and some forms of child labour. Victims are coerced, deceived, threatened or abused into providing work or services without any real possibility to refuse or remove themselves from their situation. In addition to the above, human trafficking can also include an act of transportation, transfer, harbouring or receipt of persons (cross border or internal). Modern slavery is a crime and a grave violation of fundamental human rights.



(*as of 31 December 2025)

Our Company And Our Products (2/2)

GOVERNANCE

At Stella McCartney, sustainability is deeply embedded in our identity and operations. We are committed to a comprehensive approach that addresses both social and environmental responsibilities. Recognising the integral role of people in the fashion industry, one of our strategy's key pillars focuses on social compliance, ensuring fair treatment for everyone in our supply chain, from farmers and workers to employees and customers.

At the highest level, the responsibility to meet the social responsibility and human rights requirements sits with our Chief Executive Officer (CEO) and the Board of Directors. The responsibility for implementing the programme on a day-to-day basis sits with our CSR & Human Rights team.

The Stella McCartney CSR & Human Rights team programme covers all areas of managing the impact (both positive and negative) that our business has on people who are not directly engaged by Stella McCartney and across the business with all the relevant departments. The issues related to CSR & Human Rights and responsible sourcing are discussed with the executive management and follow the 2030 strategy launched in 2021, defined with the CEO and all relevant internal stakeholders.

The 2030 strategy focuses on 4 key areas:

1. Fair Purchasing Practices: Prioritising fair purchasing and social compliance across the Stella McCartney supply chain, conducting regular audits to ensure suppliers meet our ethical standards and address human rights risks, including modern slavery. We are committed to continuous improvement in our purchasing practices.

2. Transparency and Traceability: Understanding the origins of our products is crucial for ensuring they are ethically and sustainably sourced, reinforcing our commitment to transparency in our supply chain.

3. People Empowerment: We foster an inclusive environment that supports the well-being and development of individuals in our supply chain, offering sustainability training to suppliers and maintaining a Whistleblowing channel for concerns.

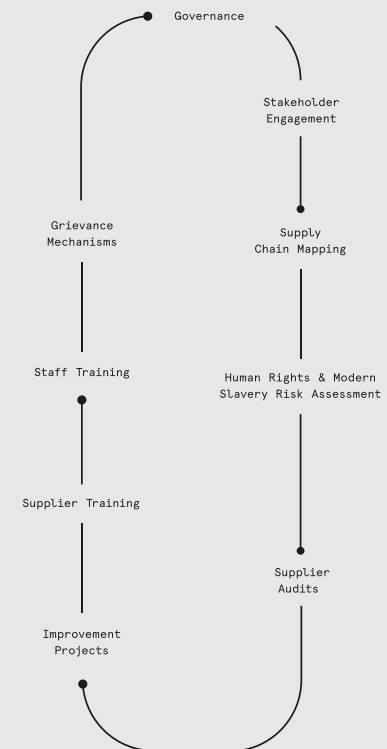
4. Positive Social Impact: We strive to create positive social impact through our business practices, leveraging our platform to support local communities through various projects.

STAKEHOLDER ENGAGEMENT

Our experience has taught us that a collective approach to addressing the complex issues around human rights is the most effective. We focus on engaging local stakeholders and experts to help us ensure we are aware of the current trends in our sourcing regions and can increasingly predict and prevent human rights risks as well as assess and address them.

Since 2012 we have been a member of the Ethical Trading Initiative (ETI), a leading alliance of companies, trade unions and NGOs that promotes respect for workers' rights around the globe. The ETI enables brands to work together with industry experts and improve working conditions for workers in their supply chains. As a member of ETI, we commit to their Member Charter which outlines the actions, behaviours and ways of working essential to achieving ETI's vision and mission and to implement all the actions needed in order to achieve an ethical and

sustainable supply chain. Each year, as members, we are requested to submit the Corporate Transparency Framework through which full members provide details related to public reporting requirements, ensuring open, accessible and trusted supply chain data for the public benefit. Moreover, in line with the new ETI requirements, we annually release our direct final product manufacturing and assembly suppliers (Tier 1) list on the Open Supply Hub, a non-profit organisation with the ambition to map – through a public platform – global production sites to improve supply chain transparency.



Our Supply Chain (1/3)

COUNTRY	PRODUCT SUPPLIERS IN TIERS 1 & 2
Italy	84%
Spain	7%
Portugal	2%
Romania	2%
Bulgaria	1%
France	1%
Turkey	1%
Others*	2%

Table 1: Distribution of Product Suppliers (as of December 2025)

*The remaining 2% of 2025 Tier 1 and 2 product suppliers is split between Albania, Australia, Colombia, Hungary, India, Madagascar for Tier 1 and Japan and South Korea for Tier 2. ALL of these countries account for less than 1% each.

Our supply chain can be divided into two clusters:

- 1. Production of items we sell such as clothing, shoes or bags and related product packaging – “Product Supply Chain” / “Product Suppliers”.
- 2. Not-for-resale items such as furniture and non-product related packaging, and contractors such as logistics, transport, cleaning or security – “Non-product Supply Chain” / “Non-product Suppliers”.

PRODUCT SUPPLY CHAIN

Stella McCartney production activities are completely outsourced through a network of around 500 specialised partners, upon whom we rely on both for final product assembly and manufacturing (Tier 1 suppliers) and for raw materials procurement (Tier 2 suppliers).

Our materials are sourced, and our products manufactured through a carefully selected network of suppliers located around the world, many of which have worked with us since the brand was founded. Italy is by far our biggest sourcing country accounting for 84% of all our Tier 1 and 2 Product Suppliers (see Table 2 on page 8 for more information on Tiers and Product Supply Chain visibility). Although significantly smaller, other sourcing

countries include Bulgaria, France, Portugal, Romania, Spain and Turkey. Moreover, we are able to trace the natural materials we use (such as cotton, wool and viscose) back to their country of origin. Our key sourcing countries for natural materials are Turkey and the USA for cotton, Australia, New Zealand and South Africa for wool and China and Germany for viscose.

In 2025, in terms of Tier 1 network we worked directly with 68 suppliers¹ and indirectly with 122 of their subcontractors². In line with our audit strategy, we map 100% of our Tier 1 suppliers, including both direct suppliers and their subcontractors, as our objective is to audit all Tier 1 manufacturing sites prior to commencing any collaboration and ensure ongoing monitoring over time. Many of these suppliers are small manufacturers and artisans who specialise in particular techniques and processes. Furthermore, in 2025, we worked with around 215 Tier 2 raw material suppliers globally. In terms of audits, our approach and verification activities also extend to key Tier 2 suppliers.

1 A supplier is a business or other entity that has a direct commercial relationship with SMC, for example the entity from which an SMC company orders products or materials. The supplier may carry out production or manufacturing activities either in its own facilities (which may be located at the same site as its offices or elsewhere) or through subcontractors. These manufacturing activities can take place within the supplier’s own operations, within joint ventures, or through separate business entities operating on its behalf.

2 A subcontractor is a separate business entity that has no direct relationship with SMC but operates under a direct relationship with one of its suppliers. It is engaged by the supplier to support the production or manufacturing of SMC products, and it may perform all or part of an SMC order, or carry out specific processes such as sewing, cutting, printing, packing, finishing, checking, or embroidery.

Our Supply Chain (2/3)

NON-PRODUCT SUPPLY CHAIN

In addition to the Product Supply Chain, Stella McCartney's operations are supported by a network of non-product suppliers and contractors who help us with the day-to-day running of our stores and offices. These include a range of services such as logistics, transport, non-product related packaging, construction, furniture, cleaning, catering and security. One of the most relevant service areas is logistics. Stella McCartney relies on two main logistics partners located in China, Hong Kong, Italy, Japan, the UK and the USA. Similarly to the obligations placed upon suppliers within the Product Supply Chain, non-product suppliers are also required to adhere to our established human rights guidelines.

LICENCES

The sourcing and manufacturing of ready-to-wear clothing, accessories and shoes are managed by Stella McCartney. In 2025, the adidas by Stella McCartney range, together with eyewear and childrenswear product categories, were manufactured by third-party licensees. Throughout 2025, we worked on a new Licences Procedure, a document intended to regulate potential and ongoing partnerships between Stella McCartney and its licensees and collaborators in terms of sustainability requirements related to traceability, social compliance, environmental impact and product responsibility.

SUPPLY CHAIN MAPPING

Mapping and understanding our supply chains beyond direct relationships is one of our key priorities. We recognise that our most salient risks regarding modern slavery occur in the lower tiers of our supply chains. Because of this, we have placed significant focus on improving supply chain

transparency and product traceability.

Annually, we investigate country-level traceability of natural materials such as cotton, wool, and viscose. We have mapped and continue to monitor all Tier 1 direct suppliers and related subcontractors, as well as all direct Tier 2 suppliers. In addition, selected Tier 3 and 4 product suppliers have been identified and assessed in the past.

In 2019, we introduced the Sustainability Hub for our suppliers. The Hub is an online platform through which suppliers in Tier 1 and, increasingly, Tier 2, submit information about their own facilities, subcontractors and raw material suppliers, and review and sign our social and compliance policies. This allows us to ensure that our supply chain mapping can be updated on a continuous basis, and we can have a full picture of our supply chain and its associated risks.

Throughout 2024 and 2025, significant work has been done to strengthen and update our Sustainability Hub, with the aim of enhancing it as the main tool for social compliance monitoring and supplier engagement, by implementing new sections to take important steps toward the complete digitisation and traceability of our supply chain. In particular, supply chain mapping by collection has been integrated, supported by enhanced data analysis capabilities. This allows the identification of the suppliers, subcontractors, subsuppliers³ and factories involved in the production of each collection, as well as the number of suppliers by business unit. For each collection, the business units provide the list of suppliers involved, based on which active Tier 1 and Tier 2 suppliers are identified. From 2025, the active suppliers are tagged directly within the platform and notified, via dedicated communication sent through the Sustainability Hub, that a new collection has been added to

the platform and are asked to complete collection-specific information separately, including details relating to subcontracting. Reminder notifications are sent where needed to ensure completion.

Additional platform enhancements were implemented in 2025, in particular the introduction of digital signing (e-signature) for nine policies, including four product compliance policies such as the Product Restricted Substances List (PRSL), directly through the platform. As a result, the Sustainability Hub now supports a more structured and active monitoring approach, rather than functioning solely as a repository of information. In addition, the onboarding process was also extended to Tier 2 suppliers, with registration requested from all Tier 2 suppliers and around 170 registrations completed during 2025. This step allowed us to also gather information about their subcontractors and subsuppliers for the first time, expanding knowledge of our supply chain.

Regarding the overall onboarding process, we ask suppliers about their production sites and related subcontractors, requesting details about their workers and relevant documents that also support the organisation of audit activities.

The aim of these improvements is to progressively set up an integrated traceability system able to collect information on both social and environmental aspects related to suppliers and their supply chain. Stella McCartney plans to continue improving the Sustainability Hub in the coming years, also through further technical developments.

In parallel to the Sustainability Hub, which supports social compliance monitoring across Tier 1 and strategic Tier 2 suppliers, the team is also currently working to consolidate

Our Supply Chain (3/3)

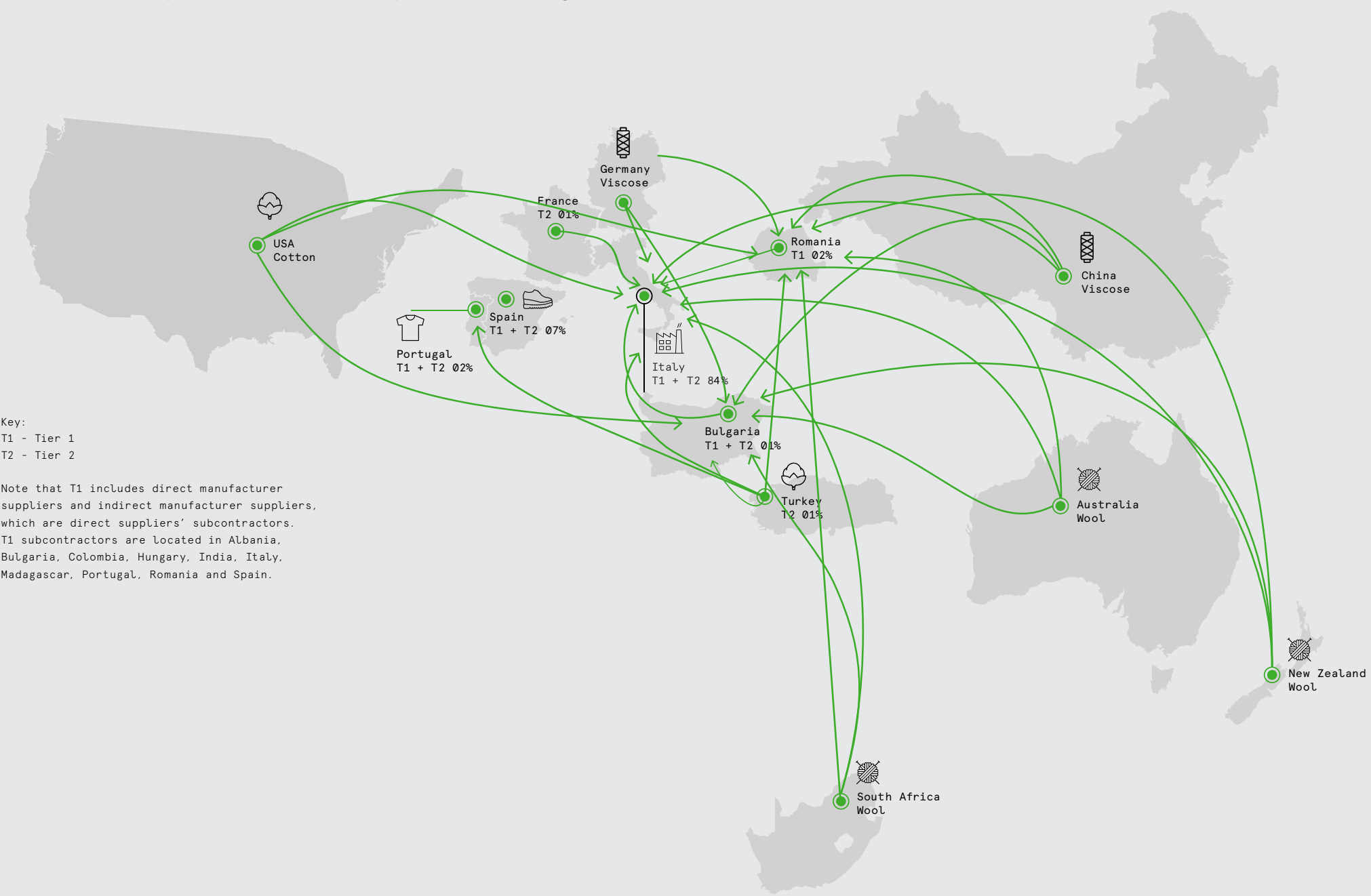
product and sustainability information in a single process flow for alignment with the Ecodesign for Sustainable Products Regulation (ESPR), including the development of the Digital Product Passport for SMC products. Indeed, Stella McCartney is progressing a traceability project with Textile Genesis to support its Digital Product Passport objective and progressively enable end-to-end traceability across the supply chain up to Tier 4. As part of this journey, in 2025 Stella McCartney undertook a pilot project developing a Digital Product Passport for five bags of the Winter 25 collection including traceability details for these units. Building on this experience, the upstream traceability process is being scaled up to cover the full production of bags by the end of 2026, with a planned extension to shoes and ready-to-wear starting from Q3 2026 with completion by 2027. The long-term objective is to apply this approach across full production processes, than isolated projects, and to progressively automate traceability data flows over time.

³ A subsupplier provides raw materials to a supplier that has a direct relationship with SMC, with those materials being incorporated into the final product.

	DEFINITION	EXAMPLE	VISIBILITY	MONITORING
TIER 1	Final product manufacturing and assembly	Direct suppliers and their subcontractors (indirect suppliers) carrying out sewing, cutting, printing, embroidery, packing or any other type of final assembly or finishing operations.	We have a complete map of all Tier 1 suppliers, including direct suppliers and subcontractors for each 2025 collection via the Sustainability Hub.	Our policy requires all suppliers (direct suppliers and subcontractors) to be assessed and approved before production can begin and to be monitored on a regular basis. All Tier 1 suppliers are required to sign our 9 policies covering both Social Compliance and Product Compliance.
TIER 2	Material manufacturing	Suppliers of fabrics, trims, components and other materials that go into final manufacturing and assembly of our products.	We have a complete map of all Tier 2 direct suppliers involved in 2025 collections.	Key suppliers are assessed and monitored periodically. All Tier 2 suppliers are required to sign our 9 policies covering both Social Compliance and Product Compliance.
TIER 3	Raw material processing	Cotton ginners and spinners, pulp mills, metal smelting etc.	We are working to have a full mapping of Tier 3 sites via the Textile Genesis platform.	Some sites, such as those working with our nominated raw material suppliers have been visited and assessed. As we achieve more traceability, we will include more of these suppliers in our monitoring program.
TIER 4	Raw material production	Farms (cotton, wool), mines (metals), forests (viscose, wood and paper).	We have a country-level map of our natural raw materials such as wool, viscose, and cotton.	Some of our nominated suppliers have been visited and assessed. As we achieve more raw material traceability, we will include more of these suppliers in our monitoring program.

Table 2: product supply chain tiers, visibility and monitoring

The Flow of Key Raw Materials & Key Manufacturing Locations



Relevant Policies

Stella McCartney has established a set of policies related to social compliance, as outlined below.

The [Stella McCartney Supplier Code of Conduct](#) (Code) underpins all the key sustainability principles and summarises the key requirements suppliers, subsuppliers and subcontractors must comply with in order to work with our brand. The Code is based on the fundamental conventions of the International Labour Organisation (ILO) and specifically prohibits use of forced labour and modern slavery. In addition to the Code, the [Stella McCartney Responsible Sourcing Guide](#) provides detailed information by communicating our values and expectations, ensuring that our suppliers comply with our policies, standards and procedures on social welfare and environmental management. In addition, this document is of paramount importance to us as it explains the audit and supply chain monitoring process. Apart from the Code and Responsible Sourcing Guide, Stella McCartney has a number of standalone policies on specific topics. These are periodically updated, and new policies are developed in line with key risks and needs of the business. The [Stella McCartney Subcontracting Policy](#) sets expectations for suppliers in regard to responsible subcontracting practices in order to help them to communicate, monitor and maintain our standards where subcontractors are involved in production of Stella McCartney goods.

The [Stella McCartney Modern Slavery Policy for Partners](#) and the Stella McCartney Modern Slavery Policy for Internal Staff were developed in 2017 in consultation with four external partners specialising in human rights. The policies not only set the standards but also include

guidance on modern slavery indicators, the most common risk areas and suggested due diligence for Stella McCartney suppliers. The external policy sets out the steps to be taken if a case of modern slavery is identified in the supplier's supply chain. For example, it states the principle of acting in the interests of the well-being of the individuals at risk and supports our partners in developing and implementing a remediation plan.

After the implementation of a grievance mechanism system for workers in our supply chain in 2021, we developed a policy for regulating its usage and functioning for our suppliers called the **SpeakUp Policy**⁴. The policy and related posters (in the production sites) were reviewed in 2024, and the update was completed in 2025, aligning the framework with Italian Legislative Decree 24/2023 and, where relevant, the Company's broader compliance framework, while also revising the access modalities to the mechanism. Our policies are translated into several languages relevant to the countries in which we operate, and the implementation of our policies begins with training provided to employees, which is reinforced with the constant and direct support we give to our suppliers in order to make all stakeholders familiar with the various topics.

We require all our direct Tier 1 and Tier 2 suppliers to read, sign and comply with the Stella McCartney Supplier Code of Conduct and all relevant standalone policies at the beginning of their relationship. Via the Sustainability Hub, suppliers can always access and download these documents, and any updates to these policies are communicated via e-mail and newsletter communications.

Our employees can refer to our internal policies which can be found in the Policies and Guides Hub located on the Stella McCartney SharePoint, which is accessible to all of our employees globally. The company updates are communicated to our teams via our People & Culture Newsletter.

⁴"Global whistleblowing policy for third parties contracting with Stella McCartney ".

Risk Assessment and Management

HUMAN RIGHTS AND MODERN SLAVERY RISK ASSESSMENT

A Human Rights and Modern Slavery Risk Assessment helps fashion brands identify and prioritise high-risk areas in complex global supply chains, particularly where exploitation is more likely. It ensures compliance with growing regulations, protects brand reputation, and enables targeted actions to prevent and mitigate abuses. Ultimately, it supports responsible sourcing and alignment with international human rights standards. Stella McCartney has updated its Human Rights Risk Assessment to identify, assess and prioritise salient modern slavery and human rights risks across its supply chain. The assessment covers the full length of the supply chain, from final product manufacturing to raw material production, and its findings are used to inform the prioritisation of monitoring activities, including audit planning, supplier engagement and follow-up actions, particularly where higher-risk contexts or vulnerabilities are identified. The assessment approach is based on internationally recognised frameworks and combines external country-level risk indicators with supplier-level information gathered through Stella McCartney's traceability and monitoring activities, including audit outcomes and supplier engagement.

More specifically, to identify a comprehensive set of risks, Stella McCartney has reviewed sector and material-specific sources relevant to the supply chains included in the assessment – namely garment and footwear, cotton, wool, and viscose – drawing on the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on

Fundamental Principles and Rights at Work. These sources have been used to identify which human rights risks are most relevant to each supply chain. Based on this review, a list of 11 human rights risks has been identified:

1. Child Labour
2. Forced labour / Modern slavery
3. Freedom of association
4. Gender discrimination and unequal treatment in the workplace
5. Sexual harassment in the workplace
6. Discrimination (ethnic, religious, or other grounds)
7. Inadequate remuneration
8. Long working hours
9. Occupational Health & Safety
10. Use of informal employment (e.g. homeworkers)
11. Land rights

In parallel, the countries in which Stella McCartney's sourcing activities are present have been mapped across the four supply chains considered. Building on this mapping, each risk has then been assessed for the supply chains in which it has emerged as relevant, and in relation to the countries where Stella McCartney's sourcing activities are present. For each risk, a primary international indicator or dataset has been selected to assess country-level exposure, covering a total of 31 countries across the garment and footwear, cotton, wool, and viscose sectors. Finally, the results of the country-level assessments have been reviewed, where available and representative, in light of audits' evidence gathered through Stella McCartney's monitoring activities.

This approach is supported by the ongoing enhancement of Stella McCartney's Sustainability Hub, which is

increasingly used to centralise supplier information, support traceability and strengthen monitoring activities. Overall, this approach provides a structured and evidence-based view of Stella McCartney's exposure to human rights risks, forming the basis for subsequent risk prioritisation.

Identified Risks and Steps Taken (1/3)

Based on the Human Rights Risk Assessment previously described four key risks among the 11 found have been identified as a priority: (i) forced labour and modern slavery; (ii) restrictions on freedom of association; (iii) discrimination; and (iv) use of informal employment. These are the risks that emerged most prominently across the countries assessed and reflect both the sector- and material-specific risk profile of the value chains analysed and the characteristics of Stella McCartney's supplier base.

The prioritisation of these risks should be read in light of Stella McCartney's supply chain structure. A significant share of manufacturing activity is concentrated in Europe, and particularly in Italy, where labour regulation and enforcement systems are generally more developed compared to many other sourcing regions. However, stronger legal frameworks do not eliminate human rights risks entirely. The assessment has therefore considered whether residual vulnerabilities may still arise in these geographies, including in relation to subcontracting and specific categories of workers who may be more exposed to exploitation.

While forced labour and modern slavery, as well as discrimination, have been identified as relevant risks across all value chains considered in the assessment, the risk of restrictions on freedom of association has emerged as more relevant across garment and footwear, cotton and wool. Finally, the risk of using informal employment has been recognised as particularly relevant within the garment and footwear supply chain, where subcontracting, homeworking and other less visible work arrangements may occur.

The following sections describe each prioritised risk in more detail, together with the actions and commitments through which Stella McCartney seeks to prevent, monitor and address the related risks across its supply chain. Even in the following paragraphs only four of these risks are analysed in detail, Stella McCartney

recognises the importance of addressing all identified human rights risks, working proactively to mitigate each of them and contribute to building a more responsible and sustainable fashion industry.



FORCED LABOUR AND MODERN SLAVERY

Forced labour refers to situations where workers are required to work against their will through coercion, threats, deception, debt dependency, retention of identity documents or other forms of control. Modern slavery is a broader concept that includes forced labour, debt bondage, human trafficking and slavery-like practices. The risk is present both in manufacturing contexts, particularly in countries with weaker labour enforcement, and in upstream raw material supply chains, where seasonal labour, informality and limited traceability may increase exposure.

The assessment has identified forced labour and modern slavery as a priority risk across all value chains assessed. While audit evidence has reduced the level of concern in certain countries, the risk remains structurally relevant in contexts where direct supplier-level monitoring is more limited, particularly in upstream raw material value chains.

Focus Box: Migrant Workers

Migrant workers – including internal migrants, economic migrants and refugees – may be particularly vulnerable to forced labour and modern slavery, especially where workers depend on intermediaries or employers for access to employment, accommodation, legal status or information.

Evidence from the ILO and the International Organization for Migration (IOM) indicates that migrant workers face a risk of forced labour approximately three times greater than non-migrant adult workers.

The vulnerability of migrant workers is generally considered as a specific lens of analysis within the broader forced labour risk framework. Particular attention is given to indicators that may signal exploitative conditions, including:

- Unclear, misleading or non-transparent contractual arrangements;
- Retention of identity documents by employers or intermediaries;
- Withholding or irregular payment of wages;
- Restrictions on freedom of movement;
- Payment of recruitment fees or debt-related dependency.

STEPS TAKEN AND COMMITMENTS

Stella McCartney applies a combination of traceability, certified sourcing and audits to mitigate forced labour risks across different tiers of the supply chain. In garment and footwear manufacturing, regular audit activities represent the primary control mechanism, complemented by increasing levels of supply chain traceability and mapping to strengthen visibility over production sites and subcontracting arrangements. To address vulnerabilities related to migrant workers, Stella McCartney's audit checklist includes specific questions to identify their presence within facilities and their countries of origin, enabling targeted support such as language assistance where needed. During audits, both migrant and non-migrant workers are interviewed to ensure equal awareness of their rights. Audit findings, together with supplier engagement activities and follow-up actions, support the identification and remediation of potential indicators of forced labour at site level.

Where direct oversight is more challenging, Stella McCartney prioritises traceability and the use of recognised certifications. For cotton, traceability remains a key control: product suppliers are required to disclose country of origin, and we do not permit the use in Stella McCartney products or materials of any cotton from countries where forced labour has been documented, placing an outright ban currently on China, Uzbekistan, Syria and Turkmenistan. Where feasible, we also seek to nominate cotton sources, for

instance through choosing to support projects aimed at more sustainable and ethical cotton production. Moreover, we are phasing out our already minimal use of conventional cotton in favour of certified options, including regenerative cotton, Global Recycled Standard (GRS) post-consumer recycled cotton, Global Organic Textile Standard (GOTS) certified organic cotton, the certification for regenerative farming is RegenAgri and finally GRS pre-consumer recycled cotton. In the past we organised a human rights due diligence assessment involving farms and cotton processing facilities in Turkey. We know that this level of visibility allows us to better understand risks faced by workers involved in these early stages of production and identify good practice we can promote further.

For the other materials, we prioritise certified sourcing to support traceability and due diligence expectations: for example, all viscose is sourced from responsibly managed forests and suppliers assessed through recognised external initiatives, with audit frameworks that include principles addressing, among other matters, the social and economic wellbeing of workers and local communities. For wool, we give preference to fibres verified to recognised standards such as the Responsible Wool Standard (RWS), which includes dedicated Social Welfare criteria (including a module on "Hiring Practices and Forced Labor") assessed through independent third-party certification body audits.

In addition, Stella McCartney continues to collaborate with other brands in India through the Utthan project, an initiative launched in 2016 to support internal migrant workers and artisans in the Mumbai area, with a focus on improving working conditions and providing life-skills training. The collaboration brings together expertise and effort from several luxury fashion brands to address shared challenges within the sector. The CSR & Human Rights team has maintained regular engagement in the program through ongoing sessions during the year to monitor suppliers' progress and alignment with the project's social standards.

Identified Risks and Steps Taken (2/3)



RESTRICTIONS ON FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Freedom of association refers to workers' right to form and join trade unions and to engage in collective bargaining. Where these rights are restricted, workers may face limitations in raising concerns, negotiating improved working conditions, accessing remedies and engaging in constructive dialogue with employers. Such restrictions often reflect structural conditions in which the exercise of these rights is constrained by legal frameworks, local practices or the broader operating environment, and can increase workers' vulnerability to other human rights risks due to the absence of effective collective representation including excessive working hours, unfair wages, discrimination, and, in more severe cases, forced labour. Without effective channels for collective voice, power imbalances between workers and employers may be reinforced, limiting the early identification and resolution of labour-related issues. Restrictions on freedom of association and collective bargaining were identified as one of the most broadly distributed risks across the value chains analysed.

STEPS TAKEN AND COMMITMENTS

Independently of the Human Rights Risk Assessment results, the relevance of this risk had been identified by the Ethical Trading Initiative (ETI) as an area requiring further attention. In response, Stella McCartney has committed to strengthening its understanding of this risk by assessing whether restrictions on freedom of association and collective bargaining constituted a priority issue across its supply chain, which has been addressed through the updated Human Rights Risk Assessment described above. Building on these findings, Stella McCartney has defined a set of further commitments aimed at enhancing its approach, including ongoing collaboration with external partners such as ETI and specialised human rights advisors, and increasing engagement with suppliers in specific

countries where risks are identified. This includes initiatives to support awareness and dialogue on workers' rights and collective representation. In addition, Stella McCartney plans to participate in dedicated workshops and training programmes organised by ETI from 2026, contributing to continued capacity building on this complex and context-specific topic.

Moreover, to increase suppliers' awareness, Stella McCartney's Responsible Sourcing Guide outlines the brand's expectations on freedom of association and collective bargaining, requiring suppliers to respect workers' rights to join or form trade unions and to engage in collective dialogue without fear of retaliation. Where these rights are restricted by local law, suppliers are expected to enable alternative forms of worker representation and ensure open communication between workers and management. The guidance further emphasises that all workers, including vulnerable groups, must be able to raise concerns and access grievance mechanisms, and prohibits any form of discrimination, retaliation or interference with union activities, recognising that effective worker voice is essential to safeguarding broader labour rights across the supply chain.



DISCRIMINATION

Discrimination refers to unequal treatment that affects workers' access to employment, fair working conditions, remuneration, career progression, workplace participation or effective remedies. It may be based on gender, ethnicity, religion, caste, national origin, socio-economic background, migration status or other personal characteristics.

In the Human Rights Risk Assessment, discrimination has been assessed through two complementary lenses: gender discrimination and unequal treatment in the workplace, and discrimination on the basis of ethnicity, religion or other personal characteristics. The assessment has identified discrimination as relevant across all value chains considered.

Gender discrimination may manifest through pay gaps, occupational segregation, barriers to advancement, unequal access to opportunities or exclusion from decision-making processes. Discrimination on ethnic, religious or other grounds may result in unequal access to employment, poorer working conditions, harassment, marginalisation or limited access to justice and remedy.

Combined, these two dimensions indicate that unequal treatment remains a cross-cutting human rights risk across the supply chain, requiring continued attention in both direct supplier monitoring and upstream sourcing contexts.

STEPS TAKEN AND COMMITMENTS

Since 2022, Stella McCartney has maintained ongoing collaborations with partners such as Build a Nest, an NGO dedicated to fostering responsible growth and inclusive engagement within artisan communities through dedicated programmes. This partnership focuses on supporting marginalised groups, including women artisans, by promoting fair access to economic opportunities, strengthening skills and encouraging more inclusive and equitable working environments within the bags supply chain. In parallel, Stella McCartney has collaborated with the Ethical Fashion Initiative (EFI) to support artisan networks in Kenya, including women-led groups, by providing training to develop technical capabilities and facilitate access to sustainable income opportunities. In addition, Stella McCartney works with specialised ethical trade partners especially in India to assess, monitor and train embroideries on fair working conditions.

In community-based supply chains, when necessary the company seeks to engage specialised partners to better understand the socio-economic context and identify potential risks or issues affecting disadvantaged groups. Together, these initiatives contribute to promoting more inclusive value chains and to mitigating risks related to discrimination, particularly in terms of unequal access to opportunities and fair working conditions.



USE OF INFORMAL EMPLOYMENT

Informal employment refers to work arrangements that fall partly or entirely outside formal labour regulation, social protection and enforcement mechanisms. In the garment and footwear sector, this may include homeworking, subcontracted work and other less visible employment arrangements where workers may lack formal contracts, access to social security, legal recourse or effective visibility within monitoring programmes.

The use of informal employment has been identified as a relevant risk within the garment and footwear supply chain, where production models may involve multiple layers of subcontracting and smaller specialised workshops.

Workers engaged through informal or less visible arrangements may be more exposed to exploitation, as they can be harder to reach through conventional audit programmes and may have more limited access to grievance mechanisms, remediation channels and formal worker protections.

Focus Box: Undeclared Subcontracting

Undeclared subcontracting represents a key risk in this context, as production may be outsourced to unauthorised facilities without disclosure or approval. This reduces supply chain transparency, limits traceability, and weakens oversight of working conditions. As a result, workers in these settings may fall outside established monitoring systems, increasing the likelihood of non-compliance with labour standards and making the identification and remediation of issues more challenging.

Identified Risks and Steps Taken (3/3)

STEPS TAKEN AND COMMITMENTS

Continued attention is placed on maintaining visibility over subcontracted and less visible work arrangements, including strengthening the identification and assessment of homeworkers and other workers who may not be directly visible within the supply chain. Insights from audit activities have also highlighted the presence of less formalised or partially unregistered working arrangements (sometimes referred to as “grey” employment), which may not be fully captured through standard monitoring processes and therefore require targeted attention.

Engaging with homeworkers directly is a key component of this approach, as it helps increase visibility over work that might otherwise remain informal or unrecorded. To support this, Stella McCartney has developed an ad hoc approach to homeworker engagement, based on structured interviews designed to gather qualitative information on working arrangements, materials provided by the supplier, working schedules and general conditions. This approach has been applied across different contexts over time, including assessments in the Spanish shoe supply chain and multiple assessments in Italy. In 2025, during an audit of a 14 subcontractor in Colombia, Stella McCartney also engaged a group of homeworkers involved in the production process, supporting a more direct understanding of their working conditions and the adequacy of their working environments.

In addition, Stella McCartney continues to engage with artisan communities and migrant workers in India, including through participation in specific projects described above, contributing to keeping visibility over potential non-standard working arrangements and supporting improved understanding of potential risks related to informal employment.

To further address the problem of unauthorised subcontracting, Stella McCartney’s Subcontracting Policy requires that all subcontracting activities are fully disclosed and approved in advance, ensuring transparency and control over all production

sites. Suppliers must register subcontractors on the Sustainability Hub, comply with the same social and environmental standards, and be responsible for monitoring their practices. Unauthorised subcontracting is strictly prohibited, as it undermines traceability, oversight and the effective management of supply chain risks.

Modern Slavery Due Diligence (1/2)

SUPPLIER AUDITS

Although we do not rely on ethical audits alone, we find them to be a useful tool in gaining insight into our suppliers' social practices and potential risks in our supply chain. We aim to conduct audits in a synergetic way with our suppliers, providing details about how and why we assess their practices. Audits help us to collect data and address immediate issues as well as pick out indicators that suggest the need for additional investigation. For example, it can be difficult to identify instances of modern slavery in one audit, but we will be able to spot signs that we should look further and dig deeper.

To define the quarterly audit plan, we analyse the supply chain mapping for each collection, identifying new suppliers to be audited prior to the start of production, as well as existing suppliers requiring follow-up assessments. As subcontractors are managed by direct suppliers, we actively involve them in monitoring processes; therefore, suppliers are required to collect and share key information through the Sustainability Hub (e.g. workforce, production processes and sites), encouraging direct engagement with their supply chain and reducing reliance solely on our assessments.

Our audits are conducted by carefully selected, local and specialist third-party auditors. Auditors in charge of conducting verifications on our suppliers are trained on our specific methodology and audits checklist to ensure alignment with our standards. In Italy, since early 2024, we have engaged a dedicated specialised auditor who operates for one of our dedicated partners while working exclusively for Stella McCartney to monitor our suppliers located in Italy. This choice allows us to ensure process continuity and to have a common approach to risk management in this area, as well as being more responsive in visiting new

potential partners in the short term. It also supports closer engagement with suppliers, including ongoing clarification on open non-conformities and improvement actions. This reflects the central role of Italy within Stella McCartney's supply chain monitoring activities, as the majority of our Tier 1 and Tier 2 product suppliers are located in this country. For this reason, in 2025, 136 audits were carried out in Italy, representing 84% of all audits conducted during the year.

With regards to our suppliers, we conduct different types of audits depending on the circumstances, including semi-announced or unannounced audits, homeworkers interviews, full audit assessments for new sites and follow-up visits, as part of the supply chain monitoring program. In 2025, 92% of audits were conducted on an unannounced basis, more than doubling the share of unannounced audits previously done. Beyond 15 product suppliers, our audit activities also extended to non-product suppliers and service providers; for instance, in the past, we carried out two audits of our logistics partners to verify alignment with our social compliance standards.

During on-site audits, the focus is on three aspects: facility visit, document review and worker interviews. On the latter, the auditor interviews a number of workers at the production site to find out their perspective on working conditions, working environment, wages and issues they would like to raise. The perspective of the workers supports our assessment, as it can provide additional insights relevant to the evaluation.

In addition to third-party audits, contacting and visiting our suppliers personally has always been fundamental to maintaining a direct relationship and developing a partnership based on trust and common growth. Indeed, creating a sense of belonging with our partners is essential

to transmit our values and support our aim of building a responsible and transparent supply chain.

Following the restructuring of the CSR & Human Rights team in 2024 and the reinforcement of our audit procedure, in 2025, we further strengthened our monitoring approach, carrying out 162 audits, the highest number recorded to date, and 9 supplier visits (which may include production facilities where suppliers have in-house manufacturing) conducted by the CSR & Human Rights team. These visits are a key component of our due diligence approach, as they enable direct engagement with suppliers and allow us to gain first-hand insight into their operational realities. We also achieved the objective set in the previous year of reaching a broader 70/30 balance across Tier 1 and Tier 2 product audits, with 112 audits relating to Tier 1 and 50 to Tier 2. Moreover, during the year, we conducted approximately 60 desktop reviews, requesting and assessing supporting documentation remotely –where feasible– to close identified non-compliances, and updating the related Corrective Action Plans accordingly based on the evidence received. With regard to our licenses, we have periodic and direct communication with our partners in order to verify that their processes and practices are in line with our monitoring systems and standards.

Modern Slavery Due Diligence (2/2)

REMEDIATION AND IMPROVEMENT PROJECTS

We investigate all breaches of our social responsibility standards identified during audits and site visits and require that remediation steps are taken where practices do not comply. During any investigation and remediation process, we aim to protect workers and their livelihoods and work with suppliers throughout this process.

In particular, any non-compliance found against Stella McCartney standards during our audits is evaluated based on a specific rating scheme, where criticality is defined at five different levels: zero tolerance, critical non-compliance, major non-compliance, minor non-compliance, observation. Assessment results are communicated and explained to the supplier and support is promoted through a remediation plan, provided to all suppliers audited regardless of the outcome.

At Stella McCartney we understand that real change takes time and must include building strong systems, raising awareness, changing mind-sets and traditional ways of working. We want to avoid setting unrealistic timelines or pass/fail policies, which tend to only contribute to poor transparency. Instead, we expect our suppliers to work towards reasonable targets and agreed timelines in a systematic way. Suppliers are expected to complete the remediation plan in full and on time and provide evidence of remediation to the CSR & Human Rights team proactively. For suppliers who find it difficult to complete the remediation work but show commitment and continuous improvement towards full compliance (and are not dealing with any zero-tolerance issues) Stella McCartney provides support and engages them with training and capacity-building activities. These training programmes can help suppliers address the root causes of the issue(s) and

develop preventative systems to address risks. Should a supplier not engage, strive to meet our standards and/or resolve any identified issues, we may consider terminating our business relationship.

Suppliers have appreciated this way of working because they get clearer and more transparent information from brands on how to implement improvement actions. For us at Stella McCartney, all visits and assessments are seen as opportunities for making our supply chain grow and improve and are based on a collaborative approach: this means that we are committed to accompanying the supplier through a process of continuous improvement, where there is a willingness to collaborate. This is what we mean by having a positive social impact.

To support this approach, audit reports and Corrective Action Plans are tracked and archived along with evidence of the resolution of non-conformities identified during the site visit and supplier progress. Audit findings and non-compliances are also taken into account when updating the risk tool used to inform Stella McCartney's audit plan. In this context, Stella McCartney is planning to digitalise the full monitoring process with the aim of supporting the collection of audit information and improvement plans, including non-compliance management.

GRIEVANCE MECHANISMS

Stella McCartney's aim is to create an environment, both internally within the company and externally in its supply chain, where reporting concerns is seen as positive, proactive behaviour and as an opportunity, rather than a risk.

All Stella McCartney staff have a responsibility to raise issues that may constitute a breach of the Stella McCartney Code of Conduct and related policies, including any instance or suspicion of forced labour or modern slavery in Stella McCartney operations or supply chain. Internally, employees can report any concerns or issues on supply chain directly to the Human Resources team and serious issues are escalated to the top management.

Additionally, the SpeakUp® platform, a robust global anonymous grievance and whistleblowing mechanism, was launched in 2021 and is accessible to both Stella McCartney staff and anyone in the Stella McCartney supply chain. The tool is provided by People Intouch, experts in misconduct reporting, and can be used via web or by phone, in any language. Training was provided to Stella McCartney staff, suppliers and workers on how to use the tool and an internal monitoring committee was set up to oversee the mechanism and ensure it operates in line with the criteria defined by the UN Guiding Principles on Business and Human Rights. Following the initial implementation, each time a new supplier is onboarded, the SpeakUp Policy is shared together with the related posters, which suppliers are requested to display at their production sites, and suppliers are asked to cascade this information through the Stella McCartney supply chain. The policy update, initiated in 2024 and completed in 2025, in line with Italian Legislative Decree 24/2023, included revised posters at production sites and an updated complaints management process, now overseen by the Human Resources function with the support of relevant teams on a case-by-case basis.

In 2025, no cases have been reported through the SpeakUp® tool.

Training (1/2)

SUPPLIER TRAINING AND ASSISTANCE

Over the past years, both formal and informal training initiatives have been held for suppliers as part of Stella McCartney's approach to supporting responsible supply chain practices. During the year, Stella McCartney implemented a training programme aimed at increasing awareness on Corporate Social Responsibility (CSR) topics and strengthening suppliers' capabilities in relation to human rights and responsible sourcing practices. The programme was developed in collaboration with other brands, leveraging sector-wide collaboration, and delivered by an external sustainability expert. The training targeted 12 selected Tier 1 and Tier 2 suppliers per brand and was structured into three sessions, each delivered twice to provide scheduling flexibility. The content focused on enhancing suppliers' understanding of human rights risks within the supply chain and promoting responsible sourcing practices, including the principles of ethical trade and their relevance for suppliers. This initiative forms part of the Company's broader commitment to supporting suppliers in the adoption of responsible business practices across the value chain. In addition, in 2025, a dedicated training session focusing on Human Rights and due diligence was delivered by a specialised auditor to one embroidery supplier in India, reflecting a targeted approach to supplier capacity building in specific risk contexts.

Further supplier training initiatives are also being planned for 2026, in collaboration with other brands, with a focus on addressing emerging risks and increased attention on labour practices within the Italian fashion sector.

Alongside formal training initiatives, support to suppliers is also provided through constant engagement and advisory activities. During the year, training and awareness-raising

continued through regular dialogue with suppliers regarding the use of the Sustainability Hub for social compliance, especially given the structural changes and improvements made to the platform. To ensure the awareness of our suppliers in applying the previously mentioned onboarding methodology, we take the time to present it to them, with the aim to explain the rationale underpinning data requests, and what key human rights challenges they need to consider and look out for when engaging with new production sites.

Moreover, the support provided to suppliers also takes place during audits that become advisory activities, especially in terms of human rights, during these moments the improvement approach to be adopted is explained to them and the Corrective Action Plan is shared. In addition, they are repeatedly asked to provide evidence of the work they have done to ensure our assistance. Stella McCartney maintains direct relationships and communication with most direct Tier 1 suppliers, mainly in Italy where the majority of the supply chain is located, while also engaging with suppliers in other sourcing countries. For instance, some suppliers in Portugal and India found themselves in more vulnerable situations and, therefore, quarterly meetings were organised to have a clearer understanding of the conditions and provide as much support as possible.

STAFF TRAINING

Our CSR & Human Rights team has undertaken a number of specialist training courses on modern slavery, the learnings from which have been incorporated into Stella McCartney's wider social responsibility programme. These training courses, delivered by expert organisations, have enabled our CSR & Human Rights team to engage and discuss modern slavery topics both with suppliers and with supply-chain-facing teams within the Stella McCartney

business.

Internal teams such as sustainability, sourcing, production and facilities have been trained on modern slavery since 2017.

In March 2024 the Sustainability team conducted company-wide training on sustainability topics. The course was based on sustainability, material innovation and general social compliance processes, and aimed at updating Stella McCartney employees about sustainability developments and the company's projects. The 18 course was held online and divided by regions (Italy, UK, US and Japan), with two sessions of two hours each. Building on this approach, an updated edition of the training is planned for early 2026 to further strengthen employee awareness and deepen understanding of sustainability priorities and related initiatives. This reflects the company's commitment to continuous capacity building, with the objective of delivering the training on a biennial basis.

In December 2024, a four-hour in-person training was delivered in collaboration with external auditors, focusing on CSR, human rights, and audit processes. Targeted at product development, production, and technical teams, the session provided a detailed overview of internal social compliance procedures, including supply chain mapping and the full audit process. It also included an introduction to the Sustainability Hub and supplier tiers, along with practical guidance to support site visits and help identify potential red flags.

Training (2/2)

During 2025, training initiatives were developed and delivered, including sessions dedicated entirely to the Sustainability Hub, reflecting its increasing role in social compliance and supplier monitoring. These sessions were delivered to selected teams in Italy, including an overview of the platform and its latest developments.

Training for new employees is carried out regularly throughout the year and recorded sessions are made available to staff, ensuring consistent access to sustainability and human rights training across the organisation.

In parallel, members of the Sustainability team are continuously trained on both soft skills and specific sustainability and human-rights-related topics, including regulatory developments and global dynamics affecting supply chains.

Additionally, the dedicated auditor supporting Stella McCartney's audit activities in Italy receives continuous training through the audit organisation they are part of, ensuring up-to-date auditing competencies.

Progress In Priority Areas (KPIs) And Looking Ahead (1/5)

In this section, we describe our progress to date across key areas of our social responsibility and modern slavery due diligence strategy. To ensure that our monitoring and evaluation system is effective, we work directly with auditing companies. We also outline our planned steps for the next few years to strengthen this work. Our objectives are based on the annual company strategy which is applied and cascaded to all departments, including Sustainability – CSR & Human Rights.

We recognise that our industry and supply chain is being severely impacted by the effects of current global challenges and we will do everything we can to respect and implement our planned next steps, but we also acknowledge that due to the current constraints in place around the world, we may have to adjust our plans to more effectively meet the needs of the workers throughout our business and supply chain.

		FOCUS AREA	COMPLETED PRIOR TO 2025	COMPLETED IN 2025	NEXT STEPS
1	T3 & 4	TRACEABILITY: Develop a robust system for supply chain mapping and traceability. As a priority, we will work to improve the visibility of Tier 3 and 4 with a focus on identifying opportunities for reducing human rights-related risks (including modern slavery) in these tiers.	- Country of origin traceability extended across key raw materials and upstream engagement enhanced through visits (e.g. wool, alpaca and cotton) across key sourcing countries. - Supply chain mapping strengthened through full visibility on Tier 2 suppliers and targeted mapping initiative down to Tier 4. - Sustainability Hub introduced to improve supply chain transparency and ensure up-to-date supplier mapping. - Innovative traceability solutions piloted, including blockchain implementation for regenerative cotton in Turkey. - Full traceability achieved for selected supply chains through targeted initiatives (e.g. LCA projects on key products). - Annual data collection on material consumption and origin conducted to support Textile Exchange reporting and carbon footprint calculation. - Collaboration with IT and partners to test secure traceability solutions (logical and physical). - Supplier transparency enhanced through publication of finished product suppliers on the Open Apparel Registry.	- We strengthened our traceability approach by enhancing collection-level supply chain mapping through the Sustainability Hub, enabling a more structured identification of Tier 1 direct and indirect suppliers and Tier 2 direct suppliers involved in each collection. - Progress was made on the traceability project supporting the Digital Product Passport, aimed at enabling end-to-end visibility across the supply chain. As part of this initiative, a pilot was conducted on a selected number of SKUs within the Bags business unit, marking a first step towards scaling traceability processes across product categories.	- Expand traceability up to Tier 4, scaling the project across categories (Bags in 2026, Shoes and RTW by 2027) and strengthening cross-functional integration to meet regulatory requirements such as the Digital Product Passport by 2028. - Further enhance supply chain data management in the Sustainability Hub and continue the digitalisation of the audit process (ongoing).

Progress In Priority Areas (KPIs) And Looking Ahead (2/5)

		FOCUS AREA	COMPLETED PRIOR TO 2025	COMPLETED IN 2025	NEXT STEPS
2		MONITORING: Strengthen our supplier assessment methodology to ensure that our audits can effectively identify indicators of modern slavery, especially in the lower tiers of the Product Supply Chain. Extend monitoring across the Non-Product Supply Chain in regard to modern slavery risks.	• Since 2018 audits have been carried out by an internal specialist and external nominated auditors trained on our methodology. • Risk mapping of global service providers ongoing since 2021. • Training provided to licence partners on modern slavery risks and audit methodology. • Extended audit scope through targeted assessments, including warehouses in Italy and homeworkers in Spain and Italy using a dedicated methodology. • Strengthened oversight of Italian suppliers through collaboration with a dedicated local auditor from 2024. • Enhanced audit approach through increased use of unannounced audits, particularly for subcontractors.	• In 2025, we achieved the highest number of audits ever performed, with 162 Tier 1 and Tier 2 Product Suppliers and subcontractors audited by CSR & Human Rights team and third-party auditors, and 9 site visits conducted. • Approximately 60 desktop reviews conducted by assessing supporting documentation and updating Corrective Action Plan (CAP) remotely. • 92% of audits were conducted on an unannounced basis.	• In line with 2025, ensuring full monitoring of Tier 1 suppliers and subcontractors on a three-year basis (ongoing). • Audit more key suppliers across Tiers 2 and 3 (within 2028). • Assess high-risk non-product suppliers, cleaning and security contractors once global mapping and risk assessment is completed (within 2028).

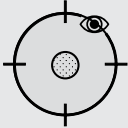
Progress In Priority Areas (KPIs) And Looking Ahead (3/5)

		FOCUS AREA	COMPLETED PRIOR TO 2025	COMPLETED IN 2025	NEXT STEPS
3		WORKER VOICE: Enable workers in our supply chain to raise and resolve issues by ensuring there are appropriate, robust and effective channels for them to do so.	- Worker engagement tools piloted across multiple countries, including surveys developed with external experts and stakeholders (e.g. Impact, trade unions, Ethical Trading Initiative). - Direct worker engagement channels tested, including anonymous reporting mechanisms covering Italian facilities through dedicated platforms (e.g. &Wider). - Global grievance mechanism (SpeakUp®) implemented and further rolled out, enabling workers to raise concerns anonymously in local languages and across all geographies. - Cases reported through grievance channels managed by the CSR & Human Rights team, with the support of an external third-party provider. - Digital tools for worker training and awareness piloted across selected facilities in Italy.	- In 2025, we worked on the updates of our policies and posters regarding the SpeakUp® platform new implementations. The implementations include updates of the platform, ways to access the grievance mechanism channel. The new policies and posters have been shared to the suppliers via the Sustainability Hub. - We conducted a homemaker interview with our supplier in Colombia.	Expand the direct worker reporting and feedback mechanism to all facilities across our supply chain and make sure it is known and effective in all sites. The aim is to reach also further tiers (Tier 3 and 4) of the supply chain in the future (within 2028).

Progress In Priority Areas (KPIs) And Looking Ahead (4/5)

		FOCUS AREA	COMPLETED PRIOR TO 2025	COMPLETED IN 2025	NEXT STEPS
4		TRAINING: Continue to raise awareness of what modern slavery can look like through scaling up training for staff and suppliers. We aim to help our suppliers build capacity to identify, remediate and prevent modern slavery in their supply chains.	• Modern slavery training delivered to product suppliers across key regions, supported by the rollout of due diligence guidance since 2017. • Internal training on our social responsibility programme and key training on modern slavery provided to employees in key functions and embedded into new joiner induction programmes. • Supplier engagement strengthened through targeted training initiatives, including Supplier Summits, CSR-focused training programmes (with a specific focus on Italy) and thematic webinars (e.g. responsible recruitment and migrant labour in collaboration with the International Organization for Migration). • Company-wide and targeted training initiatives delivered, covering sustainability, CSR & Human Rights, audit processes and the Sustainability Hub, alongside continuous upskilling of the Sustainability team.	• A supplier training programme was delivered in collaboration with other brands and led by an external sustainability expert, focusing on Corporate Social Responsibility (CSR), human rights and responsible sourcing topics, and targeting selected Tier 1 and Tier 2 suppliers. • Training on the Sustainability Hub delivered to selected teams in Italy. • A dedicated training session on human rights and due diligence was delivered by a specialised auditor to a supplier in India, reflecting a targeted approach to capacity building in higher-risk supply chain contexts. • Training initiatives for new employees were delivered throughout the year, including regular onboarding sessions aimed at increasing awareness of sustainability and human rights topics across the organisation.	• Extend the remote training to more suppliers in our supply chain (within 2026). • Company-wide training on sustainability, environment, social and product responsibility topics for all SMC employees (2026). • All new employees trained on modern slavery and human rights (ongoing).

Progress In Priority Areas (KPIs) And Looking Ahead (5/5)

		FOCUS AREA	COMPLETED PRIOR TO 2025	COMPLETED IN 2025	NEXT STEPS
5		REMEDIATION: Ensure any breaches of our CSR and Human Rights standards and policies, including instances of modern slavery are remediated in line with UN Guiding Principles on Business and Human Rights.	• Remediation actions undertaken in collaboration with partners, including repayment of recruitment fees and improvements to working conditions (e.g. Thailand, Albania). • We terminated working relationships with Tier 1 Product Suppliers (in Madagascar and in China) due to risk of child labour and forced labour and with a cleaning contractor in UK due to their unwillingness to change their employment practices that put workers at a disadvantage. • Production sites assessed and not approved for production due to the presence of critical human rights risks and the inability to improve what was needed. An improvement plan was shared with the direct supplier. • Collaboration with one other brand and a supplier in Albania to improve payments and employment conditions of temporary workers. • Together with one of our licence partners, we have identified one supplier in China with serious risks of forced labour and inability to provide the transparency and improvements needed and agreed to terminate the relationship for production. • We supported specific suppliers which had critical aspects to improve but which we consider important collaborations to pursue and support (i.e. Portugal and India).	• In 2025, we supported selected suppliers through targeted remediation and improvement processes, ensuring that corrective actions were effectively implemented and embedded into daily operations. • We continued to support an Indian supplier identified through a previous audit as having critical issues.	• Ensure access to remedy through effective improvement plans and continuous monitoring. As a final measure, where suppliers refuse or are unable to engage in remediation and meet our standards, terminate high risk business relationships responsibly (ongoing).