

The Harborough Hare Limited

Modern Slavery Transparency Statement 2025/26

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INTRODUCTION

It continues to be a priority for The Harborough Hare Limited (the “Company” or “Joules”) to ensure that we trade ethically, source responsibly and work to prevent modern slavery and human trafficking throughout our organisation and in our supply chain. We take any allegation of human rights abuse in all its forms seriously and will not tolerate human rights abuse against individuals.

Modern slavery can take many different forms and is a complex issue. Joules has taken steps to identify areas where there are risks of modern slavery occurring within our business and supply chain and we are working to eliminate that possibility.

This is our third statement made under the Modern Slavery Act 2015 and constitutes our Group modern slavery statement for the 2025/26 financial year. It highlights the key activities we have undertaken during the year and aims to provide useful information to understand our commitment as a responsible retailer to reduce those modern slavery risks that could be connected to our business.

Signed by:

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Alistair Hill

Chief Operating Officer, The Harborough Hare Limited

31 July 2026

The Harborough Hare Limited. Registered in England and Wales No. 14504304. Registered Office: Desford Road, Enderby, Leicester, United Kingdom, LE19 4AT

KEY ACTIVITIES IN 2025/26

Supply Chain Transparency

- Updated Tier 1 factory listing published on [Joules.com](https://joules.com) and the Open Supply Hub, a public platform for supply chain data.
- Updated our Tier 3 sites listing published on nextplc.co.uk/corporate-responsibility/our-suppliers
- 102 Code of Practice (COP) audits performed in the year across nine countries: Bangladesh, India, Pakistan, Turkey, China, Sri Lanka, Vietnam, Morocco and Cambodia.

Active Management and Remediation

- Grievance mechanisms embedded and operating in three countries: Morocco, India and Turkey.
- Worked with one factory to successfully remediate modern slavery issues.
- Disengaged one factory where remediation on issues relating to modern slavery had not been achieved and the factory did not demonstrate willingness to improve. This case was in relation to wage retention.

Risk Assessment and Due Diligence

- Reviewed and updated our salient human rights risks to ensure that these remain relevant to our business and operations.

Training & Awareness

- Internal training and awareness sessions were carried out with the Joules product teams to ensure their understanding of the Code of Practice, including audit processes and supplier responsibilities.
- Dedicated resource at Joules Head Office to implement the NEXT Code of Practice ways of working.
- Buying and merchandising directors receive regular Code of Practice updates.

Collaboration

- NEXT held in-person supplier presentations in the UK which were also attended by Joules suppliers.

OUR BUSINESS & COMMITMENT

Our Business

We believe in dressing well for the weekend, every weekend. We are inspired by the countryside, coasts and towns in which we love to spend time. And we champion our customer every step of the way. At Joules we want to help our customers be the best, most original versions of themselves.

Our Company

The Harborough Hare Limited is a private company limited by shares. Its immediate parent company is The Harborough Hare Holdings Limited, which is 74% owned by Next Holdings Limited, part of the NEXT plc group of companies.

Our Product Supply Chain

We source from nine countries: Bangladesh, India, Pakistan, Turkey, China, Sri Lanka, Vietnam, Morocco and Cambodia. We have 135 active Tier 1 product suppliers. For details of our supply chain tiers, please refer to 'Responsible Sourcing and Circularity' section of the NEXT plc Corporate Responsibility Report at <https://www.nextplc.co.uk/corporate-responsibility/corporate-responsibility-reports/2026>

Our Commitment

Joules is committed to finding and preventing modern slavery and human trafficking throughout our business and supply chain and to understanding the modern slavery risks that may be present.

We do this by:

- Finding effective methods to work to eliminate slavery and human trafficking practices in our supply chain. We are working towards full transparency of our supply chain.
- Ensuring our policies and procedures are reviewed regularly and that we have development and training processes in place to enable our internal teams to have appropriate awareness and understanding of the issues and our responsibilities.
- Ensuring new suppliers understand our requirements before they commence working with us, and that existing suppliers comply with those requirements.
- Ensuring the people who provide the products and services we buy and use are treated fairly, and that their fundamental human rights are protected and respected.

GOVERNANCE FRAMEWORK & POLICIES

Our Governance Framework

A robust governance structure and clear risk management and internal controls framework, both of which are embedded throughout the business, are core to our approach. Our executive management team is responsible for prioritising actions and helping to monitor emerging Environmental, Social and Governance risks. On a day to day basis, significant issues seen by the COP team as part of their work are discussed with the executive directors where appropriate.

As part of the risk management process, detailed risk registers are maintained. Where local business risks are identified, assessed and managed, which include risks relating to human rights, modern slavery and bribery, specific corporate responsibility risks are recorded, considered and managed as part of this process.

Due Diligence

Our COP auditing process is a vital due diligence tool as it delivers assurance that our suppliers and their factories understand their responsibility to comply with our ethical standards. Details of our Principle Standards and Auditing Standards, which are aligned to those of NEXT, are available at <https://www.nextplc.co.uk/corporate-responsibility/code-of-practice>. We also invest time and resources to support effective communication and work collaboratively with our suppliers to prevent issues arising and help resolve issues we have identified. We use the UN Guiding Principle Reporting Framework to help us build a more detailed picture and better understand the salient human rights issues across our business (i.e. those human rights that stand out because they are at risk of the most severe negative impact through the Company's activities or business relationships).

Policies

Joules has clear policies and monitoring processes in place combined with robust supply chain management which are aligned to those at NEXT. We review and update these policies and practices regularly as we learn from our experiences. They are designed to ensure that people are treated with dignity and respect and include internationally recognised human rights principles and indicators encompassed in the Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

NEXT's business policies relating to third-party relationships and modern slavery are published on our corporate website at <https://www.nextplc.co.uk/about-next/corporate-governance/policies>:

- Human Rights and Modern Slavery
- Whistleblowing for NEXT's third parties
- Code of Practice Principle Standards and Auditing Standards (see COP link above)
- Health and Safety
- Anti-bribery & Anti-Corruption

We also have the following employee related policy:

- Whistleblowing for employees

The NEXT COP Principle Standards (see COP link above) comprise:

- No forced labour or modern slavery
- Freedom of association and the right to collective bargaining

- Safe and healthy working conditions
- No child labour
- Fair wages and benefits
- Lawful working conditions
- No discrimination practiced
- Employment security
- Respectful treatment of workers

We also have additional policies on our supplier portal system covering specific supply chain issues:

- Migrant Labour
- Child Labour
- Agency Labour
- Homeworkers
- Laundry Management
- Wage Retention
- Shared Premises

During the year we have revised our auditing standards and communicated these to our suppliers via our supplier portal.

RISK ASSESSMENT & DUE DILIGENCE

Where are our highest risks?

We believe those areas which give rise to the highest modern slavery risk are:

- Joules' product supply chain
- Joules' suppliers who subcontract manufacturing processes e.g. dyeing and finishing
- Specific country risks where modern slavery is higher e.g. India (restriction of freedom of movement), China (state-imposed forced labour)
- Specific goods or services not for resale e.g. logistics service providers, warehousing, cleaning services, waste recycling, employment agencies

Our salient human rights risks are as follows:

- Freedom of Association and Collective Bargaining
- Child Labour
- Modern Slavery
- Fair Wages
- Discrimination and Harassment
- Health and Safety
- Water and Sanitation
- A clean, healthy and sustainable environment
- Working Hours
- Indigenous and Community land rights

Further information on our latest salient risks are available in the NEXT plc Corporate Responsibility report at nextplc.co.uk.

Key activities this year:

Supplier presentations were carried out in the UK during the year, covering topics such as sourcing challenges, supplier compliance, supply chain risk and effective stakeholder engagement. These presentations provide the opportunity for valuable interaction with our suppliers to improve ways of working together and understand each others' focus areas. In-person supplier events are planned for India and Turkey during 2026. Our intention is to continue to carry out in-person supplier events in our top ten sourcing countries on a regular basis.

Unauthorised subcontracting: Our audit activity identified one case of unauthorised subcontracting (subcontractors who have been engaged without our approval and therefore without us carrying out an audit) in our product supply chain. Where such cases are identified, immediate action is taken with the supplier and factory to resolve the issue and highlight the risks of subcontracting to unauthorised sites. The number of identified cases increased by 1 versus the prior year, reflecting our increased focus on identifying this important issue in global supply chains. We have highlighted this as an ongoing concern in our in-country supplier presentations, reiterating the importance we place on transparency and maintaining accurate production location details. As our COP teams carry out the vast majority of audits on an unannounced basis, they are well placed to identify unauthorised subcontracting cases and work with suppliers to remediate.

Forced labour: We continue to closely monitor developments in relation to allegations of forced labour in the Xinjiang Autonomous Region (XUAR) of Western China. Our Cotton Sourcing Policy includes a ban on the

use of cotton from the XUAR. We do not directly source products from the XUAR at Tier 1 (product factory), Tier 2 (subcontractor to a Tier 1) or Tier 3 (fabric/yarn suppliers and spinners). Our work to ensure that products made or sourced for NEXT are free from forced labour is undertaken by our COP team and covers Tier 1 and 2 suppliers. Traceability of our full supply chain is a key area of focus given that we do not directly source raw materials. We are working closely with our suppliers and industry stakeholders to find the most effective and accurate ways to trace our supply chain to Tier 5 (raw materials). We also work collaboratively with relevant NGOs and multi-stakeholder initiatives such as the Ethical Trading Initiative (“ETI”) and the British Retail Consortium to share knowledge of challenges and solutions. We continue to map the raw material sources of our suppliers to provide confidence that the materials used in our products are sourced responsibly in line with our Responsible Sourcing Approach - see our Corporate Responsibility Report for more information.

We take allegations of forced labour in our supply chain extremely seriously and take appropriate steps to investigate them where allegations arise. There are significant challenges in investigating issues of this nature. As such, we engage closely with relevant internal and external stakeholders - including the ETI - to identify and implement appropriate next steps.

Scorecards: We worked closely with our buying teams to develop an ethical scorecarding system. By providing clear visibility into both historic and current audit ratings, this tool empowers our product teams to make highly informed, ethically conscious decisions when awarding and contracting business.

Due Diligence & Action Taken

Concerns regarding modern slavery generally originate from one of the following sources:

- COP audits
- Whistleblowing/Grievances (with third party platforms, such as ‘This is My Back Yard’ (TIMBY))
- Employee or third party communications

As part of our continued roll-out of the TIMBY mechanism, we held an in-person launch event for key UK suppliers at the end of 2025. A focus for the year ahead is to visit the relevant UK factories to embed the roll-out through direct engagement with workers.

If our employees are visiting a factory as part of their role and identify something of concern, they can contact our COP team directly, in order that an appropriate response or action plan can be put in place. This reflects the positive culture and engagement of our employees and their awareness of modern slavery issues which supports the work of the COP team.

We continue to produce internal incident reporting which provides clear visibility of where risks arise, both geographically and by category. Incidents and associated reporting are reviewed by the ESG Steering Group where actions are agreed and progress tracked. Whistleblowing reports are overseen by the Audit Committee of NEXT plc.

During 2025/26 all audits were on-site visits, 99% of which were unannounced. Through these audits we identified 2 cases of modern slavery related risks, of which, one has been successfully remediated and 1 factory has been disengaged. Our priority is to support factories to resolve issues, but we will not continue to work with them indefinitely if there is no willingness to improve.

Focus on child labour

No instances of child labour were found in the Joules supply chain this year. However, we recognise that child labour remains a significant and high risk. It is a recurring issue in our in-country supplier presentations, product team meetings and supplier engagements. We continue to address child labour risks with our suppliers, encouraging them to utilise the resources on our supplier portal. These tools facilitate proper due diligence before onboarding new sites with Joules and allow for ongoing monitoring of existing sites.

Looking Forward

Over the year ahead we plan to focus on the following areas:

- Expand our work on Freedom of Association and how it links to other human rights risks, engaging directly with key suppliers to establish best practice on the topic.
- Continue our social dialogue programme in factories in Vietnam and Cambodia, including a Joules' factory. This brings together workers and management to help build trust and mutual respect, and to ensure workers' voices are heard through regular communication. We engaged an external industrial relations expert and tested the ETI's freedom of association tools, alongside its own flowchart developed last year. Initial training, led by a third party expert, took place in Vietnam and included a definition of social dialogue and what it means for workers, why it is important in a factory setting, and the core elements of engagement. A similar training session is planned for Cambodia in early 2026.

TRAINING & COLLABORATION

Training & Awareness

Our employees & suppliers

Raising awareness and providing our employees with appropriate training remains a key focus area. Our bespoke online training course is completed by employees globally. Ongoing communication with our suppliers is crucial and our one-to-one supplier presentations have been a vital part of our approach to maintaining close contact with our supply chain partners.

Activities this year include:

- Delivering supplier presentations in the UK
- Internal COP workshops carried out with over 20 employees. The workshop focuses on matters like our auditing approach, audit ratings and what they mean, as well as modern slavery risks in the supply chain. We also discuss how COP fits in with the roles and responsibilities of the product teams.
- In line with our commitment to ethical sourcing, 100% of new Joules employees successfully completed our online Modern Slavery training module upon onboarding this year. To maintain continuous awareness and regulatory compliance, all personnel are mandated to complete a refresher training course every two years.

Collaboration

By working collaboratively we are able to achieve much greater benefits for the workers in our supply chain.

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26
RSC / Accord Strategic Partner	We are signatories to the International Accord for Health and Safety in the Textile and Garment Industry Agreement, which commenced in September 2021. The RMG Sustainability Council (RSC) performs factory inspections in Bangladesh focusing on three areas: fire risk, electrical installations and structural condition of buildings. Find out more at: internationalaccord.org	NEXT has maintained its full support for the Bangladesh Accord as it has transferred its operations into the RSC. The RSC includes representation from brands, unions and RMG manufacturers and manages workplace safety programmes at the 1600+ Bangladesh Readymade Garment factories previously covered under the Bangladesh Accord. The RSC's work also includes remediation monitoring, safety training and an independent health and safety complaints mechanism available to workers in RMG factories. In 2025/26: • Overall Bangladesh Accord remediation average is 86% but NEXT Bangladesh average is 90% • To date, over 23 NEXT supplier factories in Bangladesh have achieved 100% remediation and received a recognition letter from RSC/Accord • One of our factories in Pakistan has had initial assessments by the Accord RSC • Our COP BD team carried out training for 30 factories on the RSC escalation process.
This Is My Back Yard (TIMBY)	TIMBY is a digital platform focused on promoting transparency, accountability, and monitoring within supply chains, particularly addressing issues related to environmental, social, and governance concerns.	• In 2025/26, we received 7 grievances through the TIMBY app. Our in-country teams follow up with the grievances to investigate them fully and feedback to workers and stakeholders.

Strategic Partner	It empowers workers, organisations, and communities to document and report grievances such as labour rights violations, environmental harm, and other ethical issues. Find out more at timby.org	
British Retail Consortium (BRC) Industry Membership	BRC is a trade association representing UK retailers. It created the BRC Global Standards, which are internationally recognised frameworks for ensuring product safety, quality, and operational standards across supply chains. BRC's ethical experts work collaboratively on the welfare and treatment of workers in the retail supply chain to develop and agree ways of working. Find out more at: brc.org.uk	During the year we continued to engage with BRC on ESG-related matters via their regular Sustainability Community Bulletins. In-person events are planned for 2026.
Ethical Trading Initiative (ETI) Industry Membership	The ETI is an alliance of companies, NGOs and trade unions, working collaboratively to ensure working conditions and rights of workers producing for the UK market meet or exceed international labour standards. Find out more at ethicaltrade.org	During 2025/26 we worked with and contributed to ETI on: - Three Freedom of Association workshops. - Just Transitions webinar and workshops, to develop knowledge of climate change impacts on workers in our supply chain, primarily focusing on extreme heat and flooding. Apparel & Textile Group meetings: - Calls with fellow members in relation to unrest in Bangladesh, sharing best practice and understanding country context. - Joint event in Turkey with NEXT and Sainsbury's. During 2025/26 we: - Participated in the ETI Community of Practice on State-Imposed Forced Labour (SIFL), including two in-person meetings. - Continued participation in Freedom of Association workshops and implemented tools developed with ETI as part of our social dialogue programme in Cambodia. - Held an in-person supplier session in the UK which included training on Freedom of Association. - Calls with ETI and fellow members in relation to the Indian supply chain and health & safety risks associated with hazardous tasks like tank cleaning. - Contributed to discussion on salient risks in Türkiye and development of proposed solution - Participated in ETI x Amnesty International workshop on FoA in South Asia.
AIDER Local Partner	AIDER is an NGO based in New Delhi, India, whose mission is to transform the lives of those living in poverty – they especially focus on the empowerment of women and homeworkers. Find out more at aiderngo.org	NEXT works with AIDER to support and protect vulnerable homeworkers and their families through: - Running a crèche for children of homeworkers in Badarpur, India - Running a computer centre at the facility where students can access tutoring and study for computing certificates - Providing skills training e.g. embroidery and sewing The COP team based in India make regular visits to the centre In 2025/26 our actions included: - Assisting families and the community to access available government support and benefits,

		including 42 children enrolled in full time schooling under the local EWS scheme free school education. • Promoted female empowerment and community development via 32 sessions. • Organised medical camps for breast cancer screening and awareness (75 beneficiaries), eye health screening (175 beneficiaries) and dental health (79 beneficiaries). • Distribution drives – providing clothes (105 beneficiaries), medicine (161 beneficiaries), Diwali sweets & gifts (200 beneficiaries) to the local community. • 164 ABHA cards (government-sponsored free health cards) have been generated for community members. For more information on our 10 year partnership with Aider, please see page 14 of our CR Report
KADAV Local Partner	KADAV is an NGO in Turkey which supports community work in areas such as gender-based violence, migrant women and female labour rights. Find out more at https://www.developmentaid.org/organizations/view/91099/kadav-kadinlarla-dayanisma-vakfi-foundation-for-solidarity-with-women	During the year, funding from NEXT has helped KADAV to carry out activities such as: • Publication of report on Fighting Child Marriage. • Support in high earthquake risk areas - women's creative writing groups in Istanbul and Hatay and also activities focusing on women's needs in disaster situations. • Workshops and counselling were organized to promote gender equality.
SAVE Local Partner	SAVE is an Indian human rights non-profit organisation that has been campaigning against child labour and for the improvement of working conditions in the spinning mills and textile factories of South India since 1993. SAVE carries out developmental programmes to uplift socio-economically poor and marginalised communities. Find out more at https://savengo.org	The initiative is operated collaboratively with a number of other brands. We support SAVE to enable them to run six resource centres operating in five districts across Tamil Nadu, where new mill workers are employed in significant numbers. This program is focused in Tirupur and Dindigul, which are major hubs for the garment and spinning industries where large numbers of workers are employed. Two of these centres in Tirupur were set up exclusively as Migrant Resource Centres. These centres support workers and surrounding communities by providing them with training prior to their departure for work at the mills, support in addressing grievances and providing awareness on key issues, including labour rights, forced labour and gender based violence. Updates for 2025/26: • Three Resource Centres established in Tirupur. Two managers cover Dindigul district. • Resource Centre Managers support workers and surrounding communities by delivering 'pre-departure training', assisting with grievance redressal and raising awareness on key issues such as labour rights, forced labour, home-based work and gender-based violence. • Three Alternative Learning Centres set up in Tirupur to support migrant children by providing basic educational needs.

For further details of our collaborative work please refer to our latest Corporate Responsibility Report on nextplc.co.uk.

Looking Forward

Over the coming year we intend to:

- Commit to the ongoing support and expansion of our Social Dialogue programme in Cambodia, empowering factory workers and strengthening workplace communications.
- Expand our supply chain visibility, specifically focusing on achieving full transparency across our Tier 2 factories.
- Continue to enhance our in-person training sessions for Joules employees.