



Modern Slavery Act Statement

February 2024 – January 2025



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Modern slavery is a crime and a severe abuse of human rights. At JoJo, we are committed to playing our part in preventing it, both within our business and throughout our supply chain. We believe that business has a role to play in upholding human dignity and that respect for human rights must be embedded at every level of our operations.

As global sourcing becomes more complex, identifying and addressing risks of exploitation requires transparency and collaboration. In 2024, JoJo became foundation members of the Ethical Trading Initiative (ETI), a step that reflects our desire to strengthen our understanding of our impact, improve our practices, and align with internationally recognised standards for ethical trade.

This process has encouraged us to reflect on how we do business and to ask how we can do better – especially in supporting our suppliers and the people who work for them. In line with the UN Guiding Principles on Business and Human Rights and the tenets of B Corp membership, we are working to continually improve our approach to responsible sourcing in a way that protects workers and creates positive impact.

This is our 10th statement under the Modern Slavery Act 2015 and constitutes our statement for the 2024/25 financial year. It highlights the key activities we have undertaken during the year and our targets for the future. This statement has been prepared on behalf of and signed off by the Board of Directors.

We know that this is an ongoing effort and we are committed to continue learning, improving, and doing what's right – not just because it's required by law or any kind of certification, but because it's the kind of business we believe in.

Mark Wright

CEO – JoJo Maman Bébé



At JoJo we believe everyone deserves to be treated with dignity and respect, whether they're part of our team or working within our supply chain.

As Head of People, I'm proud to support our commitment to eradicating violations of human rights and creating a safe and fair environment for all.

We take this responsibility seriously. Through the work of our People team and wider teams, we're focused on identifying, preventing and addressing any risks associated with modern slavery. We're committed to maintaining a workplace where ethical practices are firmly at the heart.

Gemma Rimmer Head of People

At JoJo we understand the impact our operations have on our supply chain and recognise our responsibility to responsible sourcing. This means working collaboratively with suppliers who share our commitment to fair labour practices and remaining vigilant against risks such as forced labour, exploitation, and unsafe working conditions.

Our integrity depends not just on the quality of our products, but on making sure no one is harmed in the process of producing them.

Kate Halley Trading Director



Hello, we're JoJo!

At **JoJo Maman Bébé** (or JoJo to our friends) we design stylish maternity wear, adorable and practical children's clothing, nursery essentials, and imaginative toys.

Since 1993, families have trusted us for beautifully made, functional products that support every stage of parenthood. As a proud Certified B Corp and member of the Ethical Trading Initiative (ETI), we're committed to sustainable and ethical sourcing, driving meaningful change across our supply chains, and creating long-term positive impact for people and the planet.

JoJo is more than a brand – it's a community built on care, quality, and thoughtful design for growing families.



Our Stores

At the end of FY 25 we had 52 boutique stores in the UK, and 3 in Ireland.

You'll find our stores in some truly special places.

In Lymington, we're on the bustling High Street, just a short stroll from the harbour. In Cork, you'll find us on Princes Street, a vibrant hub of shopping and dining. In Glasgow, we're a short walk from the winding trails of Kelvingrove Park. And in Bath, we're near the iconic Bath Abbey, nestled among beautiful Georgian architecture.

Our Website

JoJo have had an ecommerce website since early 2002. In 2024-25 we maintained dedicated websites in the UK and US.

Collaborations

In 2024-5 we forged new partnerships with respected brands in the UK and US, selling in both highstreet retail stores and via their websites.

Subsidiaries

As well as our own brand label, JoJo also owns the subsidiary Emma-Jane, a specialist maternity and nursing lingerie brand exclusively available at JoJo.

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Our Operational Locations

Our Operations

Nestled in the vibrant area of Battersea, our **London Studio and Head Office** is the base of our creative teams, including Buying, Design, Technical, Merchandising, Visual Merchandising, International Sales, Creative Services Studio, and Marketing.

Our **Newport Office** serves as the central hub for our company's operations, encompassing various departments such as our People Team, Finance, Stock Control, IT, Retail Operations, and Health and Safety.

Our stock is received, held and distributed from **Doncaster**, utilising Next Plc's Total Platform system in stock management.

Excellent customer service is critical to our business, and we maintain a dedicated JoJo Customer Service team in Next Plc **Doncaster** office. This team works closely with JoJo to exceed our customers service expectations.

As of the end of the financial year, we directly employed 500 people. 30% of our staff are office based and 70% are based in stores.

Indirect employees at JoJo include the cleaning teams in our London and Newport offices, and freelancers such as photographers.



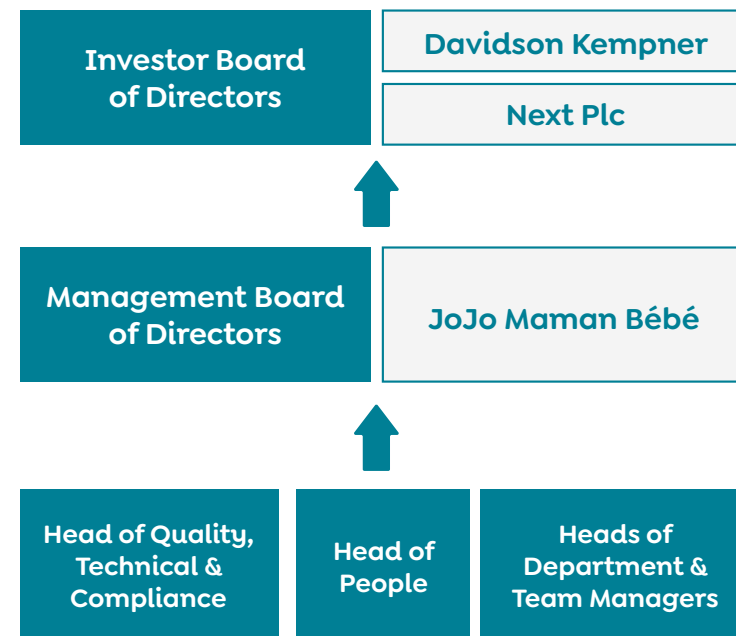
JoJo Business Structure and Key Changes

The main changes in structure since our last statement and during the time period this report covers are described as below.

JoJo Maman Bébé operations are primarily managed by our **Management Board of Directors**, but the overall business ownership is constituted of a joint venture between Davidson Kempner who own 56% of the business and Next Plc who own 44%.

The **Management Board of Directors** oversee the day-to-day operational running of the business. They ensure smooth and efficient management, strategy and policies, and set long term targets whilst maintaining the Ethos that makes us JoJo. Since the last statement, the board structure had some changes;

- Mark Wright was appointed as **CEO** in 2024.
- Our **People Director** left the business after 23 years.



Overall accountability for our **Modern Slavery Policy** and **Statement** sits with our Board of Directors. The Board represent all teams in JoJo and approve our annual statement and targets, taking into account company operations.

Within our own operations

Our **Head of People**, supported by our in-house **People Team**, is responsible for ensuring that all employment policies and practices reflect our commitment to fairness, respect and ethical standards, in line with **UK and EU Employment Law**.

Our in-house **Payroll Team** ensure that our employees are paid accurately and in accordance with their contractual terms. This includes a monthly review of hours worked to support compliance with UK Working Time Regulations.

Within our supply chain

Our **Buying and Design Director** has ultimate ownership for all our manufacturing supply chain, policies and procedures and is responsible for our approach to fair buying practices and salient risks inline with our ethos.

Our **Head of Quality, Technical and Compliance** oversees our Supply Chain Modern Slavery Policy, ethical trading departmental strategy, communication of our Code of Conduct and supporting ethical trading policies and processes.

Our Suppliers

Businesses that supply JoJo can be put roughly into 5 categories.
All suppliers are set up with a unique Vendor Code which allows us to monitor and manage our level of business.

Own Label

- ✓ We predominantly sell our own branded items; this means products designed by us, manufactured by approved 3rd party factories, and sold under the JoJo brand label.
- ✓ We have mapped our Tier 1 manufacturers and are in the process of more effectively extending this through the supply chain.

3rd Party Brands

- ✓ These are products wholly designed and manufactured by other brands but sold in our stores and on our website. These items complement our ranges and offer variety to our customer.
- ✓ We maintain active lists at vendor level within our buying systems.

Drop Shipping

- ✓ We have partnered with a small number of businesses who fulfil orders from their own warehouses.
- ✓ We maintain active lists at vendor level within our buying systems.

Goods not for resale (GNFR)

- ✓ This includes items we purchase but aren't sold, for example store equipment and stationery including our store bags and dispatch bags for online shopping.
- ✓ Other than ad-hoc purchases such as paint, we maintain active lists at vendor level within our buying systems.

Service

- ✓ This includes professional services we need to run the business, such as logistics, marketing, consultants, IT systems and facilities management.
- ✓ Depending on the service these suppliers offer, their information is stored in different ways on our system.



Our own brand supply chain

In 2024-5, we sourced our own label product from 7 countries from 71 'Tier 1' factories. Based on audit data there were 22,914 people employed, however this was skewed by 5 factories with large workforces. 65% of our sites are small scale, defined as employing 150 people or less.

Supply chain mapping

We have fully mapped our Manufacturing Tier 1 suppliers.

These are the factories that construct the final item.



We have partially mapped our Tier 2 & 3 suppliers.

These factories carry out additional work such as embroidery, finishing and making base components like fabric.



We have not yet mapped our Tier 4 & 5 suppliers but this remains a target.

These suppliers make the raw materials, such as growing the cotton, and transform them into usable components.

7

Countries of manufacture

71

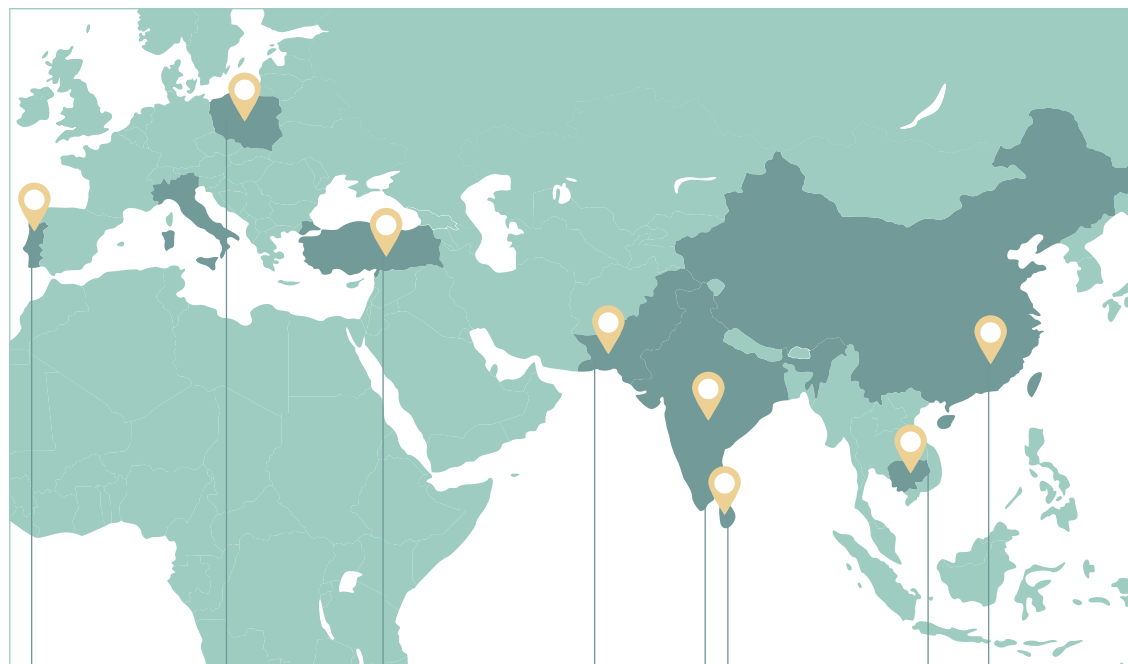
Tier 1 factories

22,914

Total workers

65%

Small scale - less than 150 workers



Portugal
1 factory

Poland
1 factory

Turkey
6 factories

Pakistan
1 factory

India
13 factories

Cambodia
1 factory

Sri Lanka
4 factories

China
44 factories

Our suppliers

Our primary relationship is with our suppliers and 'Tier 1' manufacturers. These are the businesses that make the final product and ship it to our warehouse. Behind this is a network of suppliers who make up the full supply chain from the raw materials to the finished components.

Factory overview

Our sourcing locations were China, India, Sri Lanka, Cambodia, Poland, Pakistan and Turkey. Sourcing locations are driven by a number of factors which include quality, expertise, and capability, as well as social compliance.

- ✓ **35 made clothing** for us in baby, children and maternity ranges
- ✓ **19 made footwear & accessories**
- ✓ **9 made toys**, including soft and plush
- ✓ **14 made nursery** items
- ✓ **12 were seasonal** this means we usually buy at one-point in the year or have one large production peak
- ✓ **20 were long term**, defined as having a business relationship over 10 years.

Supply chain mapping

In 2023/24 we set out a target to improve our supplier mapping, whilst we made progress we still have some way to go. At the end of 2024/25 we had an approved list of 75 Tier 1 manufacturers and identified 62 Tier 2 and 49 Tier 3 factories. Mapping our suppliers continues to remain a target, however it is a challenge. Supply chains can be complex and change over time.

During this year, we increased our mix of certified materials as part of a longer-term sustainability strategy. We are already certified for much of our wood-based items as well as some recycled nylon and polyester, and in 2025 we introduced an organic cotton range. For these products, each stage of production is traceable and assessed by 3rd party auditors which includes a review of social policies.



35 Clothing
factories



9 Toy
factories



14
Nursery product
factories



19 Footwear &
accessories
factories



12 Seasonal
factories



20 Long term*
factories
*Over 10 years

Policies in relation to modern slavery and human rights

JoJo are committed to working in accordance with the UN Guiding Principles on Business and Human Rights. We believe companies have the responsibility to respect human rights through policies, working to robust standards and processes that will identify, prevent and manage the remediation of any human rights risks. Our policies and processes underline that commitment.

Our Code of Conduct is drawn from the core ILO (International Labour Organisation) conventions and accompanying recommendations and are aligned to the ETI Base Code. A simple version of it is available on our website [here](#).

We direct our suppliers to the **Next Online Supplier Portal** which contains policies that address key issues for protecting workers in the supply chain, the link is [here](#) and policies include;

- ✓ Code of Practice **Principle Standards**
- ✓ Code of Practice **Auditing Standards**
- ✓ **Migrant Labour** Policy
- ✓ **Child Labour** Policy
- ✓ **Agency Labour** Policy
- ✓ **Homeworkers** Policy
- ✓ **Wage Retention** Policy

In addition to this, our cotton sourcing policy includes a ban on countries and regions with allegations of systemic human rights abuses, notably the Xinjiang Autonomous Region (XUAR) in Western China and Uzbekistan.



JoJo Supplier Code of Conduct

- ✓ **No forced labour or modern slavery – employment is freely chosen:**
There must be no form of modern slavery or forced labour, whether it be human trafficking, involuntary prison labour, indentured labour, bonded labour or otherwise. No employee should be obliged to work through force, financial pressure, intimidation or by any other means.
- ✓ **Freedom of association and the right to collective bargaining:**
The supplier and its factories must recognise and respect the right of the employee to join and organise associations of their own choosing and to bargain collectively.
- ✓ **Safe and healthy working conditions:**
Suppliers and their factories must provide their employees with a safe and healthy working environment and continue to work towards preventing work-related accidents and maintaining the welfare and safety of their employees.
- ✓ **No child labour:**
Suppliers must not employ children who are less than 15 years old or less than the legal minimum age in the country of manufacture.
- ✓ **Fair wages and benefits:**
Employees' wages should be enough to meet the basic needs of employees and provide for some discretionary expenditure. In all cases, wages must equal or exceed the minimum wage required by law or the industry benchmark standard.
- ✓ **Lawful working hours:**
The normal working hours should not exceed 48 hours per week and must comply with national laws or the benchmark industry standards.

Our Code of Conduct is publicly available [here](#).

Additional policies related to ethical trade we direct our suppliers to are [here](#)

- ✓ **No discrimination is practiced:**
Employees shall be afforded equality of treatment irrespective of their gender, race, colour, language, nationality, ethnic or social origin, religious beliefs, political opinion, marital status, disability, property, age, sexual orientation or union membership.
- ✓ **Employment security:**
Wherever reasonably practicable, all workers should enjoy security and stability of employment and regularity of income.
- ✓ **Respectful treatment of employees:**
Employees must be treated with respect, dignity and be employed in a workplace free of harassment, abuse, and degrading treatment.



Our People Team policies

At JoJo, we maintain HR policies that adhere to UK and EU law. These policies are inclusive of hiring practices to ensure right to work, regular compliance training, and methods to report suspected links to forced labour or exploitation.

The below policies and procedures are relevant to ensuring our teams mitigate the risk within our own business and are available in our **Employee Handbook** which is available to our team on our internal Intranet pages.

- ✓ **Recruitment Procedure**
- ✓ **Prevention of Illegal Working Policy**
- ✓ **Speak Up Policy**

Our managers undergo training on our **Recruitment Procedure** to ensure new team members are effectively onboarded inline with our policies and ensuring company compliance with UK and EU Law.

We maintain a **Prevention of Illegal working policy**, which outlines our approach to verifying an individual's identity and legal right to work at the point of contract. Pre-employment checks are carried out for all new employees and we provide comprehensive recruitment training to support compliance in hiring practices. We have invested in a platform for conducting right to work checks, ensuring that managers can verify eligibility to work in a safe and efficient manner within GDPR guidelines.

Our **Speak Up Policy** encourages employees to raise any concerns, including potential indicators of forced labour or unethical behaviour. From day one, we actively encourage our employees to speak up.

Our People Policies apply to our full and part time team members, contractors and agency workers. These policies are available on our internal intranet and are introduced as part of our formal induction for all new starters.

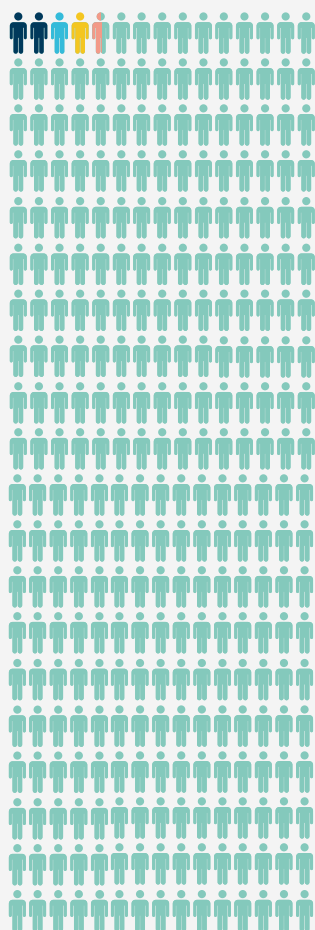


Definitions of Modern Slavery

Modern Slavery “refers to situations people cannot leave because of threats, violence, coercion, deception, and/or abuse of power”. (1) People becoming victim to modern slavery can be found in almost every sector and every country, even in the UK. Behind these statistics are people treated as commodities and exploited, with the impact not only being felt by the individual, but often their families and communities too.

Statistics

According to the latest Global Estimate of Modern Slavery 2022:



50 million people
were living in modern
slavery in 2021

This number translates
to nearly one of every
150 people in the world.

28 million people
were in forced labour.

22 million people
were trapped in
forced marriage

Forced labour accounts
for 3.8 million children
and **11.8 million**
women and girls.

The world's population
is 7.9 billion.

In 2021, 10 million more
people were in modern
slavery compared to
2016 global estimates.

Forced labour is a term to describe work or service which is exacted under the threat of a penalty and for which the person has not offered themselves voluntarily. At the last global estimates, 28 million people were trapped in forced labour which translates to 3.5 people for every 1,000 people in the world. Women and Girls make up 11.8 million and 3.3 million are children.

This is a global problem that affects all regions. People involved are coerced or compelled to work against their will, this can be through withholding wages, abuse of vulnerability through threats of dismissal, or forced confinement, isolation and abuse.

Migrant workers face a higher risk of forced labour than other workers, this can be due to poor or no protection in law and ineffective recruitment practices.

Forced marriage predominantly affects women and girls, with 22 million in Forced Marriage. Of the people who reported on the circumstances of forced marriage, the vast majority were forced to marry by their parents (73%) or other relatives (16%). Half were coerced using emotional threats or verbal abuse. Once married, there is a greater risk of exploitation, and domestic servitude.

Human Trafficking is the recruitment, transport, transfer, harbouring or receipt of people through force, fraud, coercion or decision with the aim of exploiting them for profit. Whilst no industry or sector is immune to human trafficking, there are higher risk sectors which include but not limited to agriculture, garment and textile industries, catering and domestic work.

Debt bondage is a situation where a person has pledged labour or services to borrow money or clear a debt. Often people who experience debt bondage work for little to no pay, have no sight of the interest, fees or value of loan paid off, and this debt and it can be passed down through generations.

Salient Risk Assessment

Salient risks are those with the most significant potential negative impact on our business. These differ from **endemic** risks, which affect the industry as a whole. Identifying which risks we can directly influence and which we cannot helps guide our long-term planning for both internal and external operations. This process also highlights key areas for focus, enabling the development of targeted policies, practices, and training.

Within our manufacturing supply chain

We draw on a range of resources and guidance to continuously improve our understanding and approach to human rights. This includes tools from the Ethical Trading Initiative (ETI), training and guidance from the United Nations Global Compact, the World Economic Forum, and human rights research shared by Walk Free, Stronger Together, and the Clean Clothes Campaign.

- ✓ **Vulnerable worker groups:**
Women, children, migrant, seasonal, contract, agency workers, and other marginalised communities often face heightened risks of exploitation, discrimination, and abuse.
- ✓ **Countries and regions with alleged systematic exploitation of human rights** including alleged forced labour within the Xinjiang Uyghur Autonomous Region in China, Uzbekistan, Turkmenistan, and Syria.
- ✓ **Displacement of people and labour** caused by global events.
 - **Climate impact & Natural disasters:** 70% of the global workforce is at risk from climate change-related health risks, extreme heat and environmental stressors which drive migration, and can increase vulnerability to exploitation.
 - **Global armed conflict**
- ✓ **Undeclared subcontracting** where an item is made in an undisclosed location. This means we are unable to assess compliance to our Code of Conduct.
- ✓ **Lack of resource management** and HR capability in smaller units to identify and address the risks of modern slavery.
- ✓ **Falsified records** where true information is hidden to present a better impression of the factory. We expect transparency from our suppliers on the true nature of their operations.

Within our Commercial Teams

Within our commercial operations we know sustained bad practice can directly and negatively impact our suppliers. As a business and committed B Corp we must work to avoid this, however by identifying areas of risk we can work to limit our negative impact.

- ✓ **Short lead times:**
This can lead to excessive overtime or suppliers taking on contract labour to complete orders. We must always be realistic in expectations of suppliers and work to understand their capabilities.
- ✓ **Unrealistic price targets:**
We understand our suppliers are also in business to make a profit and we must work together to find the fair price.
- ✓ **Cancelled orders:**
If the supplier has bought the raw materials or planned production to fulfil an order this can be damaging to their operational margins and this impact can trickle down to worker payment and treatment.
- ✓ **Demanding unreasonable discounts after an order is placed:**
JoJo will never demand a discount to improve our margin. Whilst we do apply penalty charges, these are applied for delays, poor workmanship, incorrect labelling etc. as well as non-adherence to our Code of Conduct, but these are clearly laid out in our Supplier Handbook and only applied to cover a proportion of loss of earnings and direct measurable costs.



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Due Diligence within our supply chain

All suppliers are assessed to ensure they meet our Code of Conduct through the audit process. We want to work with suppliers who are engaged and transparent, and where an issue is raised, they are sufficiently proactive in working to make positive improvements.

Audit review practices

Based on the findings, the factory is given an overall rating from 1–6. Cat 5 and Cat 6 require immediate attention and may require a hold on new orders until the issues are resolved. We will work closely with the factory to support them to create a robust action plan and follow up with a further audit to see progress.

The 6 ratings are as follows;

Category 1: Excellent Benchmark factories. Follow up audit in 18-24 months.	Category 4: Needs improvement 15 or more major issues. Follow up audit in six months.
Category 2: Good Only minor issues outstanding. Follow up audit in 12 months.	Category 5: Unacceptable Specific major issues. Follow up audit in six months.
Category 3: Fair Has 14 or fewer major issues. Follow up audit in nine months.	Category 6: Absolutely unacceptable Immediate need to take action. Follow up audit decided on case-by-case basis.

As part of our approach, we maintain data on our factories taken from the audits which allows us to build a picture of our supply base, for example the number of non-compliances by type, and risk by location as well as worker metrics.

We **track and report** on progress, sending a monthly report to our teams to update them on progress and initiatives. The topline information is also included in our monthly Board Pack reviewed by our Management Board of Directors.

New factory onboarding process

- ✓ **Welcome Meeting**
Designed to give our new supplier an overview on what they can expect from working with JoJo. This also gives us early scoping of their operations to identify any early risk indicators. Our Code of Conduct and auditing processes are introduced.
- ✓ **Distance Technical Audit Assessment**
A self-audit and virtual visit of the factory is conducted to understand the supplier's ability to consistently make the product, risk assess the likelihood of subcontracting and identify the level of Tier 2 factories in scope.
- ✓ **Pre Audit Meeting**
Our suppliers attend a 1:1 with the Next in-country auditor who explains the process, assesses their systems and based on information shared, conducts a desktop assessment to identify any risks that can be resolved prior to audit.
- ✓ **Next Code of Practice Audit**
A full in person unannounced audit is conducted against the Code of Practice Auditing Standards. The supplier understands the outcome and grade at the end of the audit and a report is shared with the supplier and JoJo along with timelines on immediate actions to take.
- ✓ **Corrective Actions**
Where non-compliances are raised, our ethical team will work with the factory to make a commitment to improvement and begin a corrective action plan with specific actions to work towards improvement prior to the next audit.

Once these steps are completed to a satisfactory level, the factory is approved to receive orders. Continuous improvement is done through discussion, support as needed and documented on corrective action plans.

Tier 1 manufacturers

During this reporting period we completed Code of Practice audits on 98% of our Tier 1 manufacturers. We also continually updated the method and type of data we regularly assess and internally report on to our Commercial Teams and Management Board on a monthly basis.

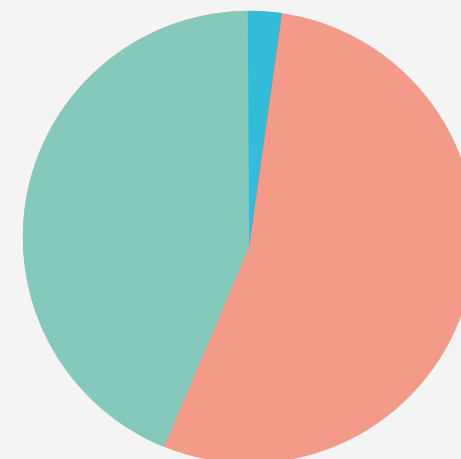
End of year overview of findings

- 70 audits carried out** through the year at our Tier 1 factories.
Of the factories we placed business with during the financial year;
- 81% were rated as 'compliant'**, meaning they have a Category 1-3 audit status, however we will continue to review audit outcomes for continued improvement.
- 13 factories were rated Category 4-6.** We are working closely with our suppliers towards sustainable improvements on issues raised to understand the root causes behind the non-compliances. We ask our the factories we work with to make commitment to improve, we document progress and provide support as required to make improvements prior to reaudit. This includes factory commitment to improve, documented corrective action plans, meetings to discuss improvements and support from our auditors prior to reaudit.
- We stopped trading with 29 factories.** The two biggest reasons were commercial (17 factories) and the factory couldn't, or did not wish to meet our standards (4 factories).
- 52% of non-compliances were for Health and Safety.** This varies in severity but can usually be straightforward to put right and is continually monitored through corrective action plans and evidence submission.
- 29% of non-compliances related to working hours.** Long working hours can be the result of bottle necks or unforeseen delays to the production critical path. Overtime is common in manufacturing but must always be voluntary, not excessive and paid according to local laws.
- No instances of Forced Labour, Child Labour,** or Discrimination were identified.
- Whilst we monitor the data on number and type of non-compliance monthly, amongst other metrics such as employment status, we target ourselves with continued improvement, and understanding the **root cause** of the issues is key to driving longer term improvement.

Category Rating	Total	China	India
1	–	–	–
2	1%	–	–
3	80%	84%	69%
4	1%	1%	–
5	13%	14%	15%
6	4%	–	15%

Overview of non-compliances

-  Policies & HR
-  Health & Safety
-  Wages & Working Hours





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Key activities, Training & Capacity Building

We are always aiming to build on our processes and improve our collaboration, training and communication within our own teams and our wider supply base. In the reporting period, the below represent the key activities completed in relation to Modern Slavery.

- ✓ **TP Partner brands meeting** – on a quarterly basis, our partner brands meet to discuss responsible sourcing with the output target of growth and development of HRDD approach, shared learnings, and briefings on progress.
- ✓ **ETI (Ethical Trading Initiative) Members Day** – we joined members of the ETI to hear their progress and targets ahead of becoming foundation members. This event informed on progress, provided inspirational storytelling to consider within our own strategy and opportunities for networking with our peers.
- ✓ We became **foundation members of the ETI** and began work on the Progression Framework to demonstrate improvement and compliance to their standards. This included in person and virtual sessions on human rights topics.
- ✓ **B Corp – Louder than Words** – we attended the biggest meeting of B Corps in Oxford to hear about the launch of the new standards and other initiatives B Corp is championing to support People and Planet.
- ✓ During **Anti Slavery Week** in we cascaded information to our teams on modern slavery. This was emailed out and put onto our internal social stream. Topics included – What is modern slavery, the human cost, climate change and modern slavery in the digital age. The aim was to present this topic in a different context and share survivor stories.
- ✓ We upskilled ourselves, attending **workshops** by the ETI as well as from anti slavery charity, Stronger Together (Eliminating Worker-Paid Recruitment Fees and Labour Supply Chain Due Diligence and Partnerships).
- ✓ Internally we **reviewed and refined our data tracking** by studying patterns in non-compliance, site information and worker data taken from audit. This allowed us to understand more about our supply base and identify common issues and cross reference by region. Whilst it is very topline, it creates a baseline to take into next year.
- ✓ Following review of our Responsible Sourcing Policies and we felt the time was right to issue a **Responsible Sourcing Handbook**. Prior to this, most of the communication was on email or at the start of the relationship. The document is now available on our Testing Platform so always available and shared initially at the supplier Welcome Meeting.



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Key targets

Improve our supplier onboarding and continuous improvement to support ethical and sustainable practices

- Review and challenge efficacy of onboarding process, documents and data capture, considering modern slavery indicators and ensuring all suppliers are aware of our human rights policies.
- Continue to utilise data from audit to understand consistent areas of non-compliance and improvement, engage with key suppliers to understand root cause and opportunities for sustainable improvement.
- Continually improve our monthly reporting to support our teams to understand the nature of our supply base.
- Roll out refreshed approach to grievance mechanisms within a selection of our Tier 1 factories to allow an opportunity for people working in the factory to raise grievances and seek resolutions.
- Engage with our suppliers through both written communication and wherever possible meetings to share our targets on responsible sourcing, discuss impact with them and their operations and listen and respond to their feedback.

Supplier mapping

- Improve our working knowledge of our biggest suppliers 'Tier 2' sites, going beyond lists and working to understand the nature of their operations along with any modern slavery or human rights risk indicators.

Successfully graduate to full ETI membership

- Actively engage with the ETI and it's community on training, targets and the Progression Framework towards our goal of full membership.

Refresh our team training on our online training platform

- Refresh our modern slavery and responsible sourcing training as a requirement for all in Purchasing, Merchandising and Technical.

Responsible Sourcing Handbook

- Continually improve our handbook, making sure it is relevant and useful for suppliers to understand our approach.
- Ensure our policies are understood and easily accessible and inline with our B Corp values and ETI commitments.

