

# MODERN SLAVERY STATEMENT 2025/26

## BURBERRY GROUP PLC

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## Modern Slavery Act 2015 (UK), Transparency in Supply Chains Act 2010 (California), Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023 (Canada) and Modern Slavery Act 2018 (Australia)

### 2025/26 Burberry Group plc Statement

At Burberry, we are committed to respecting and upholding human rights wherever we operate, and we do not tolerate any form of modern slavery in our business or supply chain.

### About this statement

This statement is made pursuant to Section 54 of the Modern Slavery Act 2015, the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023, the Australian Modern Slavery Act 2018, and the California Transparency in Supply Chains Act of 2010 (SB 657).

It sets out the steps we have taken during the financial year 2025/26 to prevent slavery and human trafficking from taking place in our supply chains or in any part of our business. Burberry's definition of slavery and human trafficking is aligned to section 54 (12) of the Modern Slavery Act 2015.

This statement is also made on behalf of the following subsidiaries of Burberry Group plc (company number 3458224): Burberry Limited (company number 162636), Burberry (UK) Limited (company number 4288292), Burberry International Holdings Limited (company number 4251867), Burberry Limited (registered in the State of New York under DOS ID 293943), Burberry (España) Holdings Limited (company number 5265289), Thomas Burberry Holdings Limited (company number 3509143), Burberry Haymarket Limited (company number 4868493), Burberry Holdings Limited (company number 4251948), Burberry Canada Inc (corporation number 689541-7), Burberry Pacific Pty Ltd (ACN 90 098 381 161), and Burberry London Limited (company number 4251951) and the actions and operations set out below are effective across the Burberry group.

During the reporting period this statement covers, we engaged with each of the reporting entities covered by this statement and consulted the entities we own or control. Burberry Limited (company number 162636) is responsible for drafting the statement on behalf of Burberry Group plc, with inclusions and approvals for all subsidiaries.

# Introduction

As a global British luxury brand, we are committed to acting responsibly to achieve our goals.

Under the banner of our Responsibility strategy, Burberry Beyond, we set ambitions across four pillars, Product, Planet, People and Communities, that bring everything we do across our business, our supply chain and our communities together designed to create a better world for the next generation.

To positively impact people within our supply chain, we collaborate with partners to protect the timeless nature of luxury craftsmanship skills and traditional techniques. Core to this agenda is respecting and upholding human rights, combatting the risk of modern slavery, and increasing transparency throughout our supply chain. We have key metrics in place to measure and report on progress, supported by our ongoing policy commitments.

Our 11<sup>th</sup> Modern Slavery Statement provides an overview of the progress we have made in the past year to further strengthen our systems to prevent modern slavery in our supply chain and operations. We are addressing risks through our compliance and social impact programmes to create meaningful impact within our own operations, our supply chain and our local communities.

In FY 2025/26, we implemented actions that focused on the key risk areas of our operations and our supply chain. These actions are based on the findings from both our most recent human rights impact assessment (HRIA) and Ethical Trading Programmes activities, including:

- Delving further into our extended supply chains and business operations to identify and address new potential modern slavery risks;
- Extending access and raising awareness of Burberry sponsored confidential hotlines, across our global supply chain and direct operations;
- Launching and expanding our migrant worker responsible recruitment and employment programme in collaboration with the International Organization for Migration (IOM); and
- Partnering with Quizzr, a digital training platform, to increase access to human rights training for supply chain partners.

## Our key areas of progress in FY 2025/26 include:

- As part of our audit programme and due diligence strategy, 436 of our Tier 1 and Tier 2 suppliers have had an on-site audit, and 15% of Tier 1 supply chain partners have improved their social compliance performance.
- Our supplier capacity building programmes that support our partners in strengthening their risk management capabilities and improving working conditions throughout their supply chains, cover 61% of our Tier 1 supply chain.
- Our worker engagement programmes that promote equal treatment and opportunities for supply chain workers have reached over 20,330 workers in our Tier 1 supply chain.



# Our business & operations

Established in 1856, Burberry is a global British luxury brand with a unique heritage and a longstanding commitment to quality, innovation, and creativity. We design, source, make and sell carefully crafted products including clothing, leather goods, accessories, eyewear and beauty, and are focused on delivering growth while playing a positive role in society.

Our purpose and values are at the heart of our business decisions and the wellbeing of our people, the people in our supply chain and the communities where we operate are at the centre of all our activities.

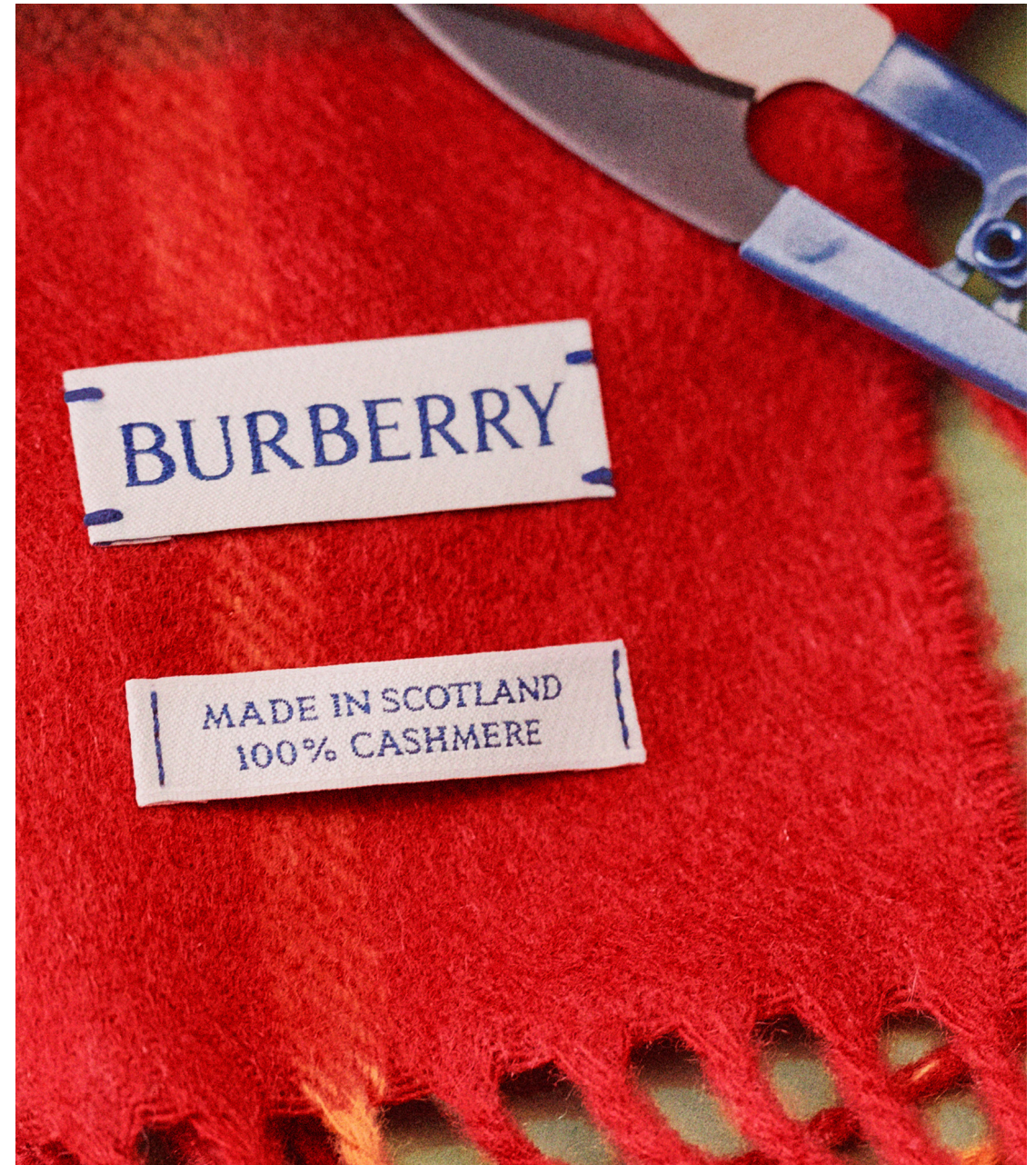
We manufacture our products at both Burberry-owned sites in the UK and Italy, and in partnership with a network of global suppliers.

We sell our products through our network of directly operated and franchised stores, online and via wholesale partners. Benefitting from their product and distribution expertise, we work with licensing partners for certain product categories such as eyewear and beauty.

Operating across the world, we contribute to local economies and support the communities around us. We add value to societies both directly and indirectly through our business operations and by partnering with NGOs on community programmes.

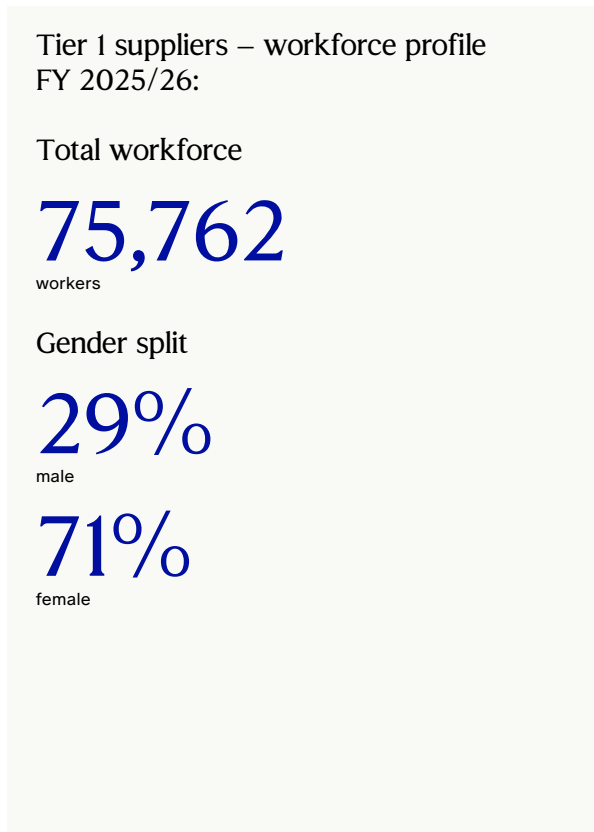
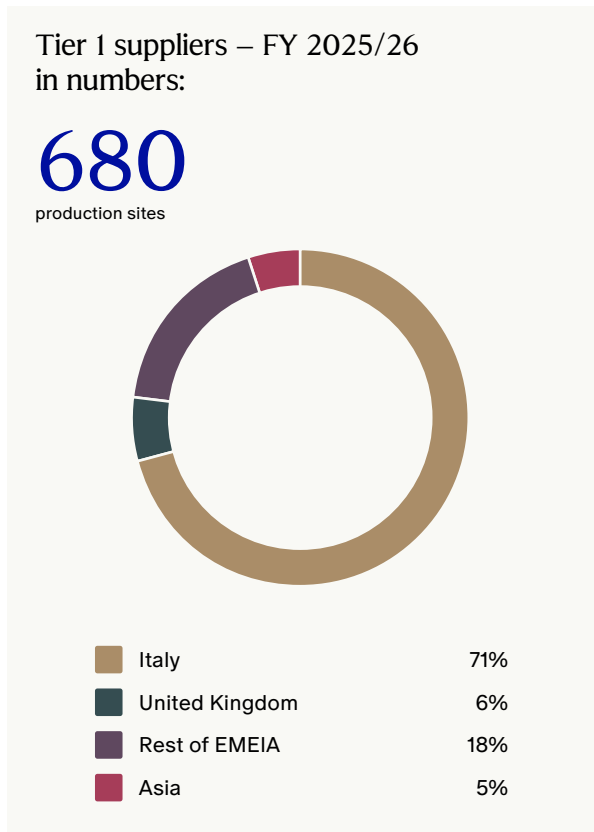
At Burberry, we have:

<b>7,292</b> employees	<b>121</b> nationalities	<b>27</b> Corporate Responsibility specialists	FY 2025/26 revenues: <b>£2.4</b> billion
Across			
<b>32</b> countries and territories	<b>410</b> stores	<b>25</b> offices	
		<b>10</b> logistic hubs	



### Our product supply chain

We operate two Burberry-owned manufacturing sites in the UK (in Castleford and Keighley) and two in Italy (in Florence and Turin). We also have a network of global suppliers. We have longstanding partnerships with many of our suppliers and believe that strong relationships are key to ensuring continuous improvement in supply chain working conditions.



Note: Please see our appendix for definitions relating to the Tiers of our supply chain.

## Traceability

Traceability remains a key enabler for the delivery of our environmental and social programmes. For Burberry, traceability underpins our approach to responsible raw material sourcing, providing the transparency needed to verify environmental and social standards across our supply chain.

We set ourselves a target in FY 2022/23 for 100% of key raw materials to be traceable by 2030. Since then, we have been working with a third-party traceability tool to gain the transparency needed to identify, assess, and manage environmental and social risks within our supply chain. We have evolved our approach to traceability as our understanding of our supply chain has deepened and recognise the need to cover a broader range of raw materials to strengthen our supply chain transparency.

See our Annual Report FY 2025/26 for further details on our progress in raw material traceability.

## Licensees

We license production of our beauty and eyewear products to Coty and Luxottica respectively. We work with both licensees to apply consistent standards that meet agreed expectations and requirements.

Coty's Human Rights Policy sets out its commitment and approach to addressing human rights risks in its supply chain. Coty is a founding member of the Responsible Mica Initiative (RMI), a multi-stakeholder action group aiming to establish a responsible Indian mica supply chain by promoting standards, legal frameworks, and community empowerment programs. Since 2017, Coty has been a member of the Roundtable for Sustainable Palm Oil (RSPO) and as of FY25, 100% of Coty's palm oil purchases are RSPO certified. For further details, see Coty's Modern Slavery Statement.

Luxottica is part of the EssilorLuxottica Group, a global leader in the design, manufacture and distribution of advanced vision care products, eyewear and med-tech solutions. As part of the Eyes on Ethics pillar of its Eyes on the Planet sustainability programme, EssilorLuxottica has developed a set of ethics-related resources and tools that reflect its evolution as a unified Group as well as its values. EssilorLuxottica has comprehensive policies to address human rights and modern slavery risks, including its Code of Ethics, its Business Partners' Code of Conduct and its Modern Slavery Statement, developed in accordance with the UK Modern Slavery Act.

## Services and goods not for resale

We work with suppliers that support our broader business operations, including logistics and waste contractors, and suppliers of goods not for resale such as packaging and visual merchandising.

Our Code of Conduct (or equivalent standards) are incorporated into our contractual agreements with partners and suppliers (see Policies section). We also carry out ethical trade audits to monitor compliance with our Ethical Trading Code of Conduct (see Human Rights Due Diligence section).



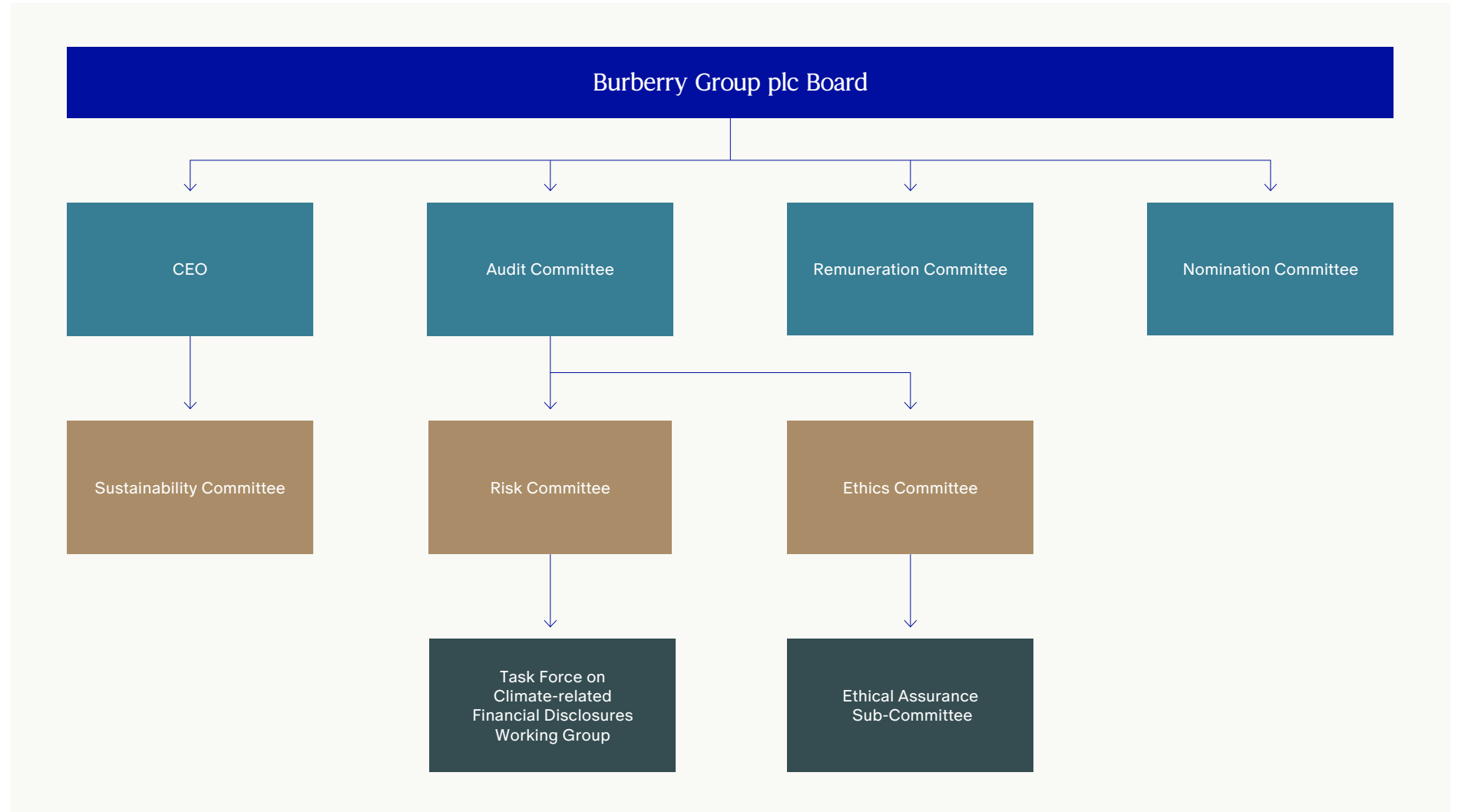
# Governance

Overall governance and progress oversight of our human rights work, across our supply chain and direct operations, sits with our Ethics Committee, which is chaired by the General Counsel, and meets three times per year.

If any labour or human rights risks are identified, these will be escalated in line with internal governance processes, including reporting to the Vice President of Corporate Responsibility and, where appropriate, to the Ethics Committee. The Ethics Committee reports to the Burberry Group plc Audit Committee, which is chaired by an independent Non-Executive Director.

To support embedding and operationalising human rights across our business, our Ethical Assurance Sub-Committee which is co-chaired by our General Counsel and Chief Operating and Supply Chain Officer and reports into our Ethics Committee, is in place to respond to live issues that may result in adverse human rights impacts, including modern slavery, for workers in our operations or supply chains, and to ensure that internal supply chain on-boarding procedures are adhered to across the business.

The governance structure chart here outlines the reporting lines of each of the committees.



# Policies

At Burberry, we believe that respect for human rights is integral to being a responsible business. The prevention of forced, bonded, and trafficked labour is a key element of Burberry's approach and is a key foundation of our Code of Conduct.

Our Code of Conduct guides our actions and supports our partners to make informed, ethical and sustainable decisions and was developed in line with our commitments and experience over many years. Our policies within the Code of Conduct are underpinned by the UN Guiding Principles on Business and Human Rights, Ethical Trading Initiative Base Code, International Bill of Human Rights, and the International Labour Organizations labour standards.

Policies relating to modern slavery and human rights are reviewed annually by our Corporate Responsibility team, to ensure they are meeting the latest best practice guidelines and emerging regulatory requirements. This is carried out in conjunction with relevant internal departments such as Legal and Human Resources and are approved by the Ethics Committee.

We seek to apply and ensure awareness of the Code of Conduct within our own operations and to all our business associates, which include, but are not limited to, raw material suppliers, finished goods suppliers, subcontractors, supporting facilities, non-stock suppliers, construction contractors, licensees and franchisees.

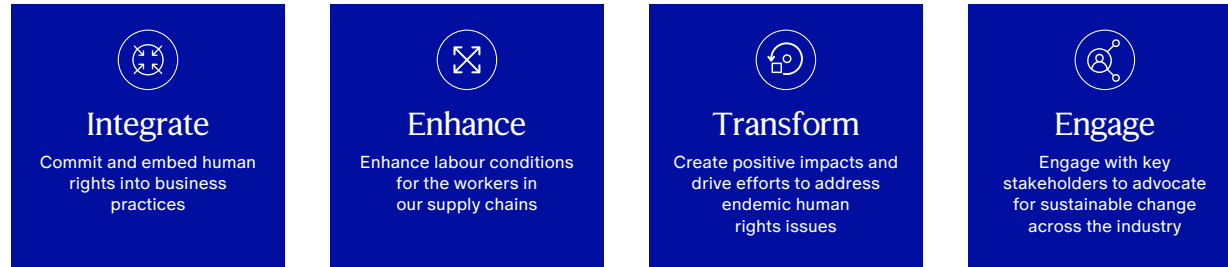
## The policies relating to modern slavery and human rights include:

- Burberry Human Rights Policy
- Burberry Ethical Trading Code of Conduct
- Burberry Migrant Worker Policy
- Burberry Child Labour and Young Worker Policy
- Burberry Partner Non-Compliance Policy



# Our strategic approach: human rights strategy

At Burberry, we take a risk-based approach to managing our human rights and modern slavery risks. We are committed to taking action and making meaningful and lasting improvements to business practices and workplace conditions. Our human rights strategy is defined by four pillars and supports our commitment to fully embed human rights into our business practices.



Every two years, we conduct a human rights impact assessment of our operations and activities and those of our extended supply chain.

We assess and address human rights and modern slavery risks within our supply chain through our Ethical Trading Programme. We conduct a risk-based analysis of new suppliers prior to procurement and conduct ethical trading audits where risks are identified (for further details see Human Rights Due Diligence section).

We also have targets linked to our work around people in our supply chain that form a key part of our accountability measures for our strategic approach to our People pillar within our corporate responsibility strategy, Burberry Beyond. These KPIs are tracked internally and reviewed on a bi-monthly basis (please see Monitoring and Evaluation).

## Assessing our human rights impact

We conduct bi-annual human rights impact assessments to identify, understand, and address potential and actual human rights risks associated with our operations and extended supply chain and our latest impact assessment took place at the end of FY 2024/25 and involved working with external experts.

Our methodology involves a comprehensive review of our global supply chain, including the identification and mapping of human rights risks and potential impacts. This process is informed by the OECD Due Diligence Guidance for Responsible Business Conduct and is supported by desk-top research and on-site assessments as well as engaging with external stakeholders such as workers, local communities, supply chain partners and NGO's.

In addition to our standard assessment, in FY 2024/25 we conducted two supplementary analyses to further understand how the human rights of vulnerable groups within our supply chain workforce may be impacted. One supplementary analysis focused on gender and the protection of women's rights across our global supply chain, while the other focused on two countries where there is a high prevalence of migrant workers within our supply chain partners' facilities.

Our FY 2024/25 assessment identified the following salient human rights risks across our supply chain:

- Working hours and wages – Risk of unfair pay or excessive hours
- Worker voice – Risk of restricted freedom of association or access to grievance mechanisms.
- Harassment and discrimination – Risk of unequal treatment, particularly affecting women and migrant workers.
- Modern slavery (forced labour) – Risk of recruitment fees or informal employment practices that may lead to debt bondage or work not freely chosen.
- Worker health and access to health services – Risk of harm to physical or mental health due to unsafe conditions or lack of healthcare access.

It also identified the following areas where there is a heightened risk of modern slavery occurring:

- Within our extended supply chain, Tier 2 – 4 (with Tier 1 being our direct supply chain partners and Tier 4 representing the lowest Tier identified in our supply chain mapping).
- Specific countries and regions with higher labour rights and migrant worker related risks.
- Specific goods or services not for resale, such as logistics service providers, cleaning services, and employment agencies.

Over the last year we have implemented targeted mitigation actions, and will continue to build out our action plans to further address these risk areas, including:

- Focusing our efforts on increasing transparency around the underlying drivers of excessive working hours and wage issues, through our re-enforced due diligence approach, country specific assessments and root-cause analysis assessments.
- Raising awareness and expanding worker access to Burberry sponsored hotlines, through targeted training and the provision of translated materials.
- Expanding our collaboration with the International Organization for Migration (IOM), to build the capacity of our supply chain partners, particularly in the ethical recruitment and management of migrant workers.
- Conducting tailored risk assessments and enhancing internal due diligence across service providers and recruitment agencies providing contracted workers.
- Conducting our Health training programme for supply chain workers, focusing on female related health topics.

Please see the following sections for further details on how our programmes are aiming to address the impacts raised in our HRIA; Human Rights Due-diligence Programmes, Health Programme, Worker Grievance Mechanisms, and Training and Engagement.

# Human rights due diligence

Our approach to human rights due diligence encompasses and integrates all the activities we put in place to identify and manage social risks in our own operations and product supply chains. We review our due diligence model regularly to ensure it prioritises our most salient risks and considers the insights and identified needs of both supply chain workers and partners as well as the expectations of our external stakeholders such as international regulators, consumers, investors and governments.

Last year we implemented an enhanced human rights due diligence approach, which has since evolved into a comprehensive strategy. This strategy ensures a targeted approach to risk management activities through three focus areas, aligning our efforts to where risks are most significant, based on both the severity of impact on individuals and the likelihood of occurrence. The strategy has been validated by external consultants to ensure alignment with regulatory and stakeholder expectations, and overall accountability sits with our General Counsel, with operational delivery sitting cross-functionally across the business.



Our human rights due diligence strategy can be classified into three key areas of focus:

## Risk Avoidance

We limit our exposure to modern slavery risks by carefully assessing high risk geographies and contexts where workers' rights may be restricted. We choose only to work with supply chain partners that will be able to meet both legal requirements and our ethical trading standards.

## Risk Management

We implement an end-to-end risk management approach and operationalise our activities through risk assessment, mitigation, remediation and prevention:

- we assess risks through a combination of approaches, such as our country risk platform Maplecroft, our Human Rights Impact Assessment as well as our approach to onboarding new supply chain suppliers, which includes induction training, screening, region and facility-based risk assessments.
- we mitigate risk through our Ethical Trading Programme, which includes conducting ethical audits and targeted assessments. When issues are identified, we work with our partners to implement tailored improvement plans and remediate negative impacts. We also engage directly with workers through our sponsored confidential hotlines, ensuring early identification of issues by allowing concerns to be reported confidentially.
- we prevent risk through our capacity building initiatives that strengthen our partners' ability to identify and address potential human rights issues across their own supply chains, allowing them to address these proactively. Programmes such as our Vendor Ownership Programme and our collaboration with the International Organization for Migration (IOM) focusing on Migrant workers responsible recruitment and management help embed responsible practices and support long term sustainable improvements.

## Risk Accountability

We drive accountability and improvement through clear performance frameworks such as Supply chain partner scorecards that have social performance indicators, and disengaging only when partners fail to meet expectations, closing the loop and reinforcing standards.

## Due diligence in our own operations

Our own operations include Burberry owned manufacturing sites, offices and stores, as well as logistics, distribution centres and service providers supporting our operations.

We operate four Burberry-owned manufacturing sites, and these are included within our Internal Operations Strategy to ensure that sustainability priorities are addressed through focused, high impact actions. This approach enables us to implement targeted sustainability actions, supported by external partners and internal expertise across the People, Product and Planet pillars of our Responsibility Strategy. Our manufacturing sites are equally included within our Ethical Trading Programme, and are risk assessed and managed in line with the standards we require of our external supply chain partners.

Our Ethical Trading Programme also covers logistics and distribution centres as well as service providers, and this year we have conducted audits at 8 of these sites.

Our direct employees are recruited by internal Human Resources teams, and we also use Managed Service Providers (MSP's) that are responsible for the recruitment and management of specific contracted roles.

MSP's have ethical recruitment processes in place, and we have conducted due diligence on their processes to ensure it is aligned with our own standards as well as legislative requirements.

Additionally, this year we carried out an internal assessment of the potential human and labour rights and risks associated with all contracted workers employed across our stores and offices. This identified cleaning and security roles at a heightened risk of Modern Slavery. We have started to take measures to address this risk, including communicating with all our cleaning service providers globally on the requirement to ensure that all personnel providing services to Burberry have been appropriately screened, trained, and employed in accordance with applicable employment laws and ethical hiring practices. Additionally, we raised awareness for contracted workers of the Burberry confidential hotline, providing materials in local languages.

See page Training and Engagement for information on how we train our employees on Modern Slavery.

## Due diligence in our product supply chain

Our approach to risk management focuses on managing risks while preventing potential and actual impacts to workers. It is applied across the duration of our supply chain partner relationships, from initial risk assessments through mitigation, remediation and prevention, supporting partners to strengthen ethical standards and social performance through a toolkit of social compliance and social impact programmes. Due diligence activities are scaled based on the severity of any risks identified.

## Risk assessment and avoidance

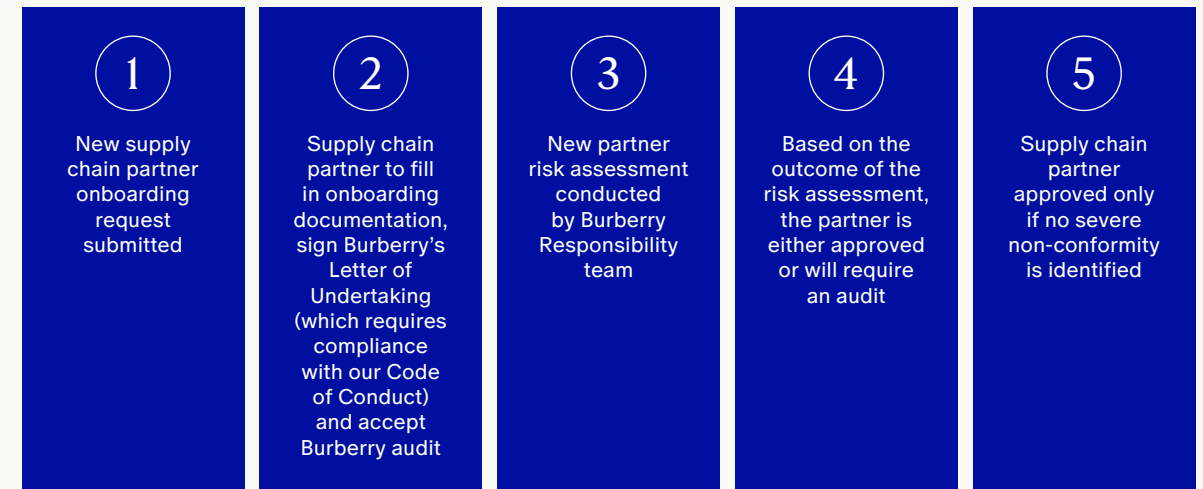
Our risk assessment and avoidance approach is designed to identify, prevent and minimise exposure to human rights and modern slavery risks before they materialise, particularly across high-risk geographies, operations and employment conditions.

We operate a robust governance framework that ensures cross-functional oversight, embeds a risk-aware mindset into decision-making, and aligns procurement practices with our Human Rights standards. In conjunction with our Traceability Programme, we apply enhanced controls to identify extremely high-risk scenarios and disengage responsibly where necessary.

All our supply chain partners (Tier 1 & 2) are screened and assessed at the onboarding stage (see on-boarding process below) to identify potential human rights and modern slavery risks. As part of this process, suppliers are required to sign a Letter of Undertaking acknowledging and agreeing to Burberry's Code of Conduct. This is to ensure agreement that any form of modern slavery, including forced, bonded or involuntary prison labour, is not permitted under any circumstances.

Before any new supply chain partner is approved, we assess them for any indicators of forced, bonded or trafficked labour in line with our Human Rights Due Diligence framework. Where a vulnerable workforce or high-risk geographic location is identified, a full audit is conducted. Audit findings and any required remediation plans are thoroughly evaluated before approval is granted. Where remediation is unsuccessful or a supplier fails to meet our standards, we will not pursue any working relationship with them.

### Supply chain partner onboarding process:



To strengthen our risk identification and monitoring capabilities, we partner with Maplecroft to access objective, real-time global risk data and scenario analysis. In addition, this year we launched a partnership with Inspectorio, a global supply chain management platform, to digitise and standardise ethical trading risk assessment and mitigation processes across our global supply chain.

## Risk mitigation

Our approach to risk mitigation underpinned by our Ethical Trading Programme, which comprises of auditing our supply chain partners, and monitoring compliance with the standards set out in our Ethical Trading Code of Conduct.

After the risk assessment stage during onboarding, a new Tier 1 or 2 supplier will either be approved for production or will require a full on-site Ethical Trading Audit. We use a combination of internal ethical trading experts and accredited external auditing agencies to carry out ethical audits in our supply chain. Audits can be both announced or unannounced depending on the partner's risk and, where required, auditors will be accompanied by interpreters or cultural facilitators.

**What happens during an Ethical Audit**

- Site tour
- Worker interviews
- Documentation review

**Ethical Audit Gradings**

- Excellent – No issues identified
- Minor
- Major
- Critical
- Business Critical – Serious findings have been identified

After an audit, the supply chain partner receives the findings and where appropriate a proposed corrective action plan. Our Corporate Responsibility team works closely with the supply chain partner, through regular communication, to both monitor and support implementation. These action plans focus on making improvements to management systems to prevent and/or remediate modern slavery risks, as well as improvement of the management of both human rights and health and safety risks. Once corrective action plans have been put into place by our supply chain partners, we ensure regular monitoring to ensure ongoing compliance and continuous improvement and will provide support and guidance where needed.

Our audit principles are aligned with major international ethical trading standards and regulations, as well as applicable national laws. Our auditors are certified to internationally recognised social audit schemes. The frequency and type of audits we conduct depends on the previous audit grading and the risk associated with the supply chain partner. Where facilities with high-risk issues are identified, more frequent audits take place. Partners are requested to show their immediate commitment to remediate any identified issues, put a corrective action plan in place and address them in a timely manner.

Where Critical or Business Critical audit gradings are assigned, our Critical procedure applies, and the partner is rejected at onboarding. In exceptional circumstances conditional approval will be provided, where a critical finding can be effectively remediated within a short timeframe, alongside the supply chain partner showing a strong commitment to remedy and collaboration.

We analyse all our audit findings on a global scale to better understand where to focus our social compliance and impact programmes. This year, the main areas of non-conformance with our standards across all audits conducted has remained health and safety and concerns relating to working hours such as excessive overtime.

We will continue to work with our supply chain partners to identify the root cause of these issues and implement actions to address and prevent them. Corrective action examples include enhancing health and safety management systems and policies; ensuring all essential fire safety equipment is in place; and implementing an accurate working-hours records system.

Our Ethical Trading Programme also addresses the risk posed by unauthorised subcontracting. We have a zero-tolerance policy to unauthorised subcontracting across all levels of our Tier 1 and Tier 2 supply chain. Similarly, our supply chain partners are required to cascade this prohibition within their own supply chains.

Audit activities this year were prioritised using a risk-based approach, focusing on facilities where labour rights issues are more likely to occur and where our engagement can deliver meaningful outcomes. This approach included targeted audits of raw material suppliers to further strengthen our understanding of Tier 2 supply chain risks. Partners that were identified as higher risk received enhanced engagement and follow up from our teams. Audit planning across the remainder of the supply chain continued to be informed by risk assessments, supply chain and operational factors as well as previous audit performance.

### Ethical Trading Programme FY 2025/26 in numbers:

**436**

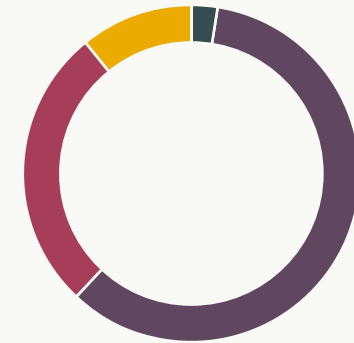
on-site audits across our Tier 1 and 2 supply chains

**52**

desktop assessments across our Tier 1 and 2 supply chains

**69%**

of our Tier 1 suppliers were either audited or remained in scope of their most recent audit during FY 2025/26 and the breakdown of our Tier 1 supply chain partners by ethical trading performance is as follows:



<span style="color: #8B4513;">■</span> Business Critical	0.2%
<span style="color: #2E4A5A;">■</span> Critical	2.4%
<span style="color: #4B3621;">■</span> Major	59.4%
<span style="color: #A52A2A;">■</span> Minor	27.2%
<span style="color: #FFD700;">■</span> Excellent	10.7%

In addition,

**15%**

of our Tier 1 suppliers that had an audit this year, improved their ethical trading performance compared to their previous grading.

## Reinforced due diligence approach

One area of focus of risk mitigation this year has been the potential risks associated with migrant workers. We have implemented a reinforced Due Diligence process to assess, remediate and prevent instances of actual or potential negative impacts on these workers.

Our approach includes:

- An extensive assessment (conducted on an unannounced basis) of the supply chain partner's operating procedures, spanning across working rights, employment practices, fiscal due diligence and electrical consumption analysis.
- Out of hours site visits are conducted with the support of third-party consultants.
- Action plans that are tailored to each supply chain partner to support their capacity to address and prevent negative impacts.
- An internal due diligence review of Burberry's purchasing practices, to identify any connections between our sourcing policies and any non-conformities identified during our audit programme.

These assessments have identified non-conformities around unreliable record keeping, working hours and informal workers. All partners have been issued with action plans and are openly working on remediating any impacts observed and are regularly reassessed to validate improvements.

## Risk remediation and prevention

Our approach to risk remediation ensures that when issues are identified within our supply chain, we work with our supply chain partners to address any adverse impacts on individuals, workers, and communities. We recognise that our efforts to remediate should not limit access to other available remedies, and we prioritise the needs of affected stakeholders, particularly those facing human rights concerns.

In addition to remedy, we collaborate with business partners, NGO's and industry trade-bodies to prevent recurrence, minimise the risk of adverse impacts and strengthen responsible recruitment and employment practices across our supply chain. For example, our approach to recruitment fees adheres to the 'Employer Pays Principle.' Under this principle, any recruitment fees paid by workers throughout their recruitment journey will be reimbursed, and we work with local partners to implement remediation in a transparent and effective manner.

This year, we further strengthened our approach, by developing a root cause analysis toolkit with an external consultant, which will support our supply chain partners in identifying the most suitable corrective actions based on the issues identified and prevent instances reoccurring.

Where a partner is unable to remediate identified issues and meet agreed improvement deadlines following our support, we may consider responsible disengagement as a last resort. This approach ensures we maintain our standards and protect the safety and wellbeing of workers across our supply chain.

## Remediation case study

As part of our onboarding process, we undertook a comprehensive audit of a finished goods manufacturer in a geography with a recognised labour rights risk profile. The assessment identified areas for improvement relating to worker contracts, working time records and elements of the piece rate payment system.

Working closely with the manufacturer, we implemented a remediation plan to ensure valid contracts for all workers, implement a reliable time-recording system including fingerprint station, and revise the piece-rate model to guarantee fair wages.

Monthly meetings between our Corporate Responsibility team, our third-party auditor and the manufacturers sustainability team are driving the implementation of these actions and full remediation is expected to be validated by an on-site audit in the next month, with improvements already benefitting more than 350 workers.



# Human rights due diligence programmes

To support our human rights due diligence approach, we engage our supply chains partners in targeted programmes that support the end-to-end management of risk across their own extended supply chains. These programmes currently cover 61% of our Tier 1 supply chain and focus on building the capabilities of key supply chain partners in strategic sourcing countries.

## Vendor ownership programme

Our Vendor Ownership Programme (VOP), in place since 2013, is a key element of our approach to managing and preventing risk within our supply chain. The programme aims to support our key<sup>1</sup> supply chain partners in developing and operating their own due diligence processes across their extended supply chains, in line with our standards. To achieve this, we:

- Designate VOP resources: Request each partner to appoint one or more VOP representatives
- Build capability: Provide online and on-site training to strengthen understanding of human rights risks and equip teams to prevent and manage them.
- Develop auditing skills: Enable VOP resources to conduct on-site ethical trading audits against Burberry's Code of Conduct and implement improvement plans as needed.
- Strengthen governance: Establish a cross-functional oversight group to oversee supply chain performance and risks, supported by clear procedures from onboarding through remediation and continuous improvement.
- Support collaboration: Foster a VOP community to address common issues, share best practices, and deliver workshops and training with support from the CR team and external experts.

1. Supply chain partners are selected based on volumes, value and length of relationship; this ensures that the programme addresses risk within the majority of our Tier 1 supply chain.

As part of our ongoing engagement and capacity-building approach, this year we delivered a range of training and awareness-raising activities aimed at strengthening our partners' understanding of human rights risks and responsible supply chain practices. These initiatives included:

- 6-session online training course, delivered by an external consultant focused on risk mitigation tools, auditing practices and interviews techniques, as well as providing support for remediating salient non-conformities for newly appointed VOP resources.
- A dedicated training on effective grievance mechanisms and how to leverage Burberry sponsored hotlines (please see Grievance Mechanisms).
- An in-person VOP Community Day for Italy-based partners that featured workshops on supply chain risks and vulnerable groups. Sessions included practical guidance from the International Organization for Migration (IOM) on interviewing migrant workers and gender-sensitive HR and H&S approaches to strengthen audits and improve the way issues are identified and addressed.
- Multiple Q&A sessions to provide additional guidance on any updates to the programme and provide support where required.

Looking ahead, we are committed to ensuring the programme remains effective and to update the tools and resources provided to our VOP partners, introduce additional KPIs to track programme impact, and gradually engage key Tier 2 partners to support their transition toward more responsible supply chain management.

Vendor Ownership Programme  
FY 2025/26 in numbers:

28

supply chain partners are engaged in the VOP

100%

of our internal manufacturing sites are in the programme

361

subcontractors are engaged through their VOP partners

44,822

workers are being reached by the VOP

55%

of our global supply chain is covered by the VOP

100%

of VOP partners established a governance system and ethical internal committee to ensure the due diligence process is embedded into their procedure



## Migrant worker responsible recruitment and employment (R&E) programme

The Migrant Worker Responsible R&E programme was established in FY 2024/25 in collaboration with the International Organization for Migration (IOM) as a pilot project, to raise awareness on fair and ethical migrant workers' management. Following its success, it has since been established as a fully operational programme across key countries within our EMEA supply chain.

The programme aims to build the capacity of our Tier 1 supply chain partners in effectively managing migrant worker recruitment and employment practices in line with our Migrant Worker Policy, while raising awareness of migrant workers' vulnerability to potential human rights violations and strengthening partners' ability to identify, assess, prevent, and manage related risks.

The programme includes:

- Tailored engagement activities based on a weighted assessment of each partner's social risk profile and relevance to IOM training topics (categorised as low, medium, or high).
- Responsible recruitment and employment guidance tools for all partners, introduced by the IOM through an introductory online training covering key topics.
- A six-module intermediate training programme for medium-relevance partners, focusing on country-specific migrant worker recruitment and employment practices. This includes information on risks faced by migrant workers during their stay and employment within the country, is based on international standards and best practices for migrant worker management, as well as an interactive session using real life scenarios to support partners in identifying effective solutions to potential workplace conflicts.
- For high-relevance partners, a co-designed preventative action plan developed with IOM through a one-on-one session to strengthen the management of migrant worker-related human rights risks.

This year the IOM developed bite-size modules of the introductory training session, and during the next year we will provide this readily available tool to more of our supply chain partners. Additionally, we will continue scaling up the programme across our global supply chain, prioritising geographies with a higher presence of migrant workers.

### Migrant Worker Responsible R&E Programme FY 2025/26 in numbers:

25

supply chain partners engaged in the programme

5,846

supply chain workers reached through the programme

## Homeworkers

Homeworkers are highly skilled individuals who are integral to fashion supply chains. This method of working helps to support a worker's family life while also maintaining an income. We also recognise that homeworkers can be at a heightened risk of unfair and unsafe working conditions, therefore we closely monitor the use of homeworking across our global supply chain and collate relevant data through our on-boarding process and audit programme.

One area of our supply chain with a small but significant number of homeworkers is Japan, where workers have supported demand since the 1970s. One example is in shoemaking, where leather cutting, skiving, upper-making, and bottoming processes all have different specialists using machines and chemicals in the workshops in their homes. We are committed to raising awareness of home workplace safety and the wellbeing of these workers. We are supporting our supply chain partners in conducting homeworker visits and implementing a homeworker checklist to ensure safe working conditions are observed.

In the next year, we will carry out a risk assessment around homeworking in our EMEA supply chain, to identify any potential risks and implement additional support measures if required.



# Social impact programmes

Our commitment to supporting our people and their wellbeing extends to those across our value chain. That is why we complement our auditing practices with programmes aimed at addressing key social challenges and inequities. The focus of the programmes is to create positive outcomes for workers in areas such as worker voice, gender equity, worker wellbeing, and worker health and to support our partners’ capabilities to identify, manage and prevent social risks within their own facilities and value chains.

## Worker wellbeing programme

We have successfully run a worker wellbeing programme across our global supply chain since 2018. Our goal is to help our suppliers enhance employee satisfaction, by focusing on worker wellbeing, and creating opportunities for meaningful engagement with workers, to foster open dialogue and gather valuable insights.

Through this programme, we hold partners accountable to demonstrate a tangible commitment to preventing hidden risk, delivered through proactive worker engagement. By actively involving workers, we ensure that potential issues are identified early, allowing us to address them before they escalate into significant risks. This approach fosters a culture of open dialogue, strengthens responsibility across the supply chain, and enhances our ability to mitigate both current and future risks to workers’ rights and wellbeing.

The programme includes:

- Training sessions and workshops: designed for site managers to deepen their understanding of worker wellbeing, raise awareness and promote a more inclusive work environment.
- Worker engagement survey: delivered through an independent platform, the survey covers key topics such as job satisfaction, personal and professional development, health & safety, and inclusion. In addition to promoting worker voice, it is designed to identify potential modern slavery risk indicators and is available in multiple languages.
- Feedback: results shared with partners through meetings, including an employee satisfaction grading that can be tracked annually with a recap report summarising key insights and next steps.
- Wellbeing Action Toolkit: supports supply chain partners in creating a site-specific action plan in collaboration with workers and the Burberry Corporate Responsibility Team.
- Regular check-ins: conducted with supply chain partners to provide support, identify strengths and areas for improvement, and assess progress against any action plans.

We continue to strengthen the programme by building on the strong capabilities and insights generated through the worker engagement survey. This year, we expanded its use across our due diligence programme, with the tool now activated where relevant concerns are identified through social audits or grievance mechanisms, ensuring our approach responds both to planned priorities and emerging risks.

In parallel, we worked with an external consultant to review and further strengthen the programme, including stakeholder interviews and an external landscape assessment. This informed a gap analysis and the development of enhanced KPIs that are robust, relevant and aligned with internal and external expectations.

This year, we selected partners based on where we could have the greatest impact, considering factors such as country risk profile, partner strategic relevance and, where applicable, performance in the programme in the previous year.

## Worker Wellbeing Programme FY 2025/26 in numbers:

10

supply chain partners participated in the Worker Wellbeing Programme

13,199

workers in our supply chain were reached by the programme

80%

of workers took the survey

The performance achieved by our participating suppliers is as follows:

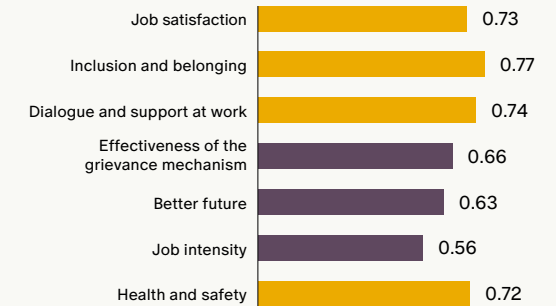
40%

High satisfaction

60%

Acceptable satisfaction

## Survey area performance



● Acceptable satisfaction ● High satisfaction

100%

of participating partners who achieved a performance score of Acceptable Satisfaction have developed an action plan, with the types of actions implemented including Training & Capacity Building, Policy Development & Governance, and External consultancy & Advisory.

1. Responses are aggregated and converted into a score ranging from 1.00 to 0, which determines the overall level of satisfaction. The different score ranges are structured as follows: 1.00 - 0.85 = Very high satisfaction, 0.84 - 0.70 = High satisfaction, 0.69 - 0.55 = Acceptable satisfaction, 0.54 - 0.40 = Low satisfaction, 0.40 - 0.00 = Very low satisfaction.

## Health programme

We are committed to supporting workers' access to health education and services, as identified in our HRIA as a human rights risk. We established our Health Programme in 2015 and since then have provided more than 6,620 supply chain workers with tailored health training.

We ensure the training is effective and relevant for the workers participating, by collaborating with our supply chain partners and the medical practitioner conducting the training to identify what health topics should be covered. The four broad training modules are women's health, men's health, general health, and mental health, and they include topics such as reproductive health, cancer awareness and nutrition.

We also conduct a pre-training survey to understand the initial knowledge level of the attendees, which is then repeated after the training, to measure the effectiveness of the training and to continue to improve knowledge and awareness year on year.

In FY 2025/26 we successfully expanded our health training programme to suppliers in two additional countries across our Asia supply chain, reaching both local and migrant workers in their own languages. This enabled more workers to access essential health knowledge and concepts of work-life balance, while placing particular emphasis on female health topics to address the specific needs of suppliers and their workforce.

### Health programme FY 2025/26 in numbers:

1,463

supply chain workers participated in the Health programme

2,564

approximate hours of training provided to supply chain workers

## Living wage

We are committed to the promotion and adoption of a living wage in our own operations and supply chain and are proud to become the first luxury retailer and manufacturer to achieve accreditation as a UK Living Wage Employer. Additionally, several of our UK suppliers are Living Wage Employers, including our longest-standing partner Johnston's of Elgin, manufacturers of our Heritage cashmere scarves.

In 2016, we joined the Global Living Wage Initiative, which works to address in-work poverty across all sectors and multiple geographies, as part of a unified, global approach with multi-stakeholder participation.

## Worker grievance mechanisms

We ensure that employees and workers in our supply chain have access to confidential support and advice through our global grievance mechanism, Burberry Confidential and prohibit retaliation against anyone raising a complaint.

Burberry Confidential is a global hotline available to all of our stakeholders and key rightsholder groups (including employees, supply chain workers, communities and our customers). Access to this hotline ensures that human rights violations or any other breaches of Burberry's Code of Conduct are reported, addressed and prevented from recurring or escalating. It is currently available in 26 languages, covering many languages spoken across our supply chain.

Since the start of 2025, we have engaged with supply chain partners, distribution centres, hubs and service providers to raise awareness of the hotline across their organisations and workforce through training programmes and translated communication materials. This included targeted training for our Italy-based VOP partners and European third-party auditors to reinforce the importance of effective grievance mechanisms and strengthen their ability to assess and manage reports, using interactive, scenario-based exercises focused on vulnerable worker populations, including gender-related and migrant worker issues, and equipping auditors to identify and evaluate grievance-related practices during on-site assessments.

### Burberry Confidential Supply Chain related cases FY 2025/26 in numbers:

34

Number of calls received

100%

of all calls have been addressed or responded to

The types of concerns raised through calls included:

97%

Discrimination and Harassment

3%

Health and Safety

We also sponsor a confidential hotline and worker outreach programme in the APAC region run by an NGO (Inno Community Development Organisation) for workers in our supply chain.

The programme offers a confidential hotline, available in both local and migrant workers preferred languages which provides advice on workers' rights, wellbeing, and confidential support. Additionally, the NGO focuses on engagement with workers through outreach via messaging apps and providing training delivered through live online sessions on key topics (working hours, contracts, social insurance) as well as on-site training to strengthen awareness of gender related risks and respectful working environments for both management and worker representatives.

We invite new supply chain partners to join the programme on an annual basis. This year we focused on expanding the programme in Asia to supply chain partners beyond Tier 1, including raw material suppliers. Throughout the year, the Corporate Responsibility team and the NGO have continued to conduct awareness-raising sessions to promote the use of the confidential hotline to supply chain workers, to ensure successful engagement with the hotline's services.

**NGO Sponsored Worker Grievance Mechanism FY 2025/26 in numbers:**

**30,426**  
workers in our APAC supply chain are covered by our NGO sponsored hotlines

**100%**  
of our APAC Tier 1 supply chain workers are covered by our NGO sponsored hotlines

**400**  
calls made to our NGO sponsored hotlines  
These calls included:

**44**  
complaints

**350**  
consulting requests

**6**  
psychological support requests

**100%**  
of all complaint calls have been responded to and over 99% have been addressed, with action plans in place for the small number of remaining cases to ensure all concerns are fully resolved.

Grievance resolution is closely monitored by the Corporate Responsibility team and any grievances made through Burberry sponsored channels are logged and processed, with outcomes formally recorded. Complainants are kept informed that their report has been received, and where sufficient information is provided that appropriate remedial actions have been taken. The Ethics Committee is provided with regular updates on cases received through our sponsored hotlines and is responsible for reviewing significant risks and approving corrective actions as necessary. We monitor our supply chain partners commitment to remediation through follow up audits and communicating with involved stakeholders where possible.

**Worker hotline case management approach**

Where reports have been raised relating to discrimination and harassment specifically, these are addressed on a case-by-case basis with all remediation efforts guided by a transparent and consistent approach.

We implement an independent review process to further our understanding of the concerns raised, including tri-partite meetings with supply chain partners, and NGO representatives, Worker surveys and confidential interviews, unannounced audits and collaboratively developed corrective action plans with the Corporate Responsibility (CR) team.

Corrective actions focus on both immediate remediation and longer-term cultural change, including specialist led on-site training sessions with both employees and managers, and direct engagement by the CR team to ensure transparency throughout the remediation process.

We verify progress through follow-up audits. These audits must demonstrate an increase in site audit grading scores and an improved worker sentiment. Where feasible, we also engage directly with complainants to confirm that their concerns have been addressed.

Our Ethical Trading Code of Conduct also recognises the right for employees to join trade unions and collective bargaining. Approximately 76% of the Tier 1 production sites we source from are covered by national and/or industrial collective bargaining agreements and many have established union representation, enabling workers to remain informed and involved in discussions about their rights.



# Training and engagement

Our employees and supply chain partners are essential in helping to identify and prevent modern slavery in our supply chain. Our commitment to ensuring both internal and external engagement including training on modern slavery, ensures we remain proactively vigilant in creating a responsible value chain.

## Burberry internal teams training

During their onboarding, all employees complete training covering our responsibility policies and programmes to ensure they have a clear understanding of our commitments in this area. Additionally, our Code of Conduct, which includes key policies on human rights and modern slavery, is shared with all employees as part of their onboarding into Burberry, and a refresher is provided through annual mandatory training.

Raising awareness and conducting training on the risks associated with modern slavery is essential for all relevant internal stakeholders and functions that may identify or influence modern slavery risks across the business. In FY 2024/25 we launched our online mandatory Modern Slavery training programme, which was developed with external digital training and human rights experts. This year, we further expanded the rollout of this training, with 1,587 colleagues globally completing the course across Supply Chain, Product Development, Corporate Responsibility, Human Resources, and Retail functions.

This training helps colleagues who have close contact with our key rights holders to be more familiar with the risk areas, likely indications of human rights abuses (including instances of modern slavery) and actions to take if an incident of modern slavery is identified. The training also has a module on responsible buying practices, to explain the link between purchasing practices, potential impact on working conditions and the risk of human rights violations. This training has helped further embed respect for human rights throughout the business, and we closely monitor completion rates to ensure consistent awareness and effective risk identification across the business.

### Burberry Internal Teams Training FY 2025/26 in numbers:

1,695

employees were invited to complete this mandatory training

94%

of those employees have completed this training, and we will continue to focus on increasing completion rates to ensure all relevant employees receive appropriate training.

This year we also engaged our colleagues on the topic of human rights more broadly through an internal live panel event, hosted by both internal and external subject matter experts. It was an impactful initial step toward engaging a wider audience on this topic and gave colleagues further insight into how Burberry is committed to understanding where our biggest human rights impacts lie and how we can make meaningful, sustainable changes that enhance workers' livelihoods and address key risks across the supply chain.

### Supply chain training

Our partners play an integral role in helping us to identify and mitigate the risk of modern slavery in our supply chain and we invest in training them to support this.

As part of our supplier onboarding process, we conduct training with all our new Tier 1 suppliers to ensure they have a clear understanding of our ethical trade requirements before an audit takes place. We highlight the importance of being transparent during an ethical audit and share how our Ethical Trading Programme works.

As part of our commitment to raise our supply chain partners awareness on modern slavery risks within their own operations and extended supply chains, this year we started a partnership with the digital training provider Quizrr. The training modules targeted at supervisors and management focus on ethical recruitment and employment practices by addressing key forced labour risks with country specific insights and are available in local languages.

This interactive learning platform will allow us to reach more of our supply chain partners and offer greater flexibility by enabling learning at their own pace. The platform delivers expert-developed content and provides real-time data insights, allowing us to identify challenges early and better support partners' continuous improvement.

### Collaboration and partnerships

We collaborate and work in partnership with others to identify and manage human rights and modern slavery risks. We became members of Business for Social Responsibility's (BSR) in 2022 and joined their Responsible Luxury Initiative which focuses on sustainability topics across the luxury sector and the Human Rights Working Group, which was established to help companies implement the UN's Guiding Principles on Business and Human Rights (UNGPs). It supports companies to share best practices, challenges and experiences implementing the UNGPs and to learn about both foundational human rights approaches and emerging issues.

We also work with other experts in human rights to support with bespoke projects around wellbeing, impact measurement, human rights impact assessments and worker voice case working. Such experts include the International Organization for Migration (IOM), SLR Consulting, Quizrr, Kumi Consulting, Ulula and Inno Community Development Organisation.

### Supply Chain Training FY 2025/26 in numbers:

180

Number of supply chain partners invited to complete the training on Human Rights

139

Breakdown: Number of Tier 1 supply chain partners invited to participate

41

Breakdown: Number of Tier 2 supply chain partners invited to participate

764

Number of participants, primarily facility managers and supervisors, from supply chain partners completed the training

21

Number of key sourcing countries covered by the programme

77%

of our supply chain partners invited that completed the training, and we will continue to focus on increasing completion rates to ensure all relevant partners receive this training.

# Monitoring and evaluation

Our goals and KPIs around human rights ensure we have measurable, impactful, and engaging metrics to track progress in how we protect human rights and prevent modern slavery in our value chain. These are set out by the subject matter experts within our Corporate Responsibility team and reviewed and approved by the Ethics Committee, chaired by our General Counsel. Progress against these targets and KPI's is reviewed on an annual basis and detailed below.

This year we introduced new goals to better demonstrate the impact of our programmes. These targets focus on improving worker engagement, strengthening supplier capacity, and elevating compliance standards across our supply chain. Progress against these will be monitored through our defined KPI's and ongoing evaluation to ensure measurable and sustainable improvements.

Focus area	Goal	Target	FY 2024/25 Performance	FY 2025/26 Progress
Elevate compliance standards	Enhance worker-related rights and elevate compliance standards across our value chain through our audit programme and due diligence framework.	Conduct social compliance audits across our supply chain	75% of Tier 1 supply chain partners had or remained in scope on their social compliance audit and we conducted 383 social compliance audits	69% of Tier 1 supply chain partners had or remained in scope on their audit and we conducted 436 audits this year
		Support partners in addressing non-compliances and improving their social compliance performance	New Target for FY 2025/26	15% of Tier 1 supply chain partners have improved their social compliance audit performance
		Deliver Modern Slavery training to internal colleagues	883 colleagues trained	1,587 colleagues trained
		Deliver Human Rights training to our key Tier 1 supply chain partners	227 partners participated covering 83% of our key Tier 1 partners <sup>3</sup>	138 partners participated covering 100% of key Tier 1 partners <sup>3</sup>
Collaborate with supply chain partners	Engage our supply chain partners in capacity-building programmes to strengthen their risk management capabilities and improve working conditions throughout their supply chains.	Collaborate with supply chain partners through our capacity building programmes <sup>1</sup>	49% of Tier 1 supply chain partners engaged in our capacity building programmes <sup>4</sup>	61% of Tier 1 supply chain partners engaged in our capacity building programmes <sup>4</sup>
		Engage supply chain partners in the Vendor Ownership Programme	28 supply chain partners plus 315 of their subcontractors engaged	28 supply chain partners plus 361 of their subcontractors engaged
		Engage supply chain partners in the IOM Migrant worker responsible recruitment and employment programme	34 partners engaged	25 partners engaged
Empower supply chain workers	Promote equal treatment and opportunities for supply chain workers through programmes that support wellbeing, livelihoods, inclusivity, and worker voice.	Empower supply chain workers through our worker engagement programmes <sup>2</sup>	32% of Tier 1 supply chain workers participating in our worker engagement programmes	31% of Tier 1 supply chain workers participating in our worker engagement programmes
		Deliver the Health Training Programme to continue to provide health consultations and access to services	991 workers participated	1,463 workers participated
		Implement the Worker Wellbeing programme across our Tier 1 supply chain	13,670 (22%) workers reached	13,199 (19%) workers reached
		Implement Worker hotlines across our Tier 1 supply chain	79% of APAC Tier 1 supply chain workers covered by hotlines	100% of Tier 1 supply chain workers globally covered by hotlines
		Ensure all calls received (through Burberry sponsored hotlines) are addressed and responded to	Over 99% of calls addressed	Over 99% of calls addressed, with action plans in place for the remaining cases

1. Our capacity building programmes include both our Vendor Ownership and IOM Migrant worker responsible recruitment and employment programmes.  
 2. Our supply chain worker engagement programmes include our Worker Wellbeing, Health Training and NGO Sponsored Grievance hotlines and engagement programmes.  
 3. Supply chain partners are selected based on volumes, value and length of relationship.  
 4. Calculated based on active facilities that are approved for production.

# Looking ahead

At Burberry, we are committed to strengthening our human rights strategy through a risk-based approach anchored in our human rights due diligence and social wellbeing programmes.

Looking ahead, we will respond to evolving human rights and sustainability legislation, implement our enhanced human rights due diligence strategy, expand our supply chain partner capacity-building and training, and develop targeted prevention and remediation programmes across priority geographies and our value chain.

Alongside this, we will continue to embed human rights across Burberry and strengthen our supply chain transparency and traceability of our raw materials. Together, these actions will ensure we drive positive outcomes for all our people across our value chain.

Approved by the respective boards of Burberry Limited (company number 162636), Burberry (UK) Limited (company number 4288292), Burberry International Holdings Limited (company number 4251867), Burberry Limited (registered in the State of New York under DOS ID 293943), Burberry (España) Holdings Limited (company number 5265289), Thomas Burberry Holdings Limited (company number 3509143), Burberry Haymarket Limited (company number 4868493), Burberry Holdings Limited (company number 4251948), Burberry Canada Inc (corporation number 689541-7), Burberry Pacific Pty Ltd (ACN 90 098 381 161), and Burberry London Limited (company number 4251951)

Approved by the Board on 7<sup>th</sup> May 2026 and signed on its behalf by:











**Joshua Schulman**  
Chief Executive Officer

Burberry Group plc



# Appendix

Our Burberry Beyond strategy addresses sustainability-related impacts, risks and opportunities across our value chain. The visual below breaks down our value chain in more detail.

	Tier	Tier name	Tier scope	Example facility or process
Upstream value chain ↓	TIER 4	 Raw material producers	Extraction and production of raw or semi-raw materials	<ul style="list-style-type: none"> <li>Raw material extraction</li> <li>Agriculture/farming</li> <li>Mechanical fibre processing (for example, ginning, which is the process of separating cotton fibres from cotton seeds)</li> </ul>
	TIER 3	 Raw material processors	Treatment of fibre or yarn	<ul style="list-style-type: none"> <li>Spinner (yarn supplier)</li> <li>Fibre dyer or scourer</li> <li>Unfinished leather supplier</li> </ul>
	TIER 2	 Raw material suppliers	Raw material processes	<ul style="list-style-type: none"> <li>Trim supplier</li> <li>Fabric supplier</li> <li>Finished leather supplier</li> <li>Weaver</li> <li>Converter</li> </ul>
	TIER 1	 Finished goods suppliers	Manufacturing of finished products	<ul style="list-style-type: none"> <li>Factory where the cutting, sewing and finishing of a garment occurs, including internal manufacturing</li> </ul>
Own operations	TIER 0	 Company-managed assets	Physical sites operated by Burberry	<ul style="list-style-type: none"> <li>Offices</li> <li>Retail stores</li> <li>Distribution centres/hubs/local fulfilment centres (LFCs)</li> </ul>
Downstream value chain ↓		 Retailing and distribution	Distribution, marketing and purchasing of products	<ul style="list-style-type: none"> <li>Customers</li> <li>Sales channels (licensees, franchises, wholesalers)</li> </ul>
		 Use-phase	Consumer use of products	<ul style="list-style-type: none"> <li>Customer care</li> </ul>
		 End of life	Product end-of-life phase	<ul style="list-style-type: none"> <li>Prevent, reduce, reuse, recycle and recovery</li> </ul>