



Modern Slavery Statement

2025/2026

FATFACE

Our commitment

“At FatFace, we aim to uphold high standards to ensure modern slavery and human trafficking have no place in our business or supply chains”

At FatFace Limited (FatFace), we remain firmly committed to safeguarding human rights and preventing modern slavery across our operations and global supply chain. As our business continues to evolve, so too does our approach to identifying, assessing, and addressing the risks that vulnerable workers may face. We recognise the responsibility we hold as a multinational retailer and are dedicated to strengthening the systems and behaviours that promote dignity, safety, and fairness for those involved in making our products. The Modern Slavery Act 2015 provides an essential framework for transparency and accountability, and we welcome its focus on understanding and mitigating salient risks. Placing all workers’ labour rights at the centre of our approach continues to be a priority. We strive to embed ethical sourcing practices and strong decision-making throughout every level of our business and remain committed to acting promptly and responsibly wherever risks are identified.

Sourcing our products ethically is a fundamental component

of our broader Environmental Social Governance (ESG) commitments. We work closely with suppliers, partners, and expert organisations to address the complex challenges associated with modern slavery and human trafficking. Our programme draws upon established international standards, including the Ethical Trade Initiative (ETI) Base Code and the UN Guiding Principles on Business and Human Rights, ensuring our actions are grounded in recognised best practice.

As a certified B Corp, we believe in using business as a force for good. We are committed to ongoing improvement and accountability, and we support legislation that underpins efforts to eliminate modern slavery and human trafficking.

While global supply chains remain complex and evolving, we believe transparency and collaboration are essential to progress. This report outlines our actions over the past year and the steps we continue to take to strengthen our safeguards and improve outcomes for workers. Our annual Modern Slavery Statement outlines the progress made by FatFace during the financial year ended 31 January 2026.

This year, we strengthened our oversight by increasing the use of unannounced audits conducted by our in-country Code of Practice (COP) teams. These teams, permanently based in our sourcing locations, work collaboratively with suppliers to review corrective actions and provide ongoing support, with a strong focus on

continuous engagement. This is our 8th statement made under the Modern Slavery Act 2015 and constitutes the FatFace Group modern slavery statement for the 2025/26 financial year. It highlights the key activities we have undertaken during the year and aims to provide clear insight into our ongoing commitment as a responsible retailer to reduce the modern slavery risks that may be connected to our business. We recognise that modern slavery is a complex, systemic issue that no organisation can address alone. Progress requires persistence, collaboration, and transparency. These principles sit at the heart of our approach at FatFace, and we remain committed to strengthening our practices, working closely with stakeholders, and reporting openly on our progress as our programme continues to evolve.

This statement has been approved by the Board of Directors of FatFace Limited and signed on its behalf by



W.Crumbie
Will Crumbie – CEO
June 2026

Key activities this year

Conducted 126 factory audits, 79% of which were unannounced	94% met our compliance standards rated Category 1–3	Launched TIMBY grievance mechanisms in India	Launched buyer’s toolkit for new suppliers	Held supplier conference to maintain strong relationships and engagement with key supplier partners. trained on the new audit standards.
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About FatFace

Founded in 1988, FatFace is a lifestyle brand made for everyday adventures. From womenswear and menswear to footwear and accessories, we design pieces that are built to be lived in, wherever the day takes you.

Inspired by the world around us, we’re deeply committed to looking after the people and places that make it special. That means being thoughtful about the impact of our operations and supporting the environments, teams and communities of which we’re proud to be part.

FatFace is a multichannel retailer operating across the UK and

Ireland, with over 185 retail stores and a growing international e-commerce presence. We serve our customers through both our physical store estate and digital platforms, supported by an active and engaged online community.

Our head office is based in Havant, UK, and we employ 1,893 colleagues across our UK and Ireland operations, spanning retail stores and head office functions.

Our e-commerce operations, including warehouse distribution and logistics, are managed by a fellow subsidiary company, Next Retail Limited.



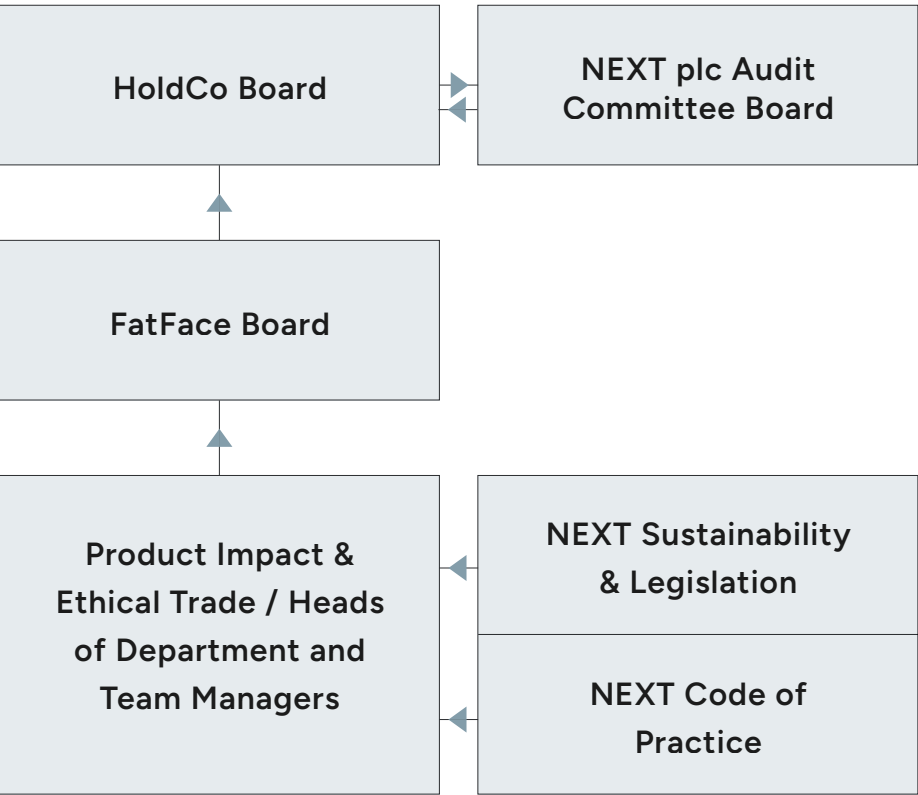
FatFace governance structure

The FatFace Board has oversight of the day-to-day operational management of the business, ensuring that our strategy, policies, and long-term objectives are effectively delivered. Led by the CEO, the FatFace Board comprises senior directors responsible for key areas of the business, with women representing 71% of its membership.

The FatFace Board is responsible for promoting responsible business conduct and for ensuring that risks related to modern slavery and human rights are identified, assessed, and appropriately managed.

Reporting to the FatFace Board, our in-house Product Impact and Ethical Trade team leads our approach to respecting human rights and labour standards across our supply chains. The team provides regular, transparent reporting to the FatFace Board on potential and actual risks, including modern slavery, and on the actions taken and progress made to identify, mitigate, and address our human rights impacts.

The governance structure outlined below sets out how we manage and oversee all human rights across the business and supply chain.



Our product supply chain

Based on the reporting year 2025/26, FatFace worked with **129** garment, shoe and accessory factories across **12** countries and **8** third-party branded suppliers.

We are committed to building long-term, transparent relationships with suppliers that share our values and our responsible approach to business. Our top 20 manufacturing partners represent **315 years** of combined collaboration, with an average relationship length of **16.5 years**, reflecting the stability and trust that underpin our sourcing model. These partners account for **77%** of our total buy value, enabling consistency in quality, standards, and ethical performance.

While we value established partnerships, we remain committed to onboarding new suppliers that meet our high expectations for quality, ethics, and responsible business conduct. We recognise our shared responsibility with suppliers to promote positive social and environmental outcomes across our supply chain.

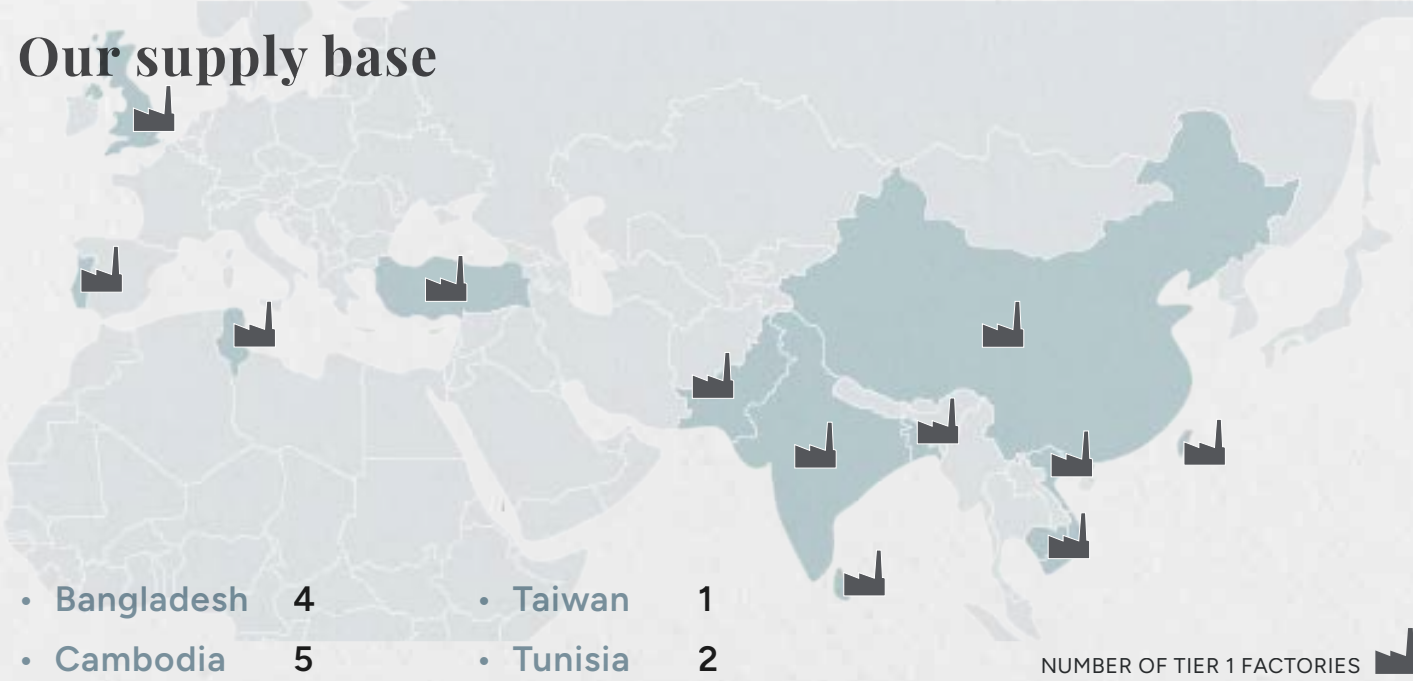
Our ability to deliver a diverse product range and maintain consistently high quality is directly linked to the strength of our supplier relationships. Close collaboration with suppliers who understand our values and expectations provides strong visibility across our first-tier manufacturing base and supports effective identification,

management, and remediation of Modern Slavery, Human Trafficking and labour rights risks within the supply chain.

We have a clearly defined supplier strategy that supports our commitment to Ethical Trade.

- We carefully select business partners who share our values and commitment to uphold and continuously improve labour and environmental standards
- We seek to build long term stable relationships and use our buying power to influence improvements in workplace supply chain standards
- We set clear expectations for supplier standards and provide guidance and support to help our supplier partners to achieve these standards

Our supply base



12 Sourcing countries	69 We work with 69 suppliers	129 Active Tier 1 factories	33 Active nominated Tier 2 factories
+67,000 Over 67,000 workers in our Tier 1 product supply chain	16.5 years Average supplier relationship with our top 20 suppliers	100% Suppliers agree to adhere to FatFace Ethical Policies	

Modern slavery and how it presents itself

In line with the UN Guiding Principles on Business and Human Rights, modern slavery describes situations where individuals are exploited and unable to leave due to threats, coercion, deception, or abuse of power. It includes practices such as slavery, servitude, forced or compulsory labour, and human trafficking.

Common forms of modern slavery

Human trafficking

A process of bringing a person into a situation of exploitation through a series of actions, including deceptive recruitment and coercion

Forced labour

Any work or services which people are not doing voluntarily, and which is exacted under a threat or some form of punishment

Bonded labour

Demanded as a means of a repayment of a debt or loan

Slavery

A situation where a person exercises (perceived) power of ownership over another person

Modern slavery exists not only in developing countries but also in developed economies, including the UK. Globally, the latest estimates published by the International Labour Organization (ILO), Walk Free Foundation, and International Organization for Migration (IOM) indicate that around 50 million people were living in situations of modern slavery, including forced labour and forced marriage.^{1,2}The scale of this issue is also evident in the UK. In 2024, 19,125 potential victims were referred to the National Referral Mechanism (NRM)—the UK’s framework for identifying and supporting potential victims of modern slavery—representing the highest number of referrals since the system began and a 13% increase on the previous year.³

The abuses associated with modern slavery cause significant and lasting harm, undermining individuals’ safety, dignity, and fundamental human rights, with consequences that can persist long after exploitation has ended.

As a responsible retailer, we are committed to identifying, preventing, and addressing modern slavery risks within our own operations and across our supply chains. To support improved working conditions and reduce the risk of exploitation, our Code of Practice and Principle Standards are embedded across key areas of our supply chain operations.

Our longstanding membership of the ETI since 2008 enables us to collaborate with other brands and retailers, including those within

our sector. We recognise that improving working conditions is not a competitive issue but a shared ethical responsibility. Through regular engagement with peer businesses, we share insights and work collaboratively to address systemic and high-risk issues.

Modern slavery is unacceptable. We are committed to building a fair, ethical, and transparent supply chain that respects and protects workers’ rights and supports continuous improvement in working conditions. We address exploitative practices through robust governance and policies, risk assessment and auditing processes, collaboration with industry partners, and open, transparent relationships with our suppliers.

¹ International Labour Organization (ILO), Walk Free Foundation & International Organization for Migration (IOM) (2022). Global Estimates of Modern Slavery: Forced Labour and Forced Marriage.

² Walk Free Foundation (latest edition). Global Slavery Index.

³ UK Home Office (2025). Modern Slavery: National Referral Mechanism and Duty to Notify Statistics, End of Year Summary 2024.

Our policies in relation to slavery and human trafficking

Ethical trading policies

We 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 and by working with robust standards and processes that will identify, prevent and manage the remediation of any human rights risks. FatFace is committed to upholding these human rights standards and processes in its business operations and supply chain, with our policies and processes reinforcing this commitment in practice.

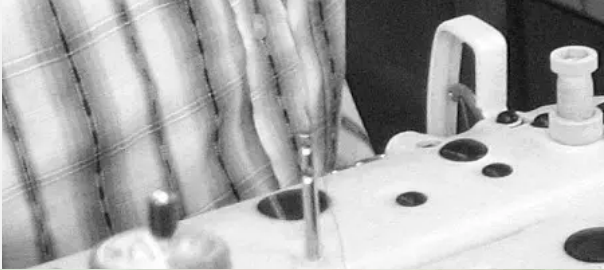
We have adopted the NEXT COP Principle Standards which are based on universally recognised labour standards, including those outlined in the ETI Base Code and the UN Guiding Principles on Business and Human Rights, both of which cover Modern Slavery issues.

Our suppliers are directed to the Next Online Supplier Portal [Next Code of Practice](#), where they can access policies that address key labour and human rights issues and set out our expectations for protecting workers across the supply chain, including:

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

We review and update these policies and practices regularly as we learn from our experiences.

In addition, our Cotton Sourcing Policy includes a ban on sourcing from countries and regions where there are allegations of systemic human rights abuses, including the China Xinjiang Autonomous Region, Uzbekistan and Turkmenistan.



FatFace code of conduct

To make our expectations easier for suppliers to understand and implement, we have a visual Code of Conduct available for our suppliers. This provides a clear, accessible reference aligned with the ETI Base Code and the Next Code of Practice.

1



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.

2



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. Where law restricts the right to freedom of association and collective bargaining, suppliers must not obstruct parallel means for free association and collective bargaining.

3



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.

4



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. Where local law sets the minimum age at 14 years, under ILO convention 138 in accordance with developing country exceptions, the lower will apply.

5



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, whichever is higher and include all legal benefit entitlements.

6



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, whichever offers greater protection. Overtime working shall be voluntary, should not exceed 12 hours per week and will not be demanded on a regular basis. Employees must be compensated for overtime at the rate legally required in the country of manufacture or, in those countries where such laws do not exist, at a rate exceeding the regular hourly compensation rate.

7



No Discrimination is Practiced

All employees shall be afforded equality of treatment. FatFace recognises and respects cultural differences, it will seek and identify suppliers who employ individuals based on their ability to do the job, 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. Health screening for the purposes of recruitment shall not be undertaken, unless otherwise required by law.

8



Employment Security

Wherever reasonably practicable, all workers should enjoy security and stability of employment and regularity of income. Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided.

9



Respectful Treatment of Employees

Employees must be treated with respect, dignity and be employed in a workplace free of harassment, abuse, and degrading treatment. No employee will be subject to physical, sexual, mental or any other form of abuse or harassment or corporal punishment.

10



Management Systems

The FatFace Code of Conduct must be underpinned by robust management systems to ensure compliance with local legislation and the Code of Practice auditing standards.

FatFace is committed to working in accordance with the UN Guiding Principles on Business and Human Rights. Companies have the responsibility to respect human rights through policies and by working with robust standards and processes that will identify, prevent and manage the remediation of any human rights. FatFace is committed to upholding these human rights standards and processes in its business operations and supply chain.



FatFace is a full member of ETI

Risk assessment and due-diligence

FatFace has established processes in place to ensure all Tier 1 factories are audited periodically against the ETI Base Code, national and other applicable laws. These audits are conducted by the NEXT COP team; all audits are conducted on an unannounced basis. Factories must ensure that any non-compliances identified are corrected within the timeframe detailed in the Corrective Action Plan (CAP).

We recognise that audits alone cannot fully identify all labour rights risks, particularly those relating to modern slavery. We therefore complement audits with grievance mechanisms, worker engagement, and ongoing supplier dialogue

We continue to actively support the factories we work with to resolve non-compliances that have been raised. This is done collaboratively between our Product Impact & Ethical Trade team, the factory and supplier, and our auditing Code of Practice team to resolve the issue. Having an in-country audit team enables direct, first-hand oversight of our factories and provides the flexibility to carry out visits at any time.

Based on the audit findings, the factory is given an overall category (Cat) rating from 1 to 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 Cat ratings are as follows:

1.

Excellent

Benchmark factories

Follow up audit in 18-24 months.
2.

Good

Only minor issues outstanding

Follow up audit in 12 months
3.

Fair

Has 14 or fewer major issues

Follow up audit in nine months
4.

Needs improvement

15 or more major issues

Follow up audit in six months
5.

Unacceptable

Specific major issues

Follow up audit in three months
6.

Absolutely unacceptable

Immediate action to be taken

Follow up audit decided on case-by-case basis

audit outcomes for continued improvement.

5%* of the spend in our tier 1 factories were rated as Cat 4-6. **11** sites are being supported through an agreed remediation process, and **4** factories were disengaged where remediation on issues have not been achieved to an acceptable level or the factory did not demonstrate willingness to improve.

1% of our Tier 1 factories were either newly onboarded or in the process of being audited

*Spend is based on the cost price value of contracts assigned in the reporting period to Jan 2026

When we are working on remediation with a factory, we always investigate deeply to understand the specific issue and work with the supplier and factory to remediate as quickly as possible to address both the symptom and the root cause. Disengagement is considered only as a last resort where remediation has not achieved sufficient improvement or commitment.

Within our Tier 2 factories, we focused on mapping our nominated packaging suppliers producing branded labels, swing tickets, care labels and componentry. To date, we have identified 33 facilities, of which 16 have undergone audit, achieving Category 1-3 ratings.

94%* of the spend in our audited tier 1 factories were rated as 'compliant', meaning they have a Cat 1-3 audit status; however, we will continue to review

We also have additional policies available for our suppliers covering specific supply chain issues and can be found here: [Next Code of Practice](#)

Our business

We recognise that human rights abuses can also exist within our own business (non-product). Areas such as recruitment and the utilisation of contract labour present potential risks, so we have policies in place to mitigate these risks as well as a robust recruitment process. This process includes our own due-diligence, such as checking original documents such as passports and right to work documents. Where we work with recruitment agencies, we also ask for their modern slavery policy.

All our employment contracts incorporate policies designed to protect worker rights and promote a safe and fair environment to work in. These policies include our Anti-bribery and Corruption, Health & Safety, Data Protection and Privacy, and Whistleblowing Policy.

In addition, all non-stock suppliers including “goods not for resale” are monitored through their commitment to our Code of Conduct. Suppliers with an annual turnover exceeding £36 million in the UK are also required to demonstrate compliance by providing a Modern Slavery Statement.



Grievance mechanisms

Effective grievance mechanisms are a critical component of our approach to protecting workers’ rights and identifying potential modern slavery risks. They provide workers with a safe, confidential and accessible way to raise concerns about working conditions or treatment.

To strengthen worker voice, we have implemented TIMBY (This Is My Back Yard) in key factories in India and continue to maintain

visibility of grievance mechanisms in shared factories in Pakistan and Turkey with NEXT.

In Bangladesh, workers can also raise work-related concerns through the Ready-Made Garment Sustainability Council Worker Complaints Mechanism.

We will continue to expand our Grievance mechanisms across the rest of our sourcing countries.

TIMBY is an anonymous, mobile-based grievance mechanism accessed via QR codes displayed throughout factory sites. Reports submitted through the platform are independently reviewed by the NEXT Code of Practice team, enabling concerns to be escalated, investigated and addressed in a timely and appropriate manner

Country	No. of factories	Total Grievances Received	Resolved
India	12	6	2
Pakistan	3	9	7
Turkey	3	2	2



Salient risk assessment

We recognise that the greatest risk of human rights abuses exists within our core product supply chain. To address this, we carry out an annual global risk assessment to identify the most significant human rights and modern slavery risks across our operations.

In line with the UN Guiding Principles on Business and Human Rights, risks are evaluated based on their severity taking into account scale, scope and irremediability as well as their likelihood.

Our assessment is informed by a range of internal and external data sources,including the Global Slavery Index, the Sedex RADAR risk assessment tool, factory audit findings, the NEXT Human Rights Risk Assessment, and the Transparency International Corruptions Perception Index.

Through this annual assessment and our wider social Ethical Trade programme, we have identified six salient human rights risks, which guide our ongoing due-diligence efforts, mitigation measures, and priority actions.

Salient Risks	High Risk Areas relevant to FatFace operations	Action Taken	Next Steps
Freedom of Association and the Right to Collective Bargaining	China, India, Bangladesh, Pakistan, Cambodia Tier 1 factories	Raised supplier awareness of Freedom of Association through the 2025 supplier conference Rolled out the TIMBY grievance mechanism to Top 12 Tier 1 factories in India to support worker voice and reporting of labour rights and ethical concerns Continued our commitment to the International Accord in Bangladesh and Pakistan We participate in quarterly collaboration meetings with NEXT Total Platform brands to discuss ethical trade issues	We will continue expanding the TIMBY grievance mechanism to additional sourcing countries To increase transparency, we will continue publishing our Tier 1 factory list on our website, including information on Freely Elected Worker Committees and trade unions We are enhancing our onboarding processes to capture details on Freely Elected Worker Committees and trade unions to improve visibility of worker representation Investigate opportunities to pilot a training programme in a key sourcing country
Safe and Healthy Working Conditions	China, India, Cambodia, Turkiye, Bangladesh Tier 1 factories, Dyehouses and Tanneries	We continue to uphold our commitment to the International Accord covering Bangladesh and Pakistan. Our Tier 1 and Tier 2 nominated factories are regularly audited to maintain safe and healthy working conditions. All factories located in Turkiye are required to have a completed earthquake performance assessment. Leather is only sourced from Leather Working Group (LWG) certified tanneries that have robust controls around chemical safety and worker protection. We have mapped our supply chain dyehouses to improve visibility of where risks may occur.	We plan to increase health and safety awareness training, particularly in China, in response to an increase in smoking within factories Strengthening the chemical policy and due-diligence process, prioritising dyehouses as the first area of focus

Salient risk assessment cont.

Salient Risks	High Risk Areas relevant to FatFace operations	Action Taken	Next Steps
No Forced Labour or Modern Slavery - Employment is Freely Chosen	China, India, Bangladesh Tier 1 factories Goods Not for Resale, China cotton raw material, India Tamil Nadu spinning mills	Mandatory Modern Slavery training is delivered annually across FatFace and Modern Slavery awareness training delivered at supplier conference The supply chain has been mapped and, based on supplier declarations, no supplier addresses were identified in Xinjiang All supplier addresses were screened against the UFLPA Entity List, with no matches identified Introduced Oritain testing to verify cotton sourcing origin Strengthened non stock supplier (incl. GNFR) onboarding to ensure all new suppliers commit and sign up to our code of conduct	Ongoing annual Modern Slavery training delivered internally and to suppliers Established an Oritain due-diligence programme to support verification of cotton sourcing origins Undertaking a review of potential programmes to strengthen our due-diligence approach in spinning mills
Fair Wages and Benefits	China, India, Bangladesh, Pakistan Tier 1 factories	Analysed where the highest non compliances for fair wages and benefits are.China identified as high, but this is also due to issues relating to accurate and transparent records	Participate in the ETI China Working Group as a platform for collective action, increasing our influence with suppliers and supporting improved labour standards in China. Review our approach in other countries to inform the development of next actions
Lawful Working Hours	China, India, Bangladesh, Pakistan, Turkiye Tier 1 factories	Analysed where the highest non compliances for working hours are.	Strengthen onboarding minimum requirements to include working hours analysis Participate in the ETI China Working Group as a platform for collective action Review purchasing practices
No Child Labour	T1 factories, India/ Pakistan cotton raw material supply chain and India Tamil Nadu spinning mills	Child labour policy in place for tier 1 production sites We use increased volumes of organic cotton, recycled cotton and Better Cotton as minimum standards to help mitigate risks of child labour at farm level. Better Cotton includes requirements aligned with its Principles and Criteria, which prohibit child labour and forced labour.	Strengthen child labour policy Continue sourcing cotton from recognised standards and certification schemes Review of potential programmes in Tamil Nadu

Supply chain transparency

As part of our supply chain transparency project, we focused this year on mapping our entire supply chain. We achieved visibility down to Tier 5 in some cases, equivalent to the farm level, based on supplier-reported data, which may be incomplete or subject to verification.

What we identified:

- Conducting a manual study of our supply chain tiers is time-consuming and heavily dependent on supplier self-declarations. As a result, we are investing in systems to improve the accuracy and transparency of our supply chain visibility
- No cotton farms identified in China, which is in line with our Product Impact & Ethical Trade Cotton policy
- No identified supplier facilities or entities found in Xinjiang region
- We have identified approximately 200,000 workers across our extended supply chain to Tier 5; however, this figure may be understated as it is based on supplier-reported information.
- We identified 56 worker committees across our Tier 1 supplier base. In Bangladesh, approximately 75% of Tier 1 factories reported having worker committees, which are intended to provide a formal channel for worker–management dialogue.
- We are working with a total of 74 mills from India, China, Bangladesh, Taiwan, Pakistan, Türkiye
- We have identified 30 sites down to tier 5 in Tamil Nadu, India, including 20 spinning mills and 6 fabric mills. This region is recognised as higher risk for modern slavery and labour rights violations.

What we actioned on Cotton and Tier 2:

- Introduced Oritain due-diligence testing to verify the country of origin of cotton yarn.
- Checked all our suppliers against the Uyghur Forced Labor Prevention Act (UFLPA) banned list and confirmed none matched
- Trialled Traceable Better Cotton to enhance visibility and traceability of cotton to country-of-origin level.
- Tier 2 nominated factories have been published on our website to enhance transparency of our deeper supply chain





How we report on modern slavery risks

We continue to analyse human rights abuses and non-compliance against our code of conduct through the implementation of FatFace's Ethical Trade programme. We report to our Trading and Buying Directors every 2 months with any issues escalated through our governance structure.

The Product Impact & Ethical Trade team also provide the buying teams with a regular summary of the ethical risk rating on each of their factories. Modern slavery risk is an integral component of a site's risk rating. Where factories are rated as high risk, the reasons behind the issues are explained as well as an action plan to remediate the concerns. Active engagement and support

from the buying team is essential in driving the required improvements with the supplier.

As members of the ETI we have a commitment to report publicly on our activity. We have committed to Group progression and adhere to the ETI's Corporate Transparency Framework, which requires an annual submission. This process provides us with valuable external oversight and guidance, helping to strengthen and improve our ethical trade programme.

Our score is published annually and can be found here: [ETI member transparency: Assessing companies' human rights reporting | Ethical Trading Initiative](#)

In our commitment to improve transparency, we've made the choice to publicly disclose information about all our first-tier factories on our website and nominated second tier factories. This disclosure encompasses factory addresses, product categories, and worker numbers. Additionally, we've shared our data on the Open Supply Hub, a collaborative supply chain mapping platform utilised by multiple retailers. We remain dedicated to maintaining this information, updating it every six months in alignment with our ongoing commitment to increased transparency.

Training and development

We ensure that all members of our Design, Buying, Merchandising and Quality teams receive training on the COP Principle and Auditing Standards. This training emphasises the importance of understanding and addressing potential human rights abuses and their impact on both our supply chain and the people involved.

We have strengthened our collaboration with other brand members by actively increasing our participation in the Ethical Trading Initiative (ETI), including attending webinars and member events. In addition, we take part in quarterly sessions with NEXT Total Platform brands, where we share best practices, explore challenges and discuss future opportunities. We also maintain ongoing engagement through bi-monthly participation in our ETI small brands network, fostering continuous dialogue and collaboration.

As part of our broader commitment to combating modern slavery, we have continued mandatory training, delivered through our Thrive portal, during employee inductions and as part of our annual compliance week in January 2026. This training module, which was completed by approximately 1894 employees, equips them with the skills to recognise signs of modern slavery within both our supply chain and internal operations.

In September 2025, we hosted an online global supplier conference attended by 51 suppliers and over 100 participants, reinforcing our commitment to bringing our supplier partners together.

The conference provided an opportunity to update suppliers on our business priorities and audit programme, as well as to deliver Modern Slavery training. This included an interactive quiz on Freedom of Association, designed to highlight the importance of training and educating workers on their rights.

The session also served to emphasise the importance of transparency and to foster ongoing two-way partnerships, supporting stronger collaboration and shared responsibility moving forward.

Despite being conducted online, the supplier survey achieved an excellent average rating of 4.87 out of 5. Feedback also indicated a preference among suppliers for future conferences to be held in person.

We launched our Buyers Toolkit to support teams when engaging with new suppliers or factories. The toolkit enables teams to ask key questions about social and environmental standards and supports informed decisionmaking during the onboarding process.

2026 focuses and beyond

- Hold a supplier conference in the UK in October 2026 to provide a business update and strengthen relationships with key suppliers
- Revision of the Supplier Manual to incorporate guidance and policies
- Continue to target all existing factories to achieve NEXT COP audit standard Category 3 or better
- Expand audit programme to Tier 2 taking a phased approach, with particular focus on Tier 2 suppliers such as our printers, embroiderers, trim, labelling and packaging suppliers and begin auditing them against our COP Principle and Auditing standards
- Expand TIMBY to the rest of our sourcing countries
- Continue to focus on working through our salient risks and actions, building on what we've learnt in the previous year
- Embed systems to improve supply chain transparency



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