



MODERN SLAVERY AND TRANSPARENCY IN THE SUPPLY CHAIN STATEMENT

2025/2026

Dr. Martens

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INTRODUCTION

Modern slavery refers to situations where individuals are exploited and cannot refuse or leave work because of threats, coercion, deception or abuse of power. It encompasses a range of severe human rights abuses, including forced labour, debt bondage, child labour and human trafficking.

Despite increased global attention, modern slavery remains a significant challenge. An estimated 28 million people worldwide are living in conditions of forced labour. Factors such as climate-related disruption, economic hardship and migration continue to increase vulnerability to exploitation. Addressing these complex and interconnected risks requires sustained effort and collaboration across governments, businesses and civil society.

Respect for human rights and responsible business practices are fundamental to how we operate at Dr. Martens. We are committed to identifying and addressing the risks of modern slavery within our operations and supply chains, and we do not tolerate any form of forced, bonded or involuntary labour. We uphold the rights and wellbeing of workers throughout our value chain through ongoing due diligence, supplier engagement and industry collaboration. Transparency is an important part of this commitment. Each year, we report on the steps we are taking to strengthen our approach. This includes improving supply chain visibility, building awareness among employees and suppliers, and working with partners to drive positive change.

STRUCTURE, BUSINESS, AND SUPPLY CHAINS

£764.9m

BUSINESS REVENUE (FY25)

3,610

AVERAGE EMPLOYEES FOR
THE 52 WEEKS ENDED
29 MARCH 2026)

10.2m

PAIRS SOLD (FY25)

We are an iconic, British footwear brand with over 66 years of heritage. We craft iconic footwear and accessories with an unwavering commitment to craftsmanship, heritage, comfort and durability. Our range spans boots, shoes, sandals, kids, bags, accessories and small leather goods. Our iconic brand and our high quality, unique product is the equity that drives sustainable, long-term growth.

WHERE WE OPERATE

We are a global business and operate a market-based model. We operate through two main channels: Direct-to-Consumer (DTC) and wholesale. The DTC channel includes our ecommerce website, which serves most of our markets, along with company-operated retail stores worldwide. The wholesale channel consists of sales into wholesale partners, together with country distributors and franchised store models.

We employ 3,610 people who are based in our stores, offices, and distribution facilities all around the world. Our priority is to provide fair and safe working conditions for all our employees, and to foster an environment where each member of our global team feels inspired to reach their full potential and do their life's best work.

OUR PRODUCT GLOBAL SUPPLY CHAIN

TIER 1

Our products are manufactured through a global network of Tier 1 suppliers based across Asia and Europe. We also operate one owned manufacturing facility in the UK, which produces our Made in England range.

We value strong long-term relationships with our Tier 1 suppliers and have worked with some for decades. As of the end of FY26, there are 29 active Tier 1 supplier factories: 13 footwear, 9 accessories and shoe care, and 7 outsole factories. All Tier 1 suppliers have been fully mapped, and we publish our Tier 1 factory list on our corporate website, updating it approximately every six months. For AW26, our Tier 1 footwear sourcing location breakdown is 61% Vietnam, 32% Laos, 3% Thailand, 3% Pakistan and 1% UK.

We hold regular Tier 1 supplier conferences, led by our Chief Operating Officer (COO), to promote open communication and the exchange of information. These sessions help build trust and transparency while providing valuable insight into the challenges our suppliers face. Throughout the year, we maintain ongoing dialogue on corporate social responsibility (CSR) topics, including our expectations for high social and labour standards, with these conferences serving to reinforce those expectations and strengthen engagement.

We have also mapped all Tier 2 material suppliers. By mapping suppliers to region, we can better understand our sourcing impact. Our top materials sourced by volume are leather, outsole granulate and packaging materials.

OUR GLOBAL SUPPLY CHAIN TIERS ARE DEFINED IN THE FOLLOWING WAY

TIER 1

A SUPPLIER WHICH MANUFACTURES OR ASSEMBLES FINISHED PRODUCTS (E.G. FOOTWEAR, ACCESSORIES, SHOE CARE AND OUTSOLE SUPPLIERS).

KEY TIER 2

A SUPPLIER THAT PRODUCES A STRATEGIC COMPONENT (E.G. TANNERIES).

TIER 2

A SUPPLIER THAT PRODUCES OTHER COMPONENTS.

LOGISTICS

We operate with ten core distribution centres (DCs) globally. One, in the UK, is owned and operated directly by us, while the others are third-party operated. Temporary workers at all DCs are engaged through labour agencies. For our UK-operated DC, we work with a trusted partner to recruit temporary workers during peak trading periods.

NON-PRODUCT SUPPLIERS

We also engage a range of non-product suppliers that support our broader business activities. These include providers of goods not for resale, professional service firms, consultants and technology partners.

STRATEGY AND GOVERNANCE

HUMAN RIGHTS IS A KEY FOCUS AREA OF OUR SUSTAINABILITY STRATEGY

Human rights remain a core component of our sustainability programme and underpin our commitment to responsible business practices. In FY26, we began refreshing our sustainability strategy to place consumers at the centre of our approach and align more closely with our brand direction. The refreshed strategy is focused on three key areas: circularity, sustainable materials, and responsible operations. For further information on our approach and progress, please refer to our latest Annual Report.

GOVERNANCE

The Board is ultimately responsible for the oversight and integration of ESG-related issues and activities across the business. The Chief Operating Officer (COO) is accountable for supply chain human rights and the Chief People Officer (CPO) is accountable for human rights across our own operations.

Global Supply Chain Team: Our Global Supply Chain Team has members based in our global offices and key manufacturing countries. They conduct regular supplier visits, working closely with the CSR team, to collaborate directly with suppliers to provide ongoing insights and support.

CSR Team: Our CSR team leads ethical trade and human rights due diligence across our product supply chain. Based close to key sourcing regions, the team works collaboratively with suppliers to identify, manage and remediate issues, including through the development and monitoring of corrective action plans. Oversight of supplier performance is further strengthened through regular reviews of audit findings chaired by the COO, ensuring high ethical standards are maintained and any non-conformities are addressed and escalated appropriately.

Sustainability Team: The Sustainability Team have the required skills and knowledge to support decision-making on environmental and social issues across the business and supply chain. They are also responsible for embedding and championing the strategic sustainability projects throughout the business. During FY26 they attended the Materials and Packaging, Lifecycle, and Operations Working Groups to provide specialist expertise when required.

The sustainability governance structure can be found on page 74 of the FY26 Annual Report.

POLICIES AND CONTRACTUAL AGREEMENTS

We maintain a range of policies and supply chain management processes designed to promote supplier compliance with our business standards. Our human rights and modern slavery policies are developed and periodically reviewed by relevant functions, including Legal, Compliance, HR, Global Supply Chain and Sustainability. This collaborative approach helps ensure alignment with international standards, evolving stakeholder expectations and industry best practice.

POLICIES FOR SUPPLIERS

Supplier policies are translated and shared with suppliers in relevant local languages, with select policies also published on our plc website.

MASTER SUPPLY AGREEMENT

Our Tier 1 suppliers sign our Master Supply Agreements (MSA). The MSA is a collection of contractual agreements, such as our Supplier Code of Conduct & Workplace Standards and Migrant Worker Policy. Suppliers are expected to apply these policies to their permitted subcontractors and suppliers. We also engage with Key Tier 2 suppliers to confirm their adherence with our policies.

SUPPLIER CODE OF CONDUCT & WORKPLACE STANDARDS

Our Supply Chain Supplier Code of Conduct and Supply Chain Workplace Standards set out our expectations for our suppliers on the treatment of their workforce. They are based on international conventions including the Ethical Trade Initiative (ETI) Base Code and International Labour Organisation conventions (ILO conventions).

MIGRANT WORKER POLICY

Our Migrant Worker Policy sets out our expectations for the fair and responsible treatment of migrant workers across our supply chain. The policy is informed by international best practice and aligned with the Dhaka Principles, developed by the Institute for Human Rights and Business (IHRB), which provide guidance on addressing the specific risks and challenges faced by migrant workers. We maintain a dedicated policy for migrant workers because this group can be particularly vulnerable to exploitation and is estimated to be three times more likely to experience forced labour than the average worker .

RESPONSIBLE PURCHASING PRACTICES CHARTER

We recognise that purchasing practices play an important role in driving positive outcomes for workers and suppliers. Effective commercial and supply chain management practices help promote fair treatment, support healthy working conditions and build strong business relationships. Our Purchasing Practices Charter was informed by a review of our policies, processes and ways of working, as well as input from both internal teams and suppliers. It sets out our expectations across areas including planning, fair costing and communication. Through this commitment, we seek greater transparency over labour costs to help ensure workers are paid fairly by our suppliers. Additional information can be found on our corporate website.

EMPLOYEE POLICIES

All our employee policies are accessible online via our policy hub and are translated into relevant languages. The compliance training platform enables consistent global distribution of policies and training, along with real-time tracking and targeted follow-up where needed.

HUMAN RIGHTS POLICY

In FY26, we introduced a new Global Human Rights Policy for employees. The policy aligns with the principles of the United Nations Guiding Principles on Business and Human Rights, relevant ILO conventions and the ETI Base Code. The policy brings together our position on key human rights-related topics and sets out our commitments across key areas including the prohibition of forced and child labour, non-discrimination and equal opportunity, freedom of association and collective bargaining, safe and healthy working conditions, fair wages and benefits, and work-life balance. It also reinforces expectations around speaking up, training and development, privacy and confidentiality, and respecting and protecting the environment as part of a just transition.

BUSINESS CODE OF CONDUCT

Our global business Code of Conduct, the ‘DOCTrine’, sets clear expectations for employee conduct, including human rights awareness. It is shared with all new employees during induction and is accessible via our internal policy hub and corporate website.

ANTI-SLAVERY AND HUMAN TRAFFICKING POLICY

This policy outlines employee responsibilities under the Modern Slavery Act and related laws on forced and child labour.

‘SPEAK UP’ WHISTLEBLOWING POLICY

Our confidential Speak Up hotline allows employees to report concerns, including those related to human rights or modern slavery. The Global Compliance team oversees all reports and follow-up.

OTHER KEY POLICIES

Additional relevant policies include our Global Sanctions Compliance Policy and Third Party Due Diligence Process.

RISK MANAGEMENT, SUPPLY CHAIN MONITORING AND DUE DILIGENCE PROCESSES

We use the following due diligence tools to uphold our commitment to upholding human rights:

- Policies and contracts
- Group risk management framework
- Third Party Due Diligence Process
- New markets risk assessment and approval process
- Supplier onboarding and self-assessment questionnaire
- Supplier CSR monitoring programme including Corrective Action Plans
- Engagement, training, and workshops

HUMAN RIGHTS RISK MANAGEMENT

Environmental, Social and Governance (ESG) risks are integrated into our broader risk management framework, and are subject to the same governance, annual review process and management attention as other risks recorded on our Group Risk Register. Further detail on our risk governance framework and key oversight components is on page 49 of the FY26 Annual Report.

During FY26 we launched a Global Human Rights Policy for our employees which was developed with third-party input and benchmarking from Slave-Free Alliance. During the year, we explored ways to enhance our due diligence framework to support more robust and regular risk assessments across all third-party supplier relationships. We will continue to build on this work over the coming years to strengthen our oversight and risk management processes.

SUPPLIER MAPPING

We are committed to improving the traceability of our materials across the supply chain to help ensure they are not linked to adverse environmental, social or animal welfare impacts. In FY26, we continued to engage with our tannery network and a third-party partner to validate supply chain data, map abattoirs and improve visibility across our leather value chain. Through ongoing collaboration with suppliers, we refined data quality, verified supply routes and addressed information gaps, enabling us to trace 97% of our leather volume to abattoir level and a further 2% to abattoir group level. While leather traceability remains a complex, industry-wide challenge, we are committed to further strengthening transparency and supplier engagement over time. During the year, we ended our relationship with one tannery that was unable to meet our traceability requirements, reflecting our expectations for continuous improvement. We also mapped and engaged all Tier 2 material suppliers, sharing our key supplier policies to support responsible sourcing and stronger supply chain oversight.

NEW MARKET RISK ASSESSMENT

Before entering a new sourcing country, we carry out a comprehensive risk assessment covering human rights and other key environmental, social and governance considerations. Identified risks are evaluated and prioritised, with proposed mitigation measures incorporated into sourcing recommendations that are reviewed at Board level.

THIRD PARTY DUE DILIGENCE PROCESS

For both product and non-product suppliers that meet defined risk thresholds, we undertake a risk-based third-party due diligence process. The level of assessment is determined by factors including geographic location, business activities, contract duration and contract value, and is aligned with recognised international standards. The process may include a Vendor Risk Assessment, compliance screening, Data Protection Impact Assessment and contract review, where applicable. It is delivered through cross-functional collaboration between Global Security, Compliance, Data Protection and Supply Chain teams, with support from Legal. As part of this process, screening is conducted to identify potential legal, regulatory and ethical concerns, including human rights-related violations.

PRODUCT SUPPLIER ONBOARDING

The Global Supply Chain Team manages a comprehensive supplier onboarding process designed to ensure product suppliers meet our standards prior to commencing production. This process includes self-assessment questionnaires, third-party audits and site visits to evaluate supplier performance and capabilities.

PRODUCT SUPPLIER CSR MONITORING PROGRAMME

We continue to operate an ongoing CSR monitoring programme covering all Tier 1 and selected Key Tier 2 factories to monitor, identify and address human rights and modern slavery risks. This programme is managed by our Global Supply Chain Quality and Compliance Team, comprised of experienced CSR professionals.

Audits are conducted using the Workplace Conditions Assessment (WCA) protocol by Intertek, our specialist third-party partner. The WCA assesses compliance with labour and environmental laws, industry standards, and our Supplier Code of Conduct. Follow-up checks verify completion of corrective action plans and audit frequency is generally based on performance. Should a supplier fail to remediate issues identified by an audit, the supplier partnership is reviewed and may be ended.

In FY26, all 29 Tier 1 suppliers were audited, with 28 meeting our high WCA standard (achieving a score of $\geq 75\%$). Remediation is underway at the factory which did not meet our expected high standard. A live corrective action plan is in place, the Dr. Martens CSR Team visited the factory to address data inconsistencies, and a follow-up audit is scheduled in the next six months to assess sustained improvement. 26 Key Tier 2 suppliers were also audited under the WCA audit protocol. All audited Key Tier 2 achieved our highest expected standard for Key Tier 2 suppliers (score $\geq 70\%$). More information on supplier social monitoring and the WCA protocol is available on our corporate website.

TRAINING AND AWARENESS BUILDING

EDUCATION AND COLLABORATION

We continue to build employee awareness of human rights issues through targeted training and regular engagement with external experts and industry initiatives. All employees have access to a bespoke e-learning module on forced labour and ethical trade, while human rights topics are embedded into our onboarding programme and supply chain due diligence training. Colleagues also attend relevant industry events to strengthen their understanding of evolving regulations and best practice. In April 2026, members of the Sustainability Team attended a British Retail Consortium event focused on human rights due diligence within retail supply chains..

HOW DR. MARTENS FOUNDATION PARTNERSHIPS ARE TACKLING MODERN SLAVERY

The Dr. Martens Foundation is an independent charity that exists to back the right to be yourself. This includes tackling injustices like modern slavery that stop people from living freely and fully as they themselves.

During FY26 the Foundation continued to partner with A21, a global cause dedicated to combatting human trafficking. A21 seek to eradicate human trafficking through awareness, intervention and trauma-informed holistic aftercare for survivors. As the threat of human trafficking across the globe continues to grow, so does the need for victim-centred support and suitable independent accommodation options to reduce a survivor's vulnerability to re-trafficking.

A21’s Freedom Centres provide survivors with a safe place of acceptance as well as supportive services aimed at empowering, rehabilitating and reintegrating them into society. The focus is to strengthen their independence and reduce victimisation. The three-year grant, which concluded in 2026, supports A21 in keeping their Freedom Centres and other survivor services running, enabling them to reach more survivors trying to break the cycle of human trafficking.



PROGRESS

This is a summary of the actions we have taken since the last Modern Slavery Statement and the areas we plan to focus on next. For more information on each of these points, please see the detailed sections below:

KEY AREA	PROGRESS SINCE LAST STATEMENT	NEXT STEPS
MAPPING THE RISKS IN OUR SUPPLY CHAIN AND OPERATIONS EDUCATION, TRAINING AND COMMUNICATIONS	• Mapped all Tier 2 material suppliers. • Continued to map our leather supply chain, tracing 97% of leather to the abattoir. Using the traceability output to inform sourcing decisions and supplier relationships. • Rolled out Global Human Rights Policy for our employees. • Continued to offer bespoke e-learning training module on Forced Labour and Ethical Trade to all our employees.	• Continue to improve material traceability to monitor risks and opportunities across our supply chain. • Continue to ensure the training and education programme is fit for purpose and aligned with the latest regulation and best practices.
EXPAND AND IMPLEMENT BEST PRACTICE DUE DILIGENCE	• Continued monitoring all Tier 1 suppliers and select Key Tier 2 suppliers with third-party CSR audits.	• Continue to review and develop due diligence processes for all supplier types including better integration of social and environmental compliance screening.
COLLABORATION AND PARTNERSHIPS	• Continued to work with third-party expert to develop system to improve material traceability. • Dr. Martens Foundation partnerships continued to deliver vital support for causes working on the front line to tackle human rights abuses.	• Continue to review human rights programme for need to work with third parties to ensure compliance and best practice where possible.

Additional information about our sustainability strategy can be found on our website: www.drmartensplc.com/sustainability

This statement was approved by the Board on 17th September 2026 and signed on its behalf by Ije Nwokorie, CEO

A stylized, handwritten signature in white ink, likely belonging to Ije Nwokorie, CEO.



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