

SUSTAIN

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NABILITY



A message from our Director of Sustainability

At Dr. Martens, our approach to sustainability is rooted in maximising the longevity of each pair of boots, shoes and sandals we produce, and doing it in a responsible way.

We do this through focusing on the creation of timeless and durable footwear that will stay on consumers' feet for as long as possible, through services such as resale and repair. Sustainability is a topic that our employees and consumers are passionate about, and it's more important than ever that we show our dedication to the planet and the people whose lives we touch.

We know real change doesn't happen overnight. So, we're focused on driving steady, incremental progress against our sustainability strategy, Planet, Product, People, which we've been working towards since 2021. In FY25 we have seen first-hand how offering repair and resale benefits both our brand and our consumers. ReWair has been live for one year and has shown strong performance, with around half of the consumers purchasing our pre-loved pairs being new to the brand. We have also expanded our range of products made with reclaimed leather, giving our wearers more options to purchase lower impact footwear.

This year our Sustainability Team transitioned to sit within our Brand organisation, which demonstrates our dedication to further embed sustainability into everything we do. We remain committed to monitoring evolving ESG legislation, including the International Sustainability Standards Board (ISSB) and the Corporate Sustainability Reporting Directive (CSRD), and ensuring full compliance with all applicable regulations. Looking ahead, we are excited to refresh our sustainability strategy to align with the new business strategy and objectives. This update will ensure we stay focused on what truly matters: our commitment to people and the environment, and driving value to achieve impactful results. It will also deepen our connection with consumers and elevate our brand.

In this report, you can discover more about our approach over the past year and ambitions for the future. I hope you enjoy.

TUZE MEKIK
DIRECTOR OF SUSTAINABILITY

FOCUS

Consumer engagement on sustainability

In FY25, we engaged with more than 500 consumers across the UK and US to better understand their attitudes towards sustainability in their lives and when purchasing our products. This has helped to increase our understanding of consumer perceptions around sustainability and has provided valuable insight into opportunities to better embed our sustainability efforts in the future.

FOCUS

Sustainability performance and executive pay

Our executive bonuses continue to include elements linked to the achievement of specific sustainability initiatives that underpin our long-term sustainability commitments. In FY25, targets covered topics such as renewable energy sourcing, recommerce expansion and human rights. Find out more in our Remuneration Report on page 131.

SUSTAINABILITY AT A GLANCE

Planet

93%

renewable electricity consumption across
our owned and operated EMEA facilities



Product

97%

of leather traced to the abattoir through collaboration with our leather supply chain

100%

of our leather comes from LWG certified
tanneries with 99% rated Gold or Silver

>10,000

pre-loved pairs sold through our
US resale channel, ReWair

5,780

consumers able to wear their Docs footwear for
longer through our UK authorised repair service

43%

of ReWair purchasers were new to Dr. Martens,
bringing new consumers to the brand through resale

External recognition in FY25

AAA

Top ESG rating of AAA
from MSCI

Level B-

CDP Climate Score
Management Level B-

Shortlisted

for the Best Sustainable Initiative at the 2024
Drapers Footwear Awards for Authorised Repair
in partnership with the Boot Repair Company

23

tonnes of leather waste diverted from landfill by using reclaimed leather



People

100%

of our Tier 1 and Key Tier 2 suppliers CSR audited met our high standards

88%

of our employees say they can be themselves at work, highlighting our inclusive workplace

→ For more, see People and Culture on page 44

DELIVERED

DE&I training to HR leadership

More online



OUR MATERIALITY ASSESSMENT



OUR IMPACT ON THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



FIND OUT MORE AT:
[DRMARTENSPLC.COM](https://www.drmartensplc.com)

By measuring and monitoring our emissions, we've gained a clear understanding of our carbon hotspots, empowering us to take targeted actions that will reduce the long-term impact of our business. This is part of our ongoing progress towards achieving our strategic goal of reaching Net-Zero greenhouse gas (GHG) emissions across our entire value chain by FY40. We're also working to manage our broader environmental footprint in a responsible way throughout our operations and supply chain, aiming to leave things better than we found them.

Highlights

93%

renewable electricity consumption across
our owned and operated EMEA facilities

23

tonnes of leather waste diverted from
landfill by using reclaimed leather

PLANET

Focus areas and commitments

CLIMATE

Net-Zero by FY40 (verified by the
Science Based Targets initiative)

Renewable electricity across all owned
and operated facilities by 2025

OPERATIONS

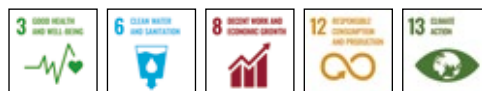
Minimise waste and ensure zero waste to
landfill across the full value chain by 2028

Environmental certification standard
to all Tier 1 suppliers by 2025

Support suppliers to adopt best practice
chemical management by 2025

→ For additional commitments, see pages 53
and 57

RELATED UN SDGs



→ For more information, see our SDG
mapping exercise at: drmartensplc.com

Climate

Why it matters

Climate change is one of the most urgent and intensifying challenges the world faces today. We remain committed to limiting our impact on the planet, as we transition towards becoming a Net-Zero business, contributing to the global effort to mitigate the impacts of the climate crisis.

Our commitments

ENERGY AND CLIMATE

- + Net-Zero by 2040 (target validated by SBTi)
- + Renewable electricity across all owned and operated facilities by 2025

What we're doing...

OUR PATH TO NET-ZERO

OUR SCIENCE-BASED TARGETS

Dr. Martens commits to reach Net-Zero greenhouse gas (GHG) emissions across the value chain by FY40. We have set absolute reduction targets based on an FY20 baseline, aligned with limiting global warming to 1.5°C¹.

Our Net-Zero ambition was validated in 2023 by the Science Based Targets initiative (SBTi), verifying our emission reduction targets to be in line with climate science and on track to limiting the impacts of global warming to below 1.5°C. Our SBTs also include leather-specific emissions reduction targets, as per the SBTi Forest, Land and Agriculture (FLAG) guidance.

EMISSIONS REDUCTION STRATEGY

Since the validation of our SBTs, we have continued to further develop our emissions reduction strategy. This year we developed a product sustainability roadmap outlining the sustainable material transition required to meet our targets. The roadmap aims to

inform the pace at which we develop and adopt sustainable materials into the future, plus identifying our risks and opportunities across our product portfolio. Other key initiatives this year included developing a renewable energy strategy for our own operations.

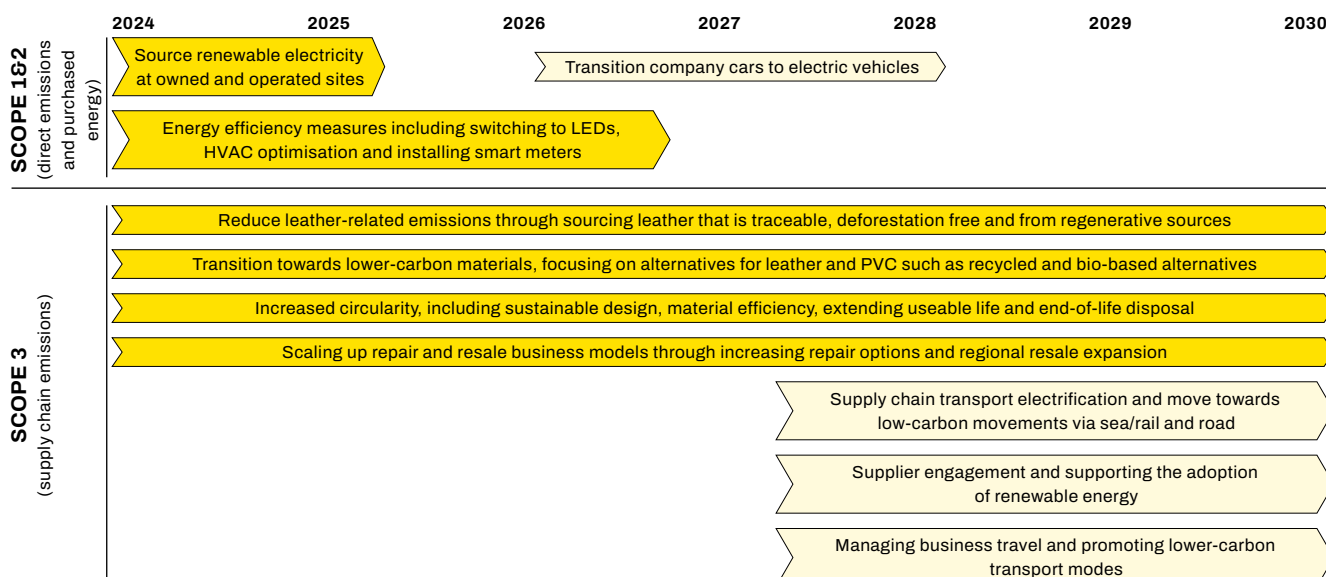
OUR NEAR AND LONG-TERM SCIENCE-BASED TARGETS²

EMISSIONS IN SCOPE		2030	2040
SCOPE 1 AND 2	All	90% (Net-Zero)	Maintain at least 90% reduction
SCOPE 3	Non-FLAG (all other Scope 3 emissions in scope)	30%	90% (Net-Zero)
	FLAG (Forest, Land and Agriculture emissions associated with cattle rearing)	30.3%	72% (Net-Zero)

FOCUS

OUR EMISSIONS REDUCTION STRATEGY

KEY ■ IN PROGRESS ■ FUTURE OPPORTUNITIES



1. Scope 3 near-term targets are aligned to well below 2°C.

2. Emission reductions from a FY20 baseline.

OUR CARBON FOOTPRINT

Each year we measure our greenhouse gas (GHG) emissions to assess the impact of our business operations, identify patterns and hotspots and guide us to taking meaningful climate action. This year, we continued to calculate our emissions using a third-party emissions management tool, in line with the GHG Protocol, and covered the FY24 period¹ (April 2023 to March 2024). Our FY24 footprint captures the most recent and accurate data we have available for our Scope 3 emissions. Our FY25 Scope 1 and 2 emissions can be found in our Streamlined Energy and Carbon Reporting (SECR) disclosure (page 56).

UNDERSTANDING OUR FOOTPRINT

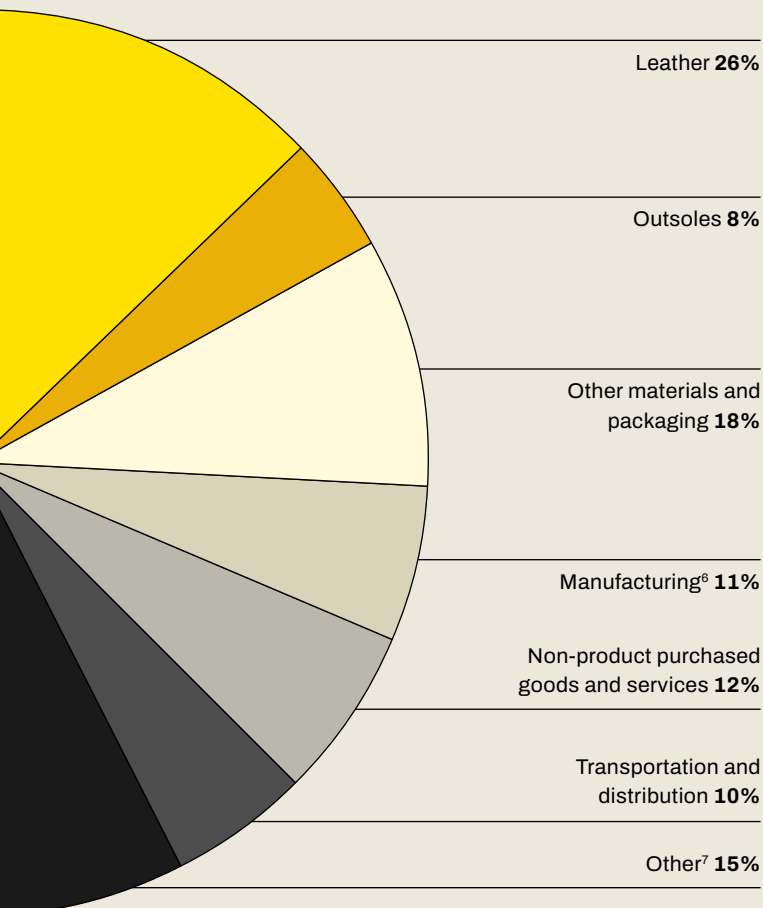
Dr. Martens Scope 1, 2² and 3 emissions totalled 181,895 tonnes CO₂e in FY24. During this period, we reduced production volumes and sold fewer products, which is the primary contributor to an emissions reduction of 35% compared to FY23. In line with our SBTs, we continue to focus on decoupling business growth from emissions as we work towards our absolute emission reduction targets.

Last year, we implemented an emissions management tool, which we used to measure our FY23 and FY24 emissions. This tool has enabled us to calculate our emissions with greater accuracy, consistency and efficiency. Our FY20 and FY22³ carbon footprints are measured using a different approach; some categories were calculated using different methodologies⁴ and as a result the emissions data for FY23 and FY24 are not directly comparable to those of FY20 and FY22.

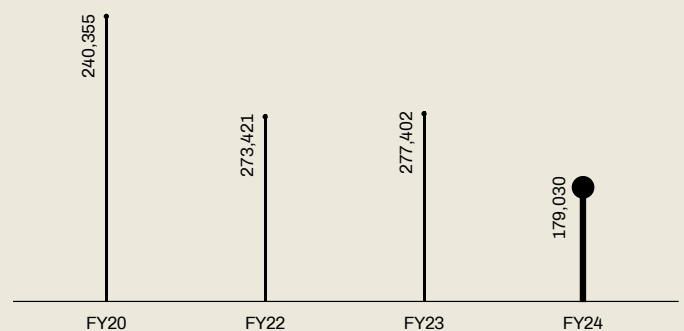
We continue to measure our emissions with granular and good-quality data. We use activity data to measure all our product emissions, and where available we used lifecycle assessments (LCAs) for our leather. This year, tannery-specific leather LCAs were used for 53% of the leather we purchased⁵ (compared to 49% in FY24), rather than using the generic emissions factor for leather.



FY24 SCOPE 3 EMISSIONS⁶ (% OF SCOPE 3 EMISSIONS)



SCOPE 3 ABSOLUTE EMISSIONS (tCO₂e)⁸



1. We report one year in arrears due to the time required to process the large amount of data required to calculate Scope 3 emissions.
2. Market-based Scope 2 emissions.
3. We use FY20 as a baseline year for our carbon footprint to avoid Covid-related disruptions, where the most significant disruptions were evident during FY21.
4. Key methodology changes include the way we calculate refrigerant gas emissions, energy usage at sites where data was not available, emissions associated with waste production at stores and offices where data was not available, and how we account for emissions associated with non-key materials.
5. Percentage of leather volume purchased by square foot.
6. Manufacturing emissions includes energy and waste at T1 factories, previously waste was accounted for separately, in the GHG Protocol Category waste generated in operations.
7. Other emissions include capital goods, fuel and energy-related activities, waste generated in operations, business travel, employee commuting, use of sold products, end-of-life of sold products, franchises, and investments.
8. FY20 and FY22 Scope 3 emissions were calculated in partnership with a consultancy. Both the FY23 and FY24 footprints were measured using a third-party emissions management tool. As a result, the emissions are not directly comparable due to methodological differences (see our FY24 Sustainability Report for more details).

FY20 BASELINE FOOTPRINT AND FY24 FOOTPRINT¹ FOR SCOPE 1, 2 AND 3 EMISSIONS (tCO₂e)

Scope	Category	FY20 GHG emissions	FY24 GHG emissions	FY24 % of Scope 3 emissions	FY24 % of value chain emissions
Scope 1	Scope 1	640	902	–	0.5%
Scope 2	Scope 2 – Location-based	1,891	2,856	–	–
Scope 2	Scope 2 – Market-based	1,936	1,963	–	1.1%
Scope 3	Purchased goods and services	181,941	134,422	75.08%	98.4%
	Capital goods	15,747	6,546	3.66%	
	Fuel and energy-related activities	378	928	0.52%	
	Upstream transportation and distribution	22,434	14,213	7.94%	
	Waste generated in operations ²	1,056	269	0.15%	
	Business travel	4,324	3,412	1.90%	
	Employee commuting	3,216	3,539	1.98%	
	Downstream transportation and distribution	3,501	3,829	2.14%	
	Use of sold products (indirect)	13	908	0.51%	
	End-of-life treatment of sold products	7,649	10,169	5.68%	
	Franchises	96	146	0.08%	
	Investments	–	649	0.36%	
	Total Scope 3 emissions	240,355	179,030		
	Total value chain emissions – Market-based	242,931	181,895		

1. We worked with different external partners and therefore used different methodologies for our FY20 and FY22 vs FY23 and FY24 GHG emissions profiles. Additional information on the approach used in FY20 and FY22 can be found in our previous Annual Reports. FY24 Scope 1 and 2 emissions have been recalculated to reflect improvements in data availability.
2. In line with the GHG Protocol, in our FY24 footprint we recategorised emissions associated with Tier 1 waste under the GHG Protocol Category purchased goods and services. Previously, these emissions were accounted for in waste generated in operations.

FOCUS

Increasing renewable energy use at our sites

Region	FY25 % of total kWh consumption	FY24 % of total kWh consumption ³
UK	95.5	95.3
EMEA	92.8	92.5
Americas	19.6	22.7
Global	47.4	52.8

As part of our SBTs we have committed to reducing absolute Scope 1 and 2 emissions by 90%. In FY25, compared to FY24 our Scope 1 emissions decreased by 17% and Scope 2 market-based emissions increased by 4%. We are also working towards sourcing 100% renewable energy across our owned and operated sites⁴ as this is a key mechanism to reduce our Scope 2 emissions. During FY25, 47.4% of the electricity consumption for our owned and operated sites globally came from renewable sources. In EMEA this totalled 92.8% of electricity consumption across our owned and operated sites. 95.5% of our UK electricity consumption also came from renewables during FY25.

This year, we developed and agreed a plan to achieve our renewable electricity target involving the purchase of renewable energy certificates for sites supplied by conventional grid electricity sources. This is a temporary solution so at the same time, we will transition our remaining non-renewable electricity contracts in a phased approach for our owned and operated sites globally.

COMMITMENTS SUPPORTED:

- + Net-Zero by FY40
- + Renewable electricity across all owned and operated facilities by 2025

3. The FY24 Scope 1 and 2 figures disclosed in our previous Annual Report have been updated due to increased data availability.

4. All renewable electricity consumption percentages cover the scope of sites which are within Dr. Martens operational control. This excludes sites which are landlord controlled.

Streamlined Energy and Carbon Reporting (SECR) Statement

Emissions data in respect of the FY25 reporting period is as follows:

GHG Protocol Scope	Sub-category	FY24 emissions (tCO ₂ e)		FY25 emissions (tCO ₂ e)	
		UK	Global	UK	Global
Scope 1	Combustion of fuel and operation of facilities	383	663	234	568
Scope 1	Combustion of fuel from owned or leased vehicles	70	239	33	182
Total Scope 1		453	902	267	750
Scope 2 (Location-based)	Purchased energy	627	2,856	600	2,911
Scope 2 (Market-based)	Purchased energy	270	1,963	243	2,036
Scope 1 and 2 (Location-based)		1,080	3,758	867	3,661
Scope 3 (grey fleet only)	Grey fleet	14	50	17	92
Total emissions (Location-based)		1,094	3,808	884	3,753
Total energy use (kWh)		4,506,772	11,989,546	4,013,373	11,620,087
Turnover (£ million)		–	877.1	–	787.6
Intensity ratio (tCO₂e/£100,000)		–	0.44	–	0.48

- + The reporting period for SECR is 01/04/24 – 31/03/25 and covers Dr. Martens plc and other Group companies
- + This includes limited Scope 1 and 2 emissions (gas and fuel used in transport; purchased electricity). Scope 1 physical or chemical processing emissions are not applicable and Scope 2 steam, district heating and district cooling emissions are not applicable. Scope 3 greyfleet emissions in FY25 are global, whereas in FY24 greyfleet emissions were limited to the UK and the USA. Our complete Scope 1-3 emissions are calculated one year in arrears due to the complexity of the data collection process; our FY24 footprint including full Scope 3 emissions can be found on page 55
- + The methodology used is based on the principals of the Greenhouse Gas Protocol, taking into account the 2015 amendment which sets out a 'dual reporting' methodology for reporting on Scope 2 emissions
- + Separate UK dual reporting has been conducted, in addition to mandatory global reporting, which encompasses all global data
- + GHG emissions have been assessed in accordance with HM Government's 'Environmental reporting guidelines: Including Streamlined Energy and Carbon Reporting requirements guidance', March 2019 update
- + Market-based emission factors have been sourced from European residual mixes for European grids and Green-e residual for US grids. Location-based emission factors have been sourced from DEFRA for UK grid, eGRID for US subregion grids, IEA for other country grids, and Ecoinvent if not available from the above sources
- + Data has been sourced from a combination of half-hourly readings and energy invoices. Where data was unavailable, energy consumption has been estimated for the respective meter and period. Estimation methods include using US government benchmarks with floor area and building type to calculate the average energy usage intensity (kWh per square foot per year) and applying to the period in question
- + In some instances, data could not be converted to energy consumption. In FY25 this included all refrigerant gases, <1% of Scope 1 transport emissions and 33% of Scope 3 greyfleet emissions
- + This year we validated renewable electricity contracts at applicable sites in the USA. We have recalculated FY24 Scope 2 emissions, to include renewable electricity consumption where applicable, which led to a 9% reduction in global market-based emissions from previously reported FY24 figures. As part of this recalculation, we also updated the FY24 Scope 1 emissions in line with the latest climate science and best practice methodologies updated annually in our third-party emissions measurement solution. This led to a 6% reduction in Scope 1 emissions globally compared to previously reported FY24 figures
- + Dr. Martens appointed a third party to provide independent limited assurance of the FY25 SECR Disclosure, in accordance with International Standard on Assurance Engagements (ISAE) 3410

ENERGY EFFICIENCY

In conjunction with transitioning to renewable electricity across our estate, we are continually improving energy efficiency at our owned and operated sites. This year, we completed the final phase of LED light retrofitting at our distribution centre in the UK, replacing fluorescent lighting with preferred LED alternatives. In addition, we installed PIR sensors in areas requiring intermittent lighting at the Made In England factory sites.

CLIMATE RISKS AND OPPORTUNITIES

We continue to advance our understanding of our climate risks and opportunities and their potential financial implications on our business. This includes work by our TCFD Steering Committee to:

- + Integrate climate risks and opportunities (CROs) into our financial planning and reporting, governance and risk management processes
- + Incorporate climate change risks into the business principal risks

For further details on our CROs, including related mitigation actions, see our full Task Force on Climate-related Financial Disclosures (TCFD) disclosure (page 81). This includes case studies on alternative materials, production standards and resilience in our supply chain against heatwaves.

WHAT'S NEXT?

Next, we plan to continue to develop our decarbonisation strategy, using our emissions management tool to model GHG emissions reductions and measure progress towards our SBTs. Next year we will also implement our renewable electricity transition plan across our own operations.

Operations

Why it matters

Driving operational excellence is integral to achieving our sustainability commitments. It's the key to unlocking greater efficiency, improving data accuracy, and creating lasting benefits for both our business and the environment. It's about responsibly managing our waste and chemicals, applying sustainable environmental standards, and building a resilient and responsible supply chain. Engaging with our suppliers is essential to this effort, and it is our responsibility to offer them the necessary support.

→ For more information on how we responsibly manage our supply chain, see page 72

Our commitments

ENVIRONMENTAL IMPACTS FROM SUPPLY CHAIN MANUFACTURING PROCESSES

- + Environmental certification standard to all Tier 1 suppliers by 2025

WASTE MANAGEMENT

- + Minimise waste and ensure zero waste to landfill across the full value chain by 2028

CHEMICALS MANAGEMENT AND PRODUCT COMPLIANCE

- + Support suppliers to adopt best practice chemicals management by 2025

What we're doing...

Most of the environmental impacts from making our products are of an indirect nature, and take place across our supply chain partners, who we actively manage and engage with (page 72). Despite this, we are striving to apply the highest environmental standards at our own operations, including at our Made In England (MIE) factory.

Responsibly managing our operations

We monitor our MIE factory in the same way as our third-party product suppliers, against the Workplace Conditions Assessment (WCA) on-site audit protocol which assesses a range of topics from labour conditions to health and safety. During FY25, 100% of our Tier 1 and Key Tier 2 suppliers audited against the WCA protocol met our high standards, and the MIE factory achieved full compliance. For more information on the WCA audit, see page 73. The MIE factory also retained its certification to the ISO 14001 environmental management system standard and continues to apply a range of initiatives to minimise its environmental impact. Initiatives include the use of efficient automatic material cutters, PVC waste recycling (both in its own production process and through a partner that recycles it into new footwear) and the production of 'deadstock' products (see page 58). The factory also runs on a renewable energy tariff.

DR. MARTENS APPRENTICESHIP SCHEME

The Dr. Martens apprenticeship scheme is a 15-month course held at our MIE factory. Apprentices learn about footwear production including the process of manufacturing Dr. Martens products. Other topics covered include the tanning process, sizing, footwear construction, environmental impact and health and safety. The scheme is closely supported by Northampton College and graduate apprentices are offered a role at Dr. Martens following successful completion of the course. It has also supported female employees to enter an industry which has historically been male dominated. Many graduates of the scheme are still working across the business, some having moved into office-based and management roles.

Reducing the impact of our supply chain

Throughout FY25 we have placed a large focus on supplier engagement. We believe providing the right support to our suppliers is one of the most pivotal steps in helping them to reduce their environmental impacts. Almost half of our Tier 1 suppliers have reported to us that they have an environmental management system already in place, for example ISO 14001 or Higg FEM. This provides us with a good insight into the level of understanding on environmental management across our Tier 1 suppliers and will help in our engagement with them moving forwards.



Scan the QR code to meet some of our apprentices and discover more about the MIE apprenticeship scheme.

FOCUS

Flowing down responsible environmental standards in our supply chain

In FY25, we updated our Master Supplier Agreements (MSAs) to include additional environmental obligations. The MSA is a collection of contractual agreements we ask our Tier 1 suppliers to comply with. The update includes clauses relating to:

- + Minimising energy and natural resource consumption
- + Minimising waste and the promotion of sustainable land management practices
- + Avoiding landfill and the expectation to prioritise recycling
- + Ensuring zero deforestation
- + Avoiding the use of hazardous or polluting materials

Our MSAs now require relevant suppliers to apply our defined Environmental Standards which are included in each contract and require their permitted subcontractors and their suppliers to do the same. Suppliers must also record and submit data on specific sustainability performance metrics. These range from waste generation and disposal through to electricity and water consumption. This year we also engaged with select Tier 2 suppliers to confirm their adherence to our policies.

COMMITMENTS SUPPORTED:

- + Net-Zero by FY40 (target validated by SBTi)
- + Minimise waste and ensure zero waste to landfill across the full value chain by 2028
- + Support suppliers to adopt best practice chemicals management by 2025



WASTE

We are focused on generating better supplier insight as we work towards zero waste to landfill across our full value chain by 2028. In FY25, we expanded the collection of waste and environmental data across more of our suppliers to better understand our indirect waste impacts, particularly for leather and PVC (see below). We also monitor waste generation at key sites across our UK operations. Our UK distribution centre and Made In England factory were zero waste to landfill during FY25.

In FY25 we continued to utilise leather waste in our products, diverting tonnes of landfill waste in the process. This included the first full year of sales of products made from Genix Nappa, a reclaimed leather material made from recycled leather offcuts that would otherwise have been sent to landfill. We also launched new product lines using Genix Nappa following the success of the initial range. By using this material to make these products, we prevented 23 tonnes of leather waste from being sent to landfill. In parallel, we saw the second full year of sales of our 'deadstock' product line, made from leather left over from our previous seasons. This initiative has enabled us to use our existing deadstock materials to date.

As well as using waste in upper materials, the manufacture of our PVC outsoles also utilises waste during the process. Our outsole suppliers recycle waste PVC produced during outsole manufacturing, and reinject it into the process.

ENHANCED SUPPLIER WASTE DATA COLLECTION

In FY25, we expanded the collection of waste and environmental data from all our Tier 1 suppliers (including suppliers of outsoles and accessories). This information was previously only collected on a regular basis from our Tier 1 footwear factories. We also initiated on-site data verification visits at selected Tier 1 suppliers, including at several of their waste contractors. The aim was to better understand their waste handling processes and procedures. We have not undertaken this level of waste verification before and the exercise revealed valuable insights.

Preliminary results suggest that our Tier 1 footwear factories account for around 95% of waste generation across our Tier 1 suppliers, with outsole and accessories suppliers accounting for the remaining 5%. It also showed us that waste disposal to landfill is very minimal among our Tier 1 suppliers. The data is being reviewed by a cross-functional working group to help inform our supply chain management practices and inform next steps to reduce waste and achieve our zero waste to landfill target.

COMMITMENTS SUPPORTED:

- Minimise waste and ensure zero waste to landfill across the full value chain by 2028.

In FY25, we also continued to seek innovation opportunities to recycle post-consumer materials into new componentry. This included a trial to recycle our PVC outsoles into new Dr. Martens outsoles. This trial is ongoing at our MIE factory, using recycled PVC from our product recycling partner in the EMEA region. For more information on our efforts to achieve product circularity, see pages 68 and 69.

CHEMICALS

We embed management systems to comply with all relevant chemical-related regulations through our chemical management system and Restricted Substance List (RSL). These cover our own operations and our Tier 1 suppliers, who cascade relevant requirements to their suppliers. We carry out ongoing RSL testing on components and finished products, plus relevant certification reviews. We also require Tier 1 and Key Tier 2 suppliers to sign our General Material Requirement Policy (GMRP) to ensure their inputs comply with relevant product safety legislation, among other requirements.

WATER

Leather tanning represents a significant area of impact in terms of water use and wastewater emissions. This is why we require our Tier 1 suppliers to only purchase leather from Leather Working Group (LWG) certified tanneries. These tanneries are compliant with the LWG audit protocol, which requires more responsible water consumption and is aligned with the Zero Discharge of Hazardous Chemicals (ZDHC)¹ requirements. In FY25, 100% of our leather came from LWG certified tanneries.

We collect water use data and other environmental indicators from our Tier 1 supplier factories on a quarterly basis, giving us valuable insight into their environmental management. Water consumption is also monitored across our own operations.

→ For more information on how we responsibly manage our supply chain, see pages 72 and 73



WHAT'S NEXT?

We continue to work towards our commitment of having an environmental certification standard in place for all Tier 1 suppliers. We are prioritising supplier engagement and the verification of supplier waste data, both of which are necessary first steps.

The selection and implementation of a third-party environmental management system for our Tier 1 suppliers is taking longer than anticipated due to prioritisation and resource, however we remain committed to continuing this process. We will continue working with our Tier 1 suppliers to monitor and minimise manufacturing-related waste, including through benchmarking and corrective action plans.

1. ZDHC is dedicated to reducing the apparel and footwear industry's chemical footprint through the implementation of the ZDHC Manufacturing Restricted Substances List.

Our products are iconic, timeless and durable. We are building on our proud heritage by working to prolong the life of our products and reduce the environmental impacts of the materials we source. We are also developing profitable repair, resale and end-of-life solutions for our products. These initiatives will help us to achieve our long-term vision of a regenerative and circular product lifecycle with a lower carbon impact.

Footwear

Highlights

97%

of leather traced to the abattoir through collaboration with our leather supply chain

100%

of our leather comes from LWG certified tanneries with 99% rated Gold or Silver

43%

of ReWair purchasers were new to Dr. Martens, bringing new consumers to the brand through resale

>10,000

pre-loved pairs sold through our USA resale channel, ReWair

5,780

consumers able to wear their Docs footwear for longer through our UK authorised repair service



Focus areas and commitments

MATERIALS

100% of footwear made from sustainable materials by 2040

100% of the natural materials in products from regenerative agriculture by 2040

Remove fossil-based chemicals from products by 2035

PACKAGING

100% of packaging to come from recycled or other sustainably sourced material by 2028

LIFECYCLE

100% of products sold to have a sustainable end-of-life option by 2040

→ For additional commitments, see pages 61, 66 and 67

RELATED UN SDGs



→ For more information, see our SDG mapping exercise at: [drmartensplc.com](https://www.drmartensplc.com)

Materials

Why it matters

The materials that go into our footwear underpin their iconic and timeless look, as well as their durability and comfort. They also determine the lifecycle impacts of our footwear, including their carbon footprint. Using more sustainable materials in our products represents our most significant opportunity to reduce our carbon footprint as we work towards our Net-Zero target.

This is why we are developing innovative and more sustainable materials that are:

- + Durable and deliver the quality needed for our iconic footwear
- + Recycled, renewable and/or regenerative
- + Produced responsibly and meet our environmental and social standards

As part of these efforts, we actively source leather from Leather Working Group (LWG) tanneries, while we work to achieve leather traceability and explore regenerative leather supplies. We are also trialling more sustainable options for our outsoles and other componentry, without compromising on their durability and comfort.

Our commitments

INNOVATION IN DESIGN AND SUSTAINABLE MATERIALS

- + 100% of footwear made from sustainable materials by 2040
- + Sustainable alternative to outsoles by 2035
- + Sustainable vegan upper material by 2028

LAND, BIODIVERSITY AND ECOSYSTEMS IMPACTS OF RAW MATERIAL PRODUCTION

- + 100% of the natural materials in products from regenerative agriculture by 2040
- + Remove fossil-based chemicals from products by 2035
- + Zero deforestation by 2025
- + 100% leather traceability for all countries by 2024¹
- + 100% upper leather from LWG by 2023²

What we're doing...

We are working to reduce the environmental impacts of our existing materials, while also developing innovative, lower-impact alternatives which are aligned to our definition of sustainable materials, which is set out in our DRP Sustainable Materials Criteria³. We collaborate with innovation partners and engage with existing supply chain partners to support these strategies.

In FY25, we continued the rollout of the new Product Lifecycle Management system, including the upload of more seasonal data and material types. The system is delivering enhanced visibility across our product lifecycle and will provide a structured platform to help us manage and monitor our sustainable material commitments.

Moving towards more sustainable leather

Leather is our most widely used material. It is durable, easy to maintain and repair and is naturally comfortable. Qualities like these make it an ideal choice for crafting footwear. However, we acknowledge the potential environmental and ethical issues associated with leather. This is why we are focusing on the areas outlined in the table to the right. Given leather-related emissions are the most significant single source of our Scope 3 carbon emissions, the achievement of these commitments will also support our Net-Zero ambitions.

We also participate in the LWG and are one of four brands represented on the LWG Executive Committee. The LWG Executive Committee exists to guide and develop the strategy and direction of the LWG, representing the interests of all stakeholders.

Leather sourcing focus area	Commitment	Status
Reducing processing impacts including sourcing from LWG certified tanneries	100% upper leather from LWG by 2023 ⁴	100% (FY25)
Enhancing traceability	100% leather traceability for all countries by 2024 ¹	97% (FY25)
Zero deforestation	Zero deforestation by 2025	Worked with industry experts to develop a Zero Deforestation Implementation Plan
Supporting regenerative agriculture	100% of the natural materials in products from regenerative agriculture by 2040	Engaged in industry collaboration and trialled small volume from farm practising preferred agriculture methods

1. While we very narrowly missed meeting this commitment by its deadline (achieving 97% traceability back to the abattoir by 2024), we are working with our tannery partners to achieve full traceability in the future (see page 62).

2. Commitment achieved in FY24.

3. Our DRP Sustainable Materials Criteria is a framework that enables us to ensure the materials we select are Durable, Recycled, Renewable and/or Regenerative and Produced responsibly. The full definition can be found on our website.

4. Commitment achieved in FY24.

ENHANCING TRACEABILITY

Although the hides we use for leather are sourced from cattle reared for the food industry, traceability is essential to ensure that our products are not linked to deforestation or other negative environmental, social or animal welfare impacts. Despite traceability being so important for responsible leather use, it is an ongoing challenge that will require industry-wide collaboration. Some of the key reasons include the size and complexity of the cattle supply chain, lack of incentivisation to implement industry-wide leather traceability systems and the absence of a universal industry standard.

In FY25, we took a step forward in our aim to improve the traceability of our leather supply chain. We undertook an exercise which identified that 97% of our leather is traceable back to the abattoir for the AW24 and SS25 seasons. This was validated by a third-party data gathering and risk mapping exercise which required collaboration with our tannery partners to map the abattoirs in our leather supply chain. We were also able to achieve traceability further upstream to the farm for a small volume of leather. This provided greater insight into our leather purchases and enhanced our visibility of the specific abattoirs which supply leather to our

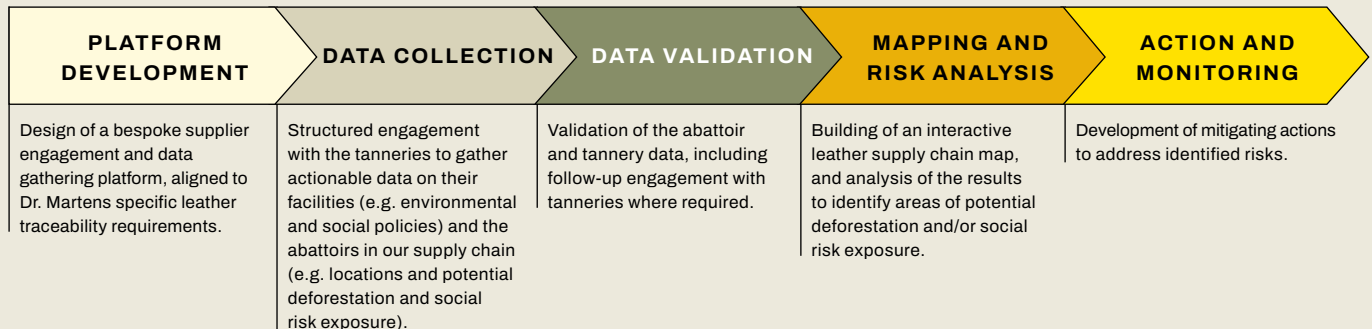
tannery partners. While we narrowly missed our commitment of 100% traceability to the abattoir by the end of 2024, we remain fully committed to achieving this in the future. The remaining 3% of abattoirs could not be mapped during the process because the tanneries either did not disclose or did not know the required information. We recognise that traceability in our supply chain is an ongoing journey for which collaboration and communication are key. We plan to continue to work closely with our tanneries to monitor traceability to the abattoir and to identify and verify the final outstanding abattoirs.

The mapping exercise also provided valuable insight that will inform our regenerative agriculture and zero deforestation strategies (see opposite), and the verification of certification within our supply chain.

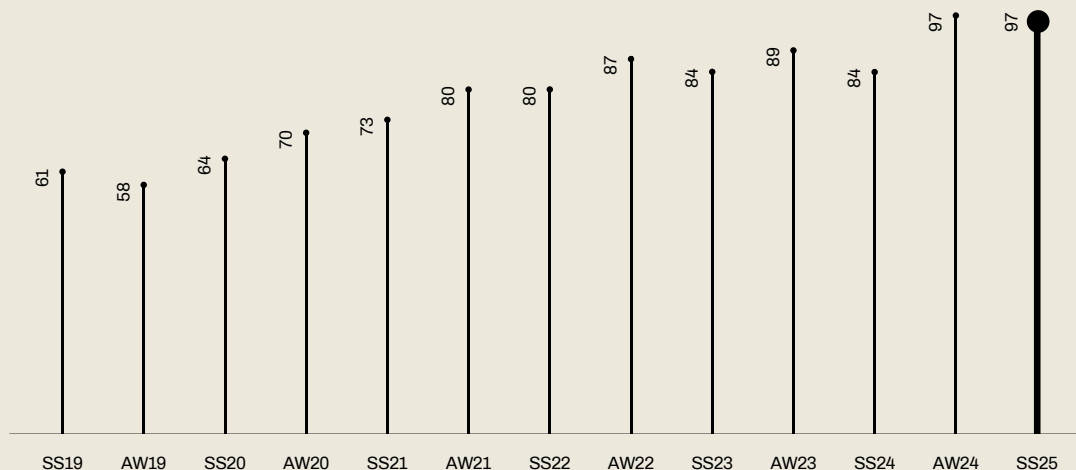
We continue to work towards traceability to farm level, which is a more complex task. Industry-wide collaboration is needed to achieve farm-level leather traceability. We will continue to engage with key stakeholders to identify opportunities and work towards our targets in this space.

OUR ENHANCED LEATHER TRACEABILITY METHODOLOGY¹

In FY25, we worked with an expert third party to comprehensively map beyond Tier 2, to the abattoirs in our leather supply chain. This included:



TRACEABILITY TO THE ABATTOIR FOR LEATHER PURCHASES (%)



1. The data for AW24 and SS25 is based on the outputs of the third-party mapping exercise outlined above. This reflects an enhancement of our methodology, including the direct mapping of abattoirs in our supply chain (with the prior data primarily reflecting LWG tannery traceability scores) and the expansion of the assessment scope beyond upper leather to also include lining and accessories. Previously, our traceability percentage was based on LWG audit data, which assessed each tannery on the basis of what proportion of their leather was traceable back to the abattoir.

ADDRESSING DEFORESTATION

The outputs from the third-party mapping of our leather supply chain have also informed the development of key next steps to track deforestation risks at a farm level. This will support the ongoing implementation of our Zero Deforestation Implementation Plan.

Tracing data to the farm level is very challenging to do on our own. To address this, we continue to work with industry partners in this area, including through our representation on the LWG Executive Committee. Through the mapping of our leather supply chain, we also gained an understanding of how our suppliers are managing deforestation. For example, we established that a large proportion of our tannery partners have deforestation policies in place.



SUPPORTING REGENERATIVE AGRICULTURE

In FY25, we started to develop a regenerative agriculture strategy, with support from an expert organisation. The first step was to define regenerative agriculture as there is currently no universally-accepted definition. The definition we developed for regenerative agriculture is as follows:

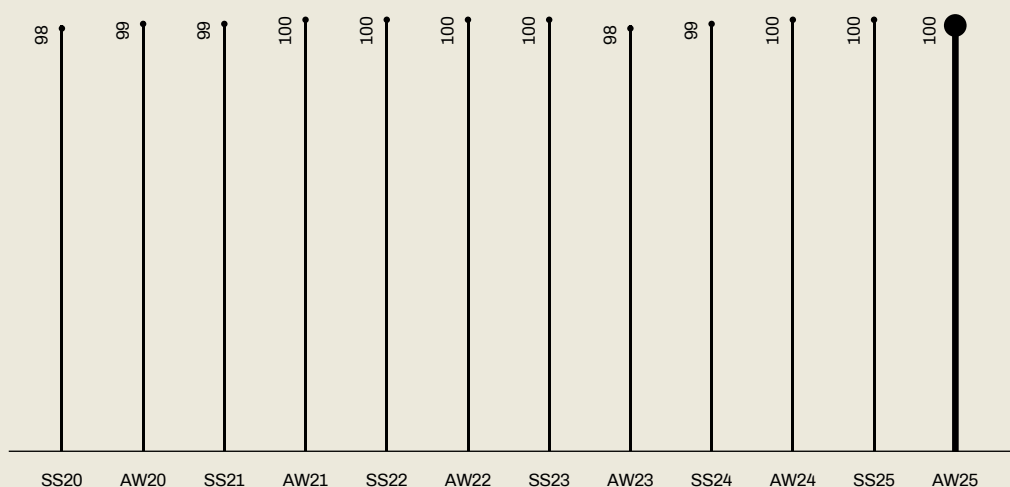
“A holistic set of farming principles which aim to mimic natural systems. The practices used by regenerative agriculture practitioners are context-specific, and provide positive environmental and social impacts, such as improving farmer livelihoods, soil health, water cycling, biodiversity and animal welfare outcomes. In turn, regenerative agriculture can increase farm and supply chain resilience to risks such as climate change.”

We plan to use this definition to evolve our strategy and pursue opportunities to support regenerative agriculture in our supply chain, which also provides a good foundation as we work towards our zero deforestation commitment.

MANAGING PROCESSING IMPACTS

All of our leather is sourced from LWG certified tanneries. This helps us ensure we are only sourcing from leather manufacturers who are actively managing their environmental impacts. These tanneries apply responsible environmental management practices and comply with LWG environmental standards for energy use, water, chemicals and waste management¹. For the SS25 season, 100% of our upper and lining leather came from LWG certified tanneries, with 76% certified Gold, 23% Silver and 1% Bronze (figures rounded to nearest whole number).

UPPER LEATHER SOURCED FROM LWG CERTIFIED TANNERIES (%)



1. For information on the LWG, see leatherworkinggroup.com.

Exploring leather alternatives

Leather is and will continue to be an important upper material for Dr. Martens in the future. At the same time, we are committed to developing lower-carbon alternatives as we work towards achieving our long-term Net-Zero and sustainable materials commitments.

In FY25, we continued to test and assess a range of bio-based vegan upper materials, with a particular focus on maintaining our durability promise. We now have several vegan alternatives in development, pending final testing and wearer trials.

OUTSOLES

Most of our outsoles are made from durable, long-lasting PVC. The outsole manufacturing process produces minimal PVC waste and any waste which is produced can be reused in the production process.

As we work to move away from fossil-based materials, we recognise the importance of creating lower-carbon, bio-based alternatives to PVC, which is an important part of our roadmap to reach Net-Zero emissions. In FY25, we advanced a trial of bio-based PVC. This followed rigorous testing to ensure it meets our aesthetic and performance standards, and sustainability criteria for materials. We plan to review the results of the trial in FY26 which will determine next steps.

FOCUS

Reclaimed leather, remade to last

In March 2024, we launched our first products made from reclaimed leather, an innovative upper material developed to help address leather waste. Since the launch, we have sold over 20k pairs globally.

Named 'Genix Nappa', the reclaimed leather material is made from recycling leather offcuts into a soft, lightweight material, without compromising on our renowned durability. More than 50% of the material is made from recycled pre-consumer leather fibres, with a synthetic textile core and water-based polyurethane (PU) topcoat. We have carried out rigorous pre-production testing and trials to ensure it meets our high standards, including our sustainability criteria for materials.

Adoption of reclaimed leather marks an important step towards our commitment for 100% of our footwear to be made from sustainable materials by 2040. The life cycle assessment (LCA) for Genix Nappa also found that its production results in around 80% fewer carbon emissions compared to conventional leather.

We have already launched seven product styles made from Genix Nappa, and we plan to build on this with the launch of several new options from AW25. We are now working closely with the supplier to identify additional product applications, further enhance the material's sustainability performance and explore the creation of new materials. More information including how reclaimed leather is made can be found at drmartens.com.



COMMITMENTS SUPPORTED:

- + 100% of footwear made from sustainable materials by 2040
- + Net-Zero by FY40
- + Minimise waste and ensure zero waste to landfill across the full value chain by 2028

OTHER COMPONENTS

We continue to work on the development of a new insole that is partially made from bio-based PU. We are also carrying out late-stage research and development on bio-based alternatives for other chemical-based products used in our footwear, such as glues.

WHAT'S NEXT?

We will continue to work towards achieving our sustainable materials commitments. This will include a focus on advancing the areas of our strategy around sourcing lower impact leather, exploring bio-based alternatives to PVC, plus other leather alternatives.

MOVING TOWARDS MORE SUSTAINABLE COMPONENTS

We continue to use more sustainable content in our components, where possible. We have:

100%

recycled polyester
content in all
standard heel loops

80%

recycled polyester
in metallic heel loops



100%

recycled polyester
content in laces

100%

recycled polyester content
in cushioned insoles



100%

recycled content
in luxe faux fur



Organic

cotton content
in socks

Packaging

Why it matters

Using the right packaging ensures our products reach our consumers in perfect condition. It is a key area of resource use, which is why we focus on:

- + Reducing the packaging we use
- + Substituting existing packaging with recycled and/or more sustainable alternatives
- + Ensuring our packaging can be recycled

Our commitments

PACKAGING

- + 100% of packaging from recycled or other sustainably sourced materials by 2028

What we're doing...

OPTIMISING AND MINIMISING OUR PACKAGING

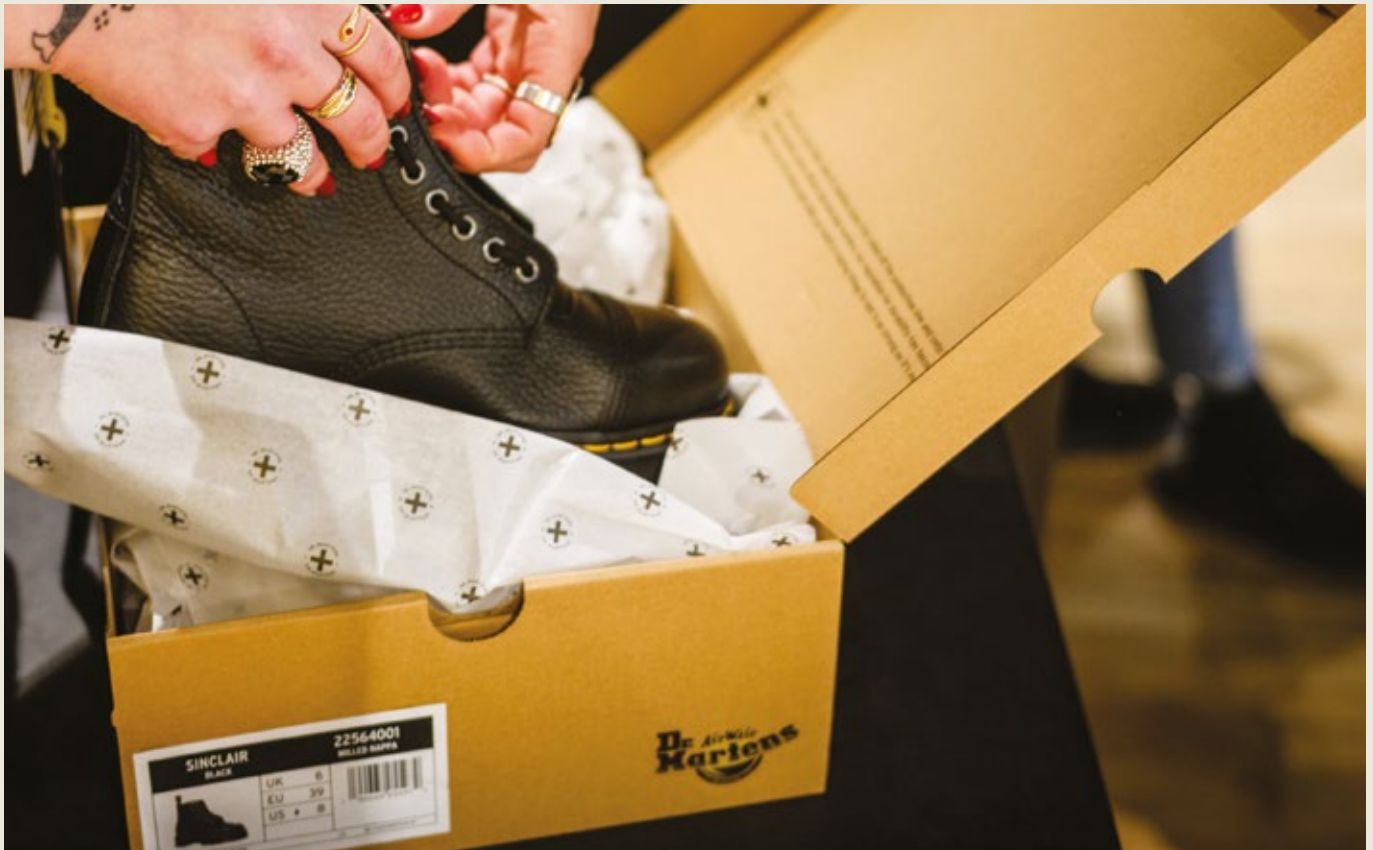
We are focused on optimising and reducing our packaging where possible, including through the removal of non-recyclable and difficult to recycle materials.

We now use Forest Stewardship Certified (FSC) recycled cardboard across our standard shoe boxes, swing tags and the majority of our large cardboard shipping boxes. In addition, we have phased out non-recyclable shoe boxes for all our brand collaboration projects. This previously represented one of our most significant sources of non-recyclable packaging. We have also phased out swing tags for our collaboration shoe ranges and now only use these for collaboration accessories.

During FY25, we continued with the phased removal of plastic foam inserts from ranges that do not require them for protective purposes. We have removed these inserts from 81% of our SS25 and 61% of our AW25 footwear ranges by volume. We continue to investigate a sustainable alternative for products that do require protection.

WHAT'S NEXT?

We will continue phasing out the last of our non-recyclable packaging. This will include a focus on the continued removal of plastic foam inserts and swing tags, increased use of reusable and recyclable packaging, and the use of more sustainably sourced packaging materials.



Lifecycle

Why it matters

Extending the life of our products reduces our impact on the environment and delivers even better value to our consumers. We are restoring used or damaged footwear and keeping our products in circulation through recommerce. We also offer an authorised repair service and practical guidance to our consumers to help them care for their footwear. We are working to develop more sustainable end-of-life solutions for when our products can no longer be repaired or resold and reach the end of their life. We collaborate with external partners to explore end-of-life solutions where there is currently a lack of options. These efforts are helping move our business towards a more circular model.

Our commitments

USEABLE LIFE

- + Offer options and guidance for wearers to maximise useable life by 2025
- + All products align to sustainable design criteria by 2028

END-OF-LIFE

- + 100% products sold to have sustainable end-of-life option by 2040

What we're doing...

SUSTAINABLE BY DESIGN

We want sustainability to be built into our footwear at every stage of the product lifecycle. This starts with design. We run a Sustainable Design Training programme for our product creation teams. This helps embed our core product principles of timelessness, durability, functionality and sustainable material selection. In FY25, 98% of product creation team members completed this training.

EXTENDING THE LIFE OF OUR FOOTWEAR

Extending the usable life of our footwear helps us minimise our environmental impacts by reducing raw material consumption and post-consumer waste, plus the carbon emissions and other environmental impacts associated with the manufacture of new pairs.

Our approach is focused on:

- + **Care:** Sharing guidance on how to properly care for our footwear through our marketing, sales and social media channels to help our wearers maximise the life of their Dr. Martens footwear
- + **Repair:** Keeping our footwear going for longer through our authorised, direct-to-consumer repair service (see page 68)
- + **Resale:** Giving our footwear and bags a new life by taking damaged or defective products and authenticating, cleaning and repairing them where needed to restore them for resale through our recommerce channels (see below)

OUR REPAIR AND RECOMMERCE JOURNEY

FY23

Launched

UK RESALE: RESOULED

Resale of damaged or defective footwear and bags that have been returned to us. They are authenticated, cleaned and repaired where needed by The Boot Repair Company to restore them for resale through Depop.

FY24

Launched

UK AUTHORISED REPAIR

Launched official direct-to-consumer repair of customers' boots, shoes and bags in partnership with The Boot Repair Company.

Launched

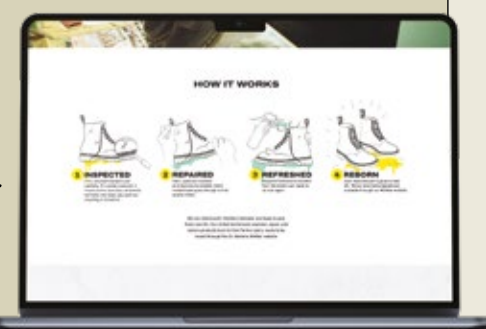
USA RESALE: REWAI

Restoration of footwear and bags that were damaged, defective or received through customer trade-in. Restored products are sold through Dr. Martens ReWair website and given a second life.

USA TRADE-IN TRIAL

Offered customers the option to trade in pre-loved Dr. Martens footwear at select stores. Traded-in footwear was restored for resale, or sent to 'next best use', for example recycling or donation.

FY25



IMPROVEMENTS AND EXPANSION

- + Machinery upgraded to expand our UK authorised repair service to enable repair of our iconic Quad soles
- + Trialled repair solutions for sandal styles
- + Provided customers with customisation options through authorised repair



FOCUS

Keeping our footwear on the go through repair

In October 2023, we launched our direct-to-consumer repair service in the UK in partnership with The Boot Repair Company. Since then, we have repaired over 5,780 pairs of Dr. Martens boots and shoes for our consumers. This is helping our consumers to further extend the life of their footwear, while also enabling customisation of their products. We continue to receive exceptionally positive feedback on rating sites and social media.

The service is run in partnership with The Boot Repair Company who are based in Leeds, UK. All repairs and customisations are carried out using the same machinery, outsoles and componentry that go into making Dr. Martens products. In FY25, we made further machinery upgrades to enable repairs to be made to a wider range of our products, including on our iconic Quad soles, and we are currently exploring solutions to enable repairs to be made on some sandal styles.

In June 2024, we were proud to see our repair service shortlisted for the Best Sustainable Initiative at the Drapers Footwear Awards.



DRMARTENSREPAIRS.COM



Before ↗

After ↗

WEARER STORY

One of our wearers had her pre-loved childhood boots from the 90s restored, so that her toddler could give them a second life, 30 years after she wore them herself.

We are now:

- + Increasing efforts to raise awareness of our repair service
- + Working to expand the UK service to cover a wider range of our products
- + Actively engaging with potential repair partners in other markets, as we work to expand the service to more of our consumers

COMMITMENTS SUPPORTED:

- + Offer options and guidance for wearers to maximise useable life in 2025

FOCUS

Giving footwear a new life through resale

Dr. Martens is known for making timeless and durable products. As we move towards a more circular business model, we are taking action to increase the usable life of our products even further, including through resale. Resale involves taking damaged or defective footwear and bags that have been returned to us or traded-in and authenticating, cleaning, repairing and restoring them for sale through our dedicated online platforms.

In FY25, we continued to expand our branded resale channels including ReWair in the USA and ReSouled in the UK. Resale presents a significant commercial opportunity and is a key initiative within our business strategy. In addition to seeing promising sales growth, the platforms are helping to build brand loyalty and attract new wearers; 43% of our resale consumers in the USA are new to our brand (as of end of March 2025).

Importantly, branded recommerce is also helping us achieve our long-term sustainability commitments. This includes our commitments to have sustainable end-of-life options for all of our products and to reach Net-Zero by FY40. Our externally verified carbon model indicates that a pair of Dr. Martens footwear sold through our recommerce channels generates 89% fewer GHG emissions than a newly purchased pair.

REWAIR IN THE USA

Since the launch of ReWair in March 2024, we have sold more than 10,000 refurbished products. ReWair products are authenticated, cleaned and restored by our specialist partner, before being sold via our online Dr. Martens ReWair store.

In FY25, we trialled a trade-in initiative at two stores in the USA, where consumers were able to exchange their worn Dr. Martens products for a voucher to put towards their next purchase. Returned products were restored for sale via ReWair. Where this was not possible, they were sent to 'next best use', for example recycling or donation.

RESOULED IN THE UK

We continue to offer ReSouled in the UK, in partnership with The Boot Repair Company and hosted on Depop. Since its launch in April 2022, we have sold more than 13,000 refurbished products through the platform. ReSouled remains one of the most popular stores on Depop globally and continues to see exceptionally positive customer reviews.

PLANS FOR THE FUTURE

We plan to continue expanding these platforms in the USA and UK and are actively exploring the development of similar channels in other markets.

COMMITMENTS SUPPORTED:

- + 100% of products sold to have a sustainable end-of-life option by 2040
- + Net-Zero by FY40
- + Offer options and guidance for wearers to maximise useable life by 2025

End-of-life recycling

RECYCLING PARTNERSHIPS

We aim to prioritise end-of-life solutions that are as high up our end-of-life waste hierarchy as possible, such as reuse, repair and recycling (see our FY23 Sustainability Report for more details). The footwear industry is faced with difficulties around the availability of local recycling infrastructures and practical circular solutions across different markets. This year we are taking action to tackle these industry-wide challenges through the 'Closing the Footwear Loop' project (see opposite).

We work with external partners in our UK, EMEA, APAC and Americas regions to recycle footwear that cannot be repaired and resold. We are working with a European recycling partner to explore opportunities to use waste from the production process to create new materials. While it is still early in the research and development process, this is an exciting project which would unlock huge progress in our journey towards circularity. We have an ongoing trial using leather waste from recycled Dr. Martens products to make a new reclaimed leather material similar to Genix Nappa, and another trial recycling used PVC outsoles into new outsoles. We also continue to investigate additional recycling partnerships across our regions.

TRADE-IN TRIAL

In FY25, we launched trade-in at eight stores in London, where consumers can bring in worn-out footwear from any brand to receive money off a new pair of Dr. Martens boots. Traded-in footwear is sent to our partner, which recycles them into new items such as fittings for our stores or surfacing materials for playgrounds. Our aim is to restore Dr. Martens products returned via this initiative, and sell them via our ReSouled platform. In the USA, we also trialled a trade-in initiative as part of our ReWair platform (see page 68).

COLLABORATION

We have joined the 'Closing the Footwear Loop' industry collaboration initiative led by Fashion for Good. The project brings together many leading fashion and footwear brands, industry associations, advisers and innovators to address the challenges of circularity in the footwear industry. Over a two-year period, the project aims to map post-consumer footwear waste streams, establish a roadmap for circular footwear design and identify end-of-use innovations such as new technologies and business models to transform the current linear 'take-make-dispose' model into a circular one.

END-OF-LIFE SOLUTIONS FOR OUR SAMPLES

We use development samples in the product creation process to ensure that the final designs not only meet our durability and quality criteria but are also desirable for our wearers. As these haven't undergone the stringent testing required for sale, we are unable to sell these on our consumer website or resale channels. We continue to develop sustainable end-of-life solutions for our pre-consumer samples across our markets, to build upon our sample recycling initiatives already established in the USA and EMEA.

WHAT'S NEXT?

Next, we plan to continue exploring the expansion of resale and repair to new markets, while continuing to grow our current offerings. We will continue to collaborate with key industry players, such as Fashion for Good, to address the challenge of circularity in the footwear industry.



Our brand is driven by people, and we aim to create an environment where everyone can do their life's best work. We're implementing our diversity, equity and inclusion (DE&I) strategy to make sure our people feel included, accepted and empowered. Our approach is underpinned by our respect for human rights, including the rights of the people working in our global supply chain. We act courageously and show that we care by supporting a range of important social justice issues alongside the Dr. Martens Foundation.

Highlights

100%

of our Tier 1 and Key Tier 2 suppliers CSR audited met our high standards

88%

of our employees say they can be themselves at work, showing our inclusive workplace

→ For more, see People and Culture on page 44

DELIVERED

DE&I training to HR leadership

PEOPLE

Focus areas and commitments

The following commitments are to be achieved by 2027:

DIVERSITY, EQUITY AND INCLUSION

ETHNICITY

30% underrepresented communities in senior leadership roles (GLT and direct reports)

GENDER

50% women in senior leadership roles (GLT and direct reports)

Increase non-binary colleagues from 2% to 4% globally

→ Further information on how we approach Human Rights and Community, the other two focus areas of People, can be found on pages 71 and 76

RELATED UN SDGs



→ For more information, see our SDG mapping exercise at: drmartensplc.com

Human rights

Why it matters

Human rights are the foundation of a fair and thriving society. At Dr. Martens, we are deeply committed to upholding these values, ensuring that respecting our people is woven into everything we do. This commitment extends not only to our own employees but also to our global supply chain. We actively engage with our suppliers, raising awareness, fostering understanding and closely monitoring their practices to ensure that human rights are respected at every step.

FOCUS

Expanding our human rights programme

Last year, we completed an independent human rights due diligence review. The process looked at our management practices in relation to human rights and provided recommendations based on upcoming legislation and industry best practice. One of the key recommendations was to implement a Global Human Rights Policy, which we developed throughout FY25. To ensure its effectiveness, we engaged a social enterprise specialising in labour exploitation to conduct a review and benchmarking exercise.

The policy is compliant with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the relevant International Labour Organization (ILO) Conventions and the Ethical Trade Initiative (ETI) Base Code.

It is set to be rolled out in FY26 and covers:

- + Prohibition of Forced and Child Labour
- + Non-Discrimination and Equal Opportunity
- + Freedom of Association and Right To Collective Bargaining
- + Safe and Healthy Working Conditions
- + Fair Wages and Benefits
- + Work-Life Balance
- + Speak Up
- + Training and Development
- + Privacy and Confidentiality
- + Respecting and Protecting the Environment and a Just Transition

Another key recommendation related to the expansion of our existing human rights programme was to cover a broader range of suppliers beyond product suppliers. We are currently examining how we can enhance our risk management practices with respect to all vendor types.

What we're doing...

ACTING WITH RESPECT

We implement our human rights commitment through our DOCTRINE (our business code of conduct), Supplier Code of Conduct, Migrant Worker Policy, Anti-Slavery and Human Trafficking Policy and DE&I strategy.

Employees can use an independent, confidential hotline to raise human rights concerns and grievances if they arise. These are reviewed by our Global Compliance Team and escalated to the Audit and Risk Committee if necessary. 19 claims were raised during FY25, including issues relating to employee relations, policy issues and discrimination.

We actively manage potential human rights issues in our supply chain, including through our CSR monitoring programme. We also carry out human rights risk assessments for new sourcing countries.

CSR MONITORING PROGRAMME

We apply our CSR monitoring programme to Tier 1 and certain Key Tier 2 suppliers during the onboarding process. These suppliers are then subject to ongoing monitoring audits to ensure they continually comply with relevant labour laws and Dr. Martens policies. This includes our Supplier Code of Conduct.

The Supplier Code of Conduct contains detailed supplier obligations. These are aimed at ensuring they respect the ILO core labour standards within their own workforces. The Supplier Code of Conduct also includes broader obligations relating to:

- + Safe and hygienic working conditions
- + Health and safety management
- + Living wages
- + Working hours that are not excessive
- + Regular terms of employment
- + The avoidance of harsh or inhumane treatment

➔ For more information on our supplier CSR audits, see page 73

ANTI-MODERN SLAVERY PROGRAMME

We will never accept modern slavery in any form. We integrate anti-modern slavery and forced labour clauses into our supplier contracts and offer 'Forced Labour and Ethical Trade' training to all our employees.

➔ For more information on how we address modern slavery risks in our supply chain, see pages 72 and 73 and our full Modern Slavery Statement on our corporate website

WHAT'S NEXT?

Next, we plan to implement the Global Human Rights Policy in a phased approach. We also plan to engage our suppliers and employees on human rights topics through training and further evolve our third-party due diligence processes.

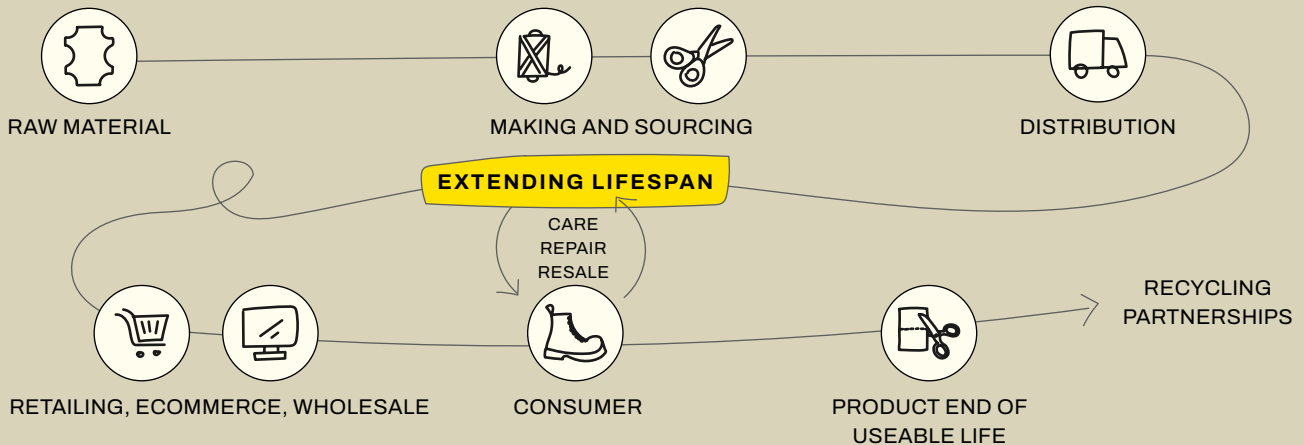
Responsibly managing our supply chain

OVERVIEW OF OUR GLOBAL SUPPLY CHAIN

We work with our third-party suppliers to achieve high levels of quality and sustainability. This includes:

- + Tier 1 suppliers (finished product manufacturers)
- + Key Tier 2 suppliers (suppliers of strategic components such as tanneries)
- + Tier 2 suppliers (suppliers of other components)

Our Tier 1 factory list is shared on our corporate website and is updated every six months. For AW25, our planned Tier 1 footwear sourcing is 62% Vietnam, 31% Laos, 4% Thailand, 2% Pakistan and 1% in the UK. For further information on how we manage our supply chain, see pages 57 to 59, 71 and 73 and our Modern Slavery Statement which can be found on our website.



OUR SUPPLY CHAIN POLICIES

Our Supplier Code of Conduct is based on the ILO Conventions and the ETI Base Code. It integrates a range of requirements around forced labour, child labour, subcontracting, homeworking and modern slavery. Suppliers are also subject to our supplier Environmental Standards.

These documents are integrated into our Tier 1 supplier contracts, along with our:

- + Animal Derived Materials Policy
- + Anti-Bribery and Corruption Policy
- + General Materials Requirement Policy
- + Migrant Worker Policy¹
- + Needle Policy

Similarly, we have contractual provisions that require our agents, distributors and franchisees to comply with these policies. In FY25, we strengthened our contractual agreements with suppliers; see page 58 for more information. For all of our ESG policies, see page 78.

SUPPLIER ENGAGEMENT

Members of our CSR and Sourcing Teams are based in key sourcing locations and work directly with our Tier 1 and Key Tier 2 suppliers and their factories. These teams engage with our suppliers to support compliance and monitor progress against Dr. Martens' social and environmental expectations. This helps us maintain transparent, collaborative and constructive relationships.

It also helps us to quickly address any potential issues, including through corrective action plans. For more examples of supplier engagement and collaboration, see pages 35, 57 to 59 and 71.

In FY25, we focused on enhancing our corrective action plan remediation process. This included compliance training for supplier personnel in Thailand, Laos and Vietnam to help them better understand the expectations attached to our CSR monitoring programme.

We also conduct regular Tier 1 supplier conferences, focused on information sharing and open communication. The supplier conference held in November 2024 included a focus on waste management alongside other priority engagement topics. Content included our expectations around environmental and waste reporting, training on the waste hierarchy and next steps as we collectively work towards our zero waste to landfill and environmental certification commitments. For more information on waste, see page 58 and 59.

Our Responsible Purchasing Practices Charter sets out the principles we apply when interacting with our suppliers. We also expect suppliers to adopt the spirit of these principles with respect to their own sub-suppliers. This includes a focus on operating to agreed payment schedules and timely communication of our order requirements to support supplier planning, among other topics. The full charter can be found on our corporate website.

1. Based on the Dhaka Principles developed by the Institute for Human Rights and Business, and broader international best practice.

SUPPLIER MONITORING

We approve and monitor new and existing factories through our stringent CSR monitoring programme, which is based on:

- + Independent, third-party pre-production CSR audits at new Tier 1 and selected Key Tier 2 supplier factories
- + CSR monitoring of existing Tier 1 and selected Tier 2 suppliers, including tanneries and PVC granulate suppliers, through annual audits

Suppliers are monitored against the Workplace Conditions Assessment (WCA) on-site audit protocol, which assesses risks around:

- + **Labour:** Including child labour, forced labour, discrimination, freedom of association, employment contract and discipline, harassment and abuse
- + **Environment:** Including regulatory compliance and certifications
- + **Business practices:** Including issues ranging from integrity through to data protection and competition law
- + **Management systems:** From social compliance policies through to the auditing of suppliers, subcontractors and labour providers
- + **Wages and hours:** Including working hours, wages and benefits
- + **Health & Safety:** Including work facilities, emergency preparedness, occupational injury, machine safety, safety hazards, hazardous materials and dormitories and canteens

Annual audits are conducted on a semi-announced basis. Suppliers are given a window of 30 days during which the audit could take place. The frequency of follow-up audits is determined by each supplier's audit rating and they are conducted on an announced basis. If any non-conformances are identified, we work with the supplier to develop corrective action plans and then check that these have been implemented in practice. In the rare event that a supplier fails in this regard, we may terminate the relationship. Some of the most common non-conformances identified this year included working hours and overtime and personal protective equipment (PPE). This year we have collaborated with suppliers on a number of occasions to remediate, which has improved engagement and transparency within our supply chain.

During FY25, 100% of our Tier 1 suppliers which were audited against the WCA audit protocol scored 75% and above, achieving our expected high standards (FY24: 100%). 100% of Key Tier 2 suppliers audited against the WCA protocol also met our high standards, achieving 70% and above (FY24: 100%). The MIE factory also achieved full compliance in the WCA audit.

THIRD-PARTY DUE DILIGENCE

All new suppliers are subject to a due diligence process, including a Vendor Risk Assessment and compliance screening, as well as a new sourcing country approval process where required. This helps us to identify supplier risks, including ethical concerns and regulatory non-compliance. The stringency of the process depends on factors such as location, activities and contract value.

In FY25, we continued to investigate how the application of human rights criteria can be improved across the due diligence process.



WHAT'S NEXT?

We will continue working with our suppliers to enhance data gathering and verification. This will help to support both our CSR monitoring programme and our waste and environmental performance management activities.

Diversity, equity and inclusion

Why it matters

At Dr. Martens, we believe that diversity is our unlock to create joy and cultivate unmatched experiences. We are committed to embedding this mindset into every aspect of our culture, leading with employees and extending to the impact of our leadership, how we interact with consumers, and our efforts to show up as a positive force for good in society-at-large. Our current work is focused on internal policies, practices and programmes and will extend to other areas over the coming years.

Our commitments

While we use the following commitments as one way to guide our progress, this is not the only way we measure success. Our DE&I programmes are designed to create equitable experiences for all employees and since setting these commitments our strategy has progressed.

We plan to build upon our commitments over the next fiscal year, so they are reflective of our high ambitions across DE&I.

ETHNICITY

+ 30% underrepresented communities in senior leadership roles by 2027 (GLT and direct reports)

GENDER

+ 50% women in senior leadership roles by 2027 (GLT and direct reports)
+ Increase non-binary colleagues to 4% globally by 2027

In addition, we also aim to improve accessibility to our stores, website and offices for consumers and employees living with disabilities.

How we're doing

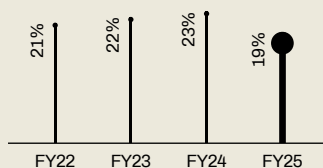
This year has seen significant change in our workforce which means we have not been able to progress against our current ethnicity and gender commitments as hoped. We are focused on addressing this through our new strategy.

Commitment

30% underrepresented communities in senior leadership roles by 2027 (GLT and direct reports)

FY25

19%



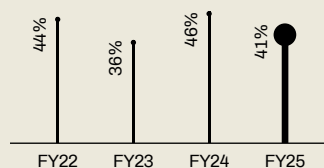
Data from 31 March 2025.

Commitment

50% women in senior leadership roles by 2027 (GLT and direct reports)

FY25

41%

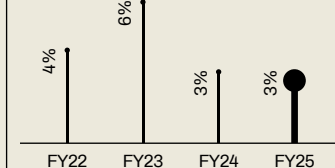


Commitment

Increase non-binary colleagues from 2% to 4% globally by 2027

FY25

3%



What we're doing...

BUILDING OUR STRATEGY

As a business, we know that we have better outcomes when our employees reflect the societies in which we operate and we strive to ensure that all employees experience the benefits of a diverse, equitable and inclusive culture. Our efforts are led by our DE&I Team, leadership and a passionate group of employee champions – including Employee Resource Groups (ERGs). The emerging strategy includes a focus on talent, leadership development, the consumer experience and social impact.

NEW APPROACH TO DE&I

At the end of FY25, we announced a new approach to advance DE&I across our business.

This is based on three pillars:

- + Infrastructure and Narrative
- + Confidence and Capability
- + Employee Engagement

KEY ACTIVITIES IN FY25 INCLUDED:

- + The delivery of DE&I training to our HR leaders to help them increase their capabilities and confidence around understanding, addressing and leading across DE&I topics
- + Launched one ERG and planned more for FY26, to provide further structure around community building, skills and leadership development, and innovation
- + Analysis of employee demographic data gathered via our Engagement and Inclusion Survey, to generate new insights around the employee experience for different employee populations



PROMOTING AWARENESS AND ALLYSHIP

At Dr. Martens, we encourage our people to talk about the things that matter to them and matter to us as a global business. We engage in internal and external events to help build awareness among our people, promote allyship and encourage reflection. We also work with external organisations to advance our thinking. Programming is curated for global and local audiences and addresses a wide range of topics that support our ability to effectively work across cultures and geographies. Examples over the past year include:

- + Panel discussions, campaigns and talks from external organisations
- + Internal events for International Women's Day exploring the experiences of women as creatives, leaders and community champions
- + Fireside chat with leading and upcoming fashion designers discussing their influences and creative processes
- + Employee-led regional community give back moments, for example, an initiative to write letters to elders in the LGBTQIA+ community and send support packages to trans people in the USA
- + Activities celebrating Hispanic Heritage Month, including discussions with leaders, community building around Loteria, a creative workshop and an open-mic event led by a local poetry collective
- + A panel discussion involving five LGBTQIA+ members of the EMEA retail team, focused on their experience at Dr. Martens, the expression of their identity and EMEA's Pride retail window campaign
- + Fireside chat with emerging journalists and authors

WHAT'S NEXT?

The next fiscal year is oriented around embedding our emerging strategy both internally and externally, with a particular focus on building confidence and capabilities as well as employee empowerment and engagement. The programme will address the role that every employee plays in creating a diverse, equitable and inclusive culture that enables our people and teams to thrive.

Community

Why it matters

We want to play a positive role in society, both within our local communities and at a global level. This is about acting courageously and showing we care. We also want our people to feel empowered to do the same. This means giving a voice to the issues that need raising, supporting the communities who need it and providing funding to the causes that matter to us.

What we're doing...

DELIVERING CHANGE THROUGH OUR OWN ACTIONS

We're dedicated to making a meaningful impact in society. We remain committed to supporting social justice by championing the causes that matter to us. One way we do this is by donating to the Dr. Martens Foundation (see below). Both Dr. Martens and the Dr. Martens Foundation facilitate employee volunteering and fundraising, through the provision of two paid volunteering days for all full-time employees. Alongside the Dr. Martens Foundation, we also support employees to organise team fundraising events and volunteering days.

During FY25, our people used their paid volunteering time for a wide range of causes across our regions. Examples included providing mentoring through a UK-based charity supporting men in or at risk of going to prison, and collecting and distributing provisions for a charity providing essentials to people in need based in Portland, USA.

Through the Global Champions Network, employees are able to help shape the Dr. Martens Foundation. This includes involvement in the organisations funded by the Dr. Martens Foundation, nominating other charities to support and participating in the grant application review process.

DELIVERING CHANGE THROUGH THE DR. MARTENS FOUNDATION

The Dr. Martens Foundation is an independent grant-making charity that we helped establish in 2021. It champions social justice causes by addressing the immediate needs of underserved communities and underlying, longer-term drivers of injustice.

Guided by its four pillars of social justice, the Dr. Martens Foundation has made grants through its Grassroots programme and its Right to Be programme. It has also made one-off grants to address emergencies.

In FY25, the Dr. Martens Foundation fulfilled its funding commitments to existing partners and continued to:

- + Review and optimise its strategy, with the aim of maximising its impact
- + Develop a new and enhanced Grant Management System
- + Diversify its funding sources, exploring the potential of consumer donations and employee fundraising

To date, Dr. Martens has provided £1.6m in funding to the Dr. Martens Foundation, including £800,000 in FY25.

£824K

donated to 24 organisations by the Dr. Martens Foundation in FY25



THE DR. MARTENS FOUNDATION'S FOUR PILLARS OF SOCIAL JUSTICE

HUMAN RIGHTS

Protecting and respecting everyone's human rights so that they can enjoy basic rights and freedoms

PARTICIPATION

Ensuring people are involved with decisions that govern their lives, particularly those that are marginalised and excluded in society

EQUITY

Impartiality, fairness and justice for all people in society, with a focus on eradicating system inequalities and embedded biases

ACCESS

People should have equal access to resources including education, healthcare and employment opportunities

GRASSROOTS PROGRAMME

The Grassroots programme enables our employees to nominate charities and grassroots organisations for support from the Dr. Martens Foundation. In FY25, eight organisations were awarded new funding. For the majority of the year, new awards¹ were paused pending the outcome of the Dr. Martens Foundation's strategy review.

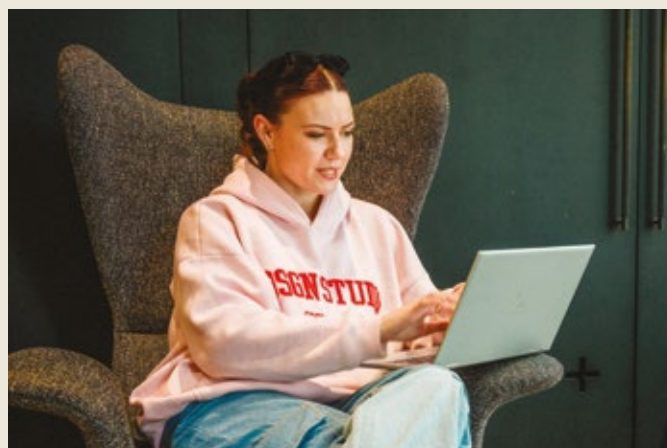
Nonetheless, the Dr. Martens Foundation honoured its grant commitments to its four existing charity partners, with ongoing payments. It also provided additional grants of more than £9k combined, to support at-risk service users (including asylum seekers) during the 2024 UK riots.

RIGHT TO BE PROGRAMME

The Right to Be programme is designed to challenge the systems that perpetuate social inequities. It typically does this through higher-value, multi-year grants to charities that support issues such as female empowerment, LGBTIQ+ rights and racial justice. As with the Grassroots programme, new grants were paused in FY25², although payments under existing multi-year grants continued to be honoured. These ongoing payments amounted to a total of £600k.

Existing partners that continued to be supported in FY25 include:

					
Partner	The Women's Foundation	Outright International	ReBit	National Black Justice Coalition	European Network Against Racism
Project timeframe	Dec 2022 to Jan 2025	Dec 2022 to Jan 2026	Apr 2023 to May 2025	Dec 2022 to Jan 2026	Jan 2023 to Feb 2026
Location	Hong Kong	Global	Japan	USA	Europe
Focus theme	Women's empowerment	LGBTIQ rights	LGBTQ+ rights	LGBTQ+ rights & racial justice	Racial justice
Impact examples	Support for the Women's Foundation Mentoring Programme, Male Allies and Gender Equality and Inclusion Working Group, its STEM programme for underprivileged girls and improvements to its IT infrastructure.	Funding for Outright's research, grant making and advocacy programmes and its efforts to advance LGBTIQ equality. This includes a focus on humanitarian assistance, livelihoods and advocacy among policymakers.	Support to help ReBit provide training for teachers and students on the needs and rights of the LGBTQ+ community. ReBit also helps corporations understand the needs of the LGBTQ+ community.	Financing for the Coalition's action hub, which helps Black LGBTQ+ communities and organisations engage decision-makers to advance policy solutions.	Support for the development of a community engagement and movement-building model for anti-racism organisations.



WHAT'S NEXT?

The Dr. Martens Foundation plans to launch its new strategy in FY26 and align its grant making with the updated strategy. At the same time, it will build out avenues for stakeholders to contribute to its mission, including project visits, donation opportunities and volunteering.

1. In FY24, the programme awarded more than £1m in grants to a total of 59 partners.
2. In FY24, five organisations received Right to Be grants worth a total of £580,000.

SUSTAINABILITY GOVERNANCE

The Board has ultimate responsibility for overseeing sustainability-related activities across the business, including our sustainability strategy. Sustainability plays a key role in our brand offering, reflected in the fact it is sponsored by our Chief Brand Officer and continues to be embedded across our organisation.

In FY25, sustainability topics discussed at Board meetings focused on:

- + Existing and emerging ESG regulation
- + The use of Genix Nappa in selected product ranges
- + Our ReWair initiative in the USA

ESG horizon scanning reports are prepared and shared with the Board as and when there are relevant updates to share.

The Sustainability Committee assists the Board by providing review and direction for the sustainability strategy. The Sustainability Committee is chaired by our Chief Executive Officer and includes our Chief Operating Officer, Chief Brand Officer, Chief Product Officer, General Counsel and Company Secretary and other key functional heads.

In FY25, the Committee met on a bimonthly basis, with relevant working groups feeding into these meetings. Our working groups are focused on the following:

- + **Operations Working Group:** Ensuring high standards across our operations and supplier base, including the maintenance of strong CSR standards and the minimisation of environmental impacts
- + **Materials and Packaging Working Group:** Identifying and delivering sustainability improvements across all of our products and packaging
- + **Lifecycle Working Group:** Reducing the impact of our products throughout their lifecycle, from design through to end-of-life

Our climate workstream is cross-functional and feeds into each of these working groups and the TCFD Steering Committee. It is aimed at reducing and reporting our Scope 1, 2 and 3 GHG emissions.

In FY25, key areas of focus for the Committee included:

- + Progress around our recommerce business models in the USA and UK
- + Alternative materials, including our use of reclaimed leather and trialling bio-based alternatives to PVC
- + Leather traceability and addressing deforestation, including related supply chain risk mapping
- + The gathering and verification of Tier 1 supplier waste data

In addition, our TCFD Steering Committee is responsible for our reporting against the requirements of the framework and related underlying analysis of climate-related risks and opportunities. It includes representatives from our Finance, Sustainability, Legal and Risk Teams.

POLICIES

Our ESG policy requirements are reviewed regularly by our Legal, Compliance and Sustainability Teams. Policies are developed using international standards and industry best practice. Our Internal Audit Team provides periodic, targeted reviews of our related policies and procedures to the Audit and Risk Committee.

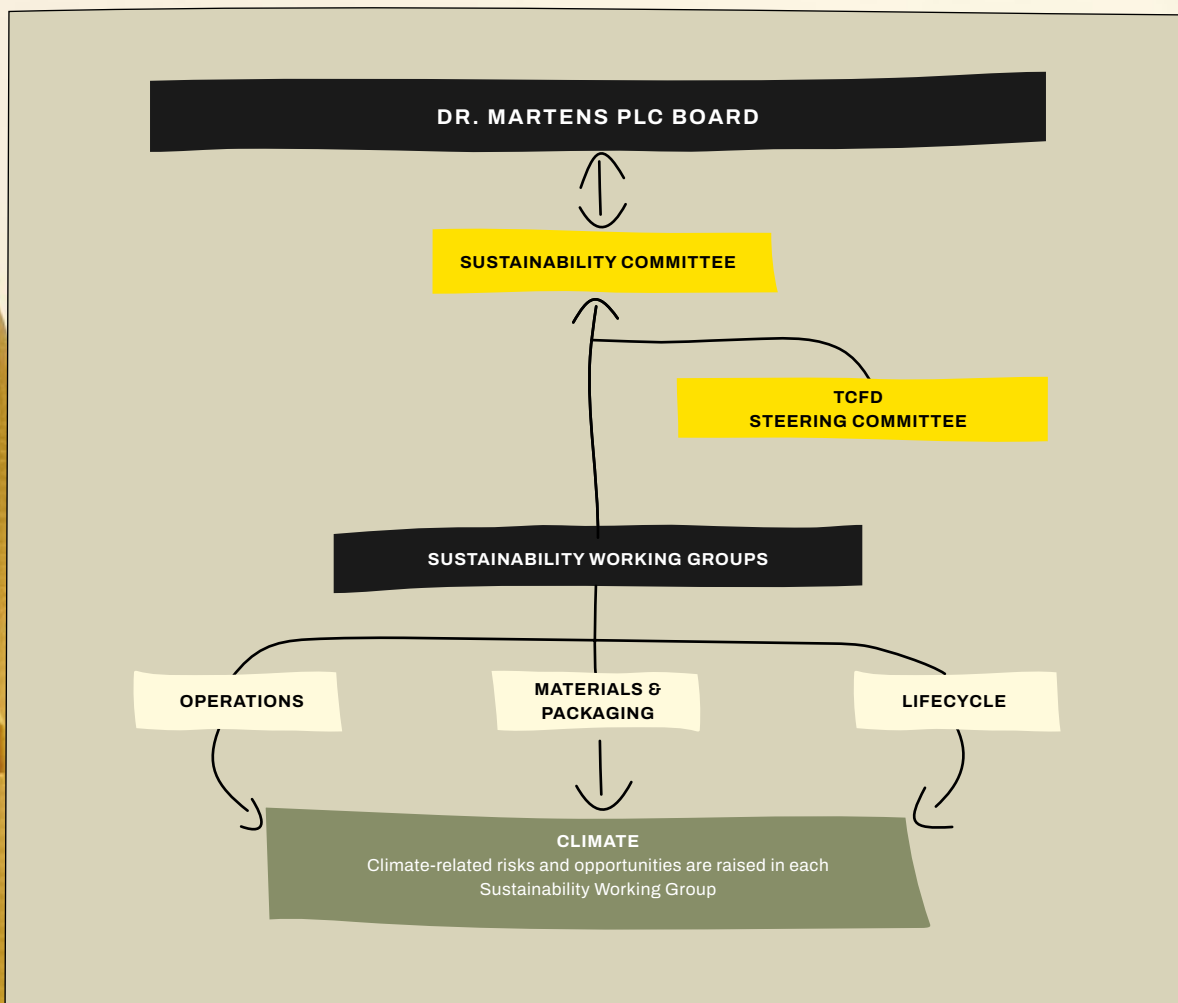
Key ESG policies include:

- + The DOCTrine, our business code of conduct, which includes a focus on:
 - Anti-Bribery, Corruption and Fraud
 - Anti-Bullying, Discrimination and Harassment
 - Competition Law/Anti-Trust
 - Confidential Information
 - Conflict of Interest
 - Data Protection
 - Health and Safety
 - Human Rights and Ethical Trade
- + Animal Derived Materials Policy
- + Anti-Slavery and Human Trafficking Policy
- + Global Sanctions Compliance Policy
- + Made In England Environmental Policy
- + Speak Up Whistleblowing Policy
- + Global Health and Safety Policy
- + Third Party Due Diligence Policy

We are in the process of implementing a new Global Human Rights Policy which was developed throughout FY25 in partnership with an expert third party. It covers Dr. Martens' commitment to respecting human rights (page 71). We are also in the process of implementing a Fraud Policy which will include addressing risk associated with greenwashing.

These are in addition to our supplier policies (page 72).

➔ For further information visit drmartensplc.com



RISK MANAGEMENT

We assess risks related to ESG issues annually, as part of our overall enterprise risk management approach (pages 36 to 41).

COMPLIANCE AND TRAINING

We use our global, online compliance training platform to deliver policies and training materials (translated into relevant languages) across all of our regions on a consistent basis. All employees are offered training on the following modules:

- + Acceptable Usage
- + Cybersecurity (including new Redflags desktop training in FY25)
- + Data Protection and Privacy
- + Diversity, Equity & Inclusion
- + Forced Labour and Ethical Trade
- + Financial Crime (including Anti-Bribery and Corruption)
- + Speaking As One (speaking on behalf of the business)
- + Health and Safety
- + Sustainable Design

The platform provides targeted, supplementary training and communications where needed.

SASB REFERENCE TABLE

The Sustainability Accounting Standards Board (SASB) Foundation is a not-for-profit, independent standards-setting organisation that aims to establish and maintain industry-specific standards. This table identifies the standards deemed relevant to the Apparel, Accessories & Footwear industry, as defined by SASB's Sustainable Industry Classification System (SICS). It references the location in our Annual Report that responds to each metric. There are some areas where information has not been captured, however we are working to improve our data systems in order to collect and monitor all required data.

Metric	Category	Unit of Measure	Code	Response
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1.	Quantitative	Number	CG-AA-000.A	(1) We have 27 Tier 1 supplier factories (11 Footwear, 9 Accessories and Shoe Care, 7 Outsole). (2) For AW25 production we have 95 Tier 2 suppliers. Our supplier numbers fluctuate season to season. More information can be found on page 72.
MANAGEMENT OF CHEMICALS IN PRODUCTS				
Discussion of processes to maintain compliance with restricted substances regulations.	Discussion and analysis	N/A	CG-AA-250a.1	See Chemicals and Water sections within Operations on page 59.
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products.	Discussion and analysis	N/A	CG-AA-250a.2	See Chemicals and Water sections within Operations on page 59.
ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN				
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement.	Quantitative	Percentage (%)	CG-AA-430a.1	(1) 100% of Tier 1 suppliers have signed our Environmental Standards agreement, which includes our wastewater management and effluent treatment requirements. (2) 100% of our leather suppliers are LWG certified. Those that are certified and conduct wet processing comply with the LWG protocol, which is aligned to ZDHC and Dr. Martens wastewater requirements as outlined in our Environmental Standard.
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment.	Quantitative	Percentage (%)	CG-AA-430a.2	(1) In FY25 our Tier 1 Made In England manufacturing site maintained its ISO 14001 certification. 48% of our Tier 1 suppliers have reported to us that they have ISO 14001 certification or have completed the Higg FEM assessment, or both. (2) 100% of the tanneries we source from are certified by the Leather Working Group, which is the leading environmental certification for tanneries globally. 87% of our tanneries have an environmental certification such as ISO 14001 or have completed the Higg FEM assessment.
LABOUR CONDITIONS IN THE SUPPLY CHAIN				
Percentage of (1) Tier 1 supplier facilities, (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct and (3) percentage of total audits conducted by a third-party auditor.	Quantitative	Percentage (%)	CG-AA-430b.1	(1) 100% of our Tier 1 supplier factories have been audited to the Workplace Conditions Assessment (WCA) on-site audit protocol by a third-party auditor and surpassed our required CSR criteria. (2) 100% of the tanneries we source leather from are LWG certified, for which a recognised social audit is now a requirement. Across our Key Tier 2 supplier base, 100% have been audited to a labour code of conduct (either WCA assessment or other accepted social audit). (3) 100% of our Tier 1 CSR audits were conducted by a third-party auditor.
Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits.	Quantitative	Rate	CG-AA-430b.2	Non-conformances found during audits are categorised by four levels of severity: zero-tolerance, major, minor and moderate. Zero-tolerance non-conformances are considered the highest severity of non-conformance. During FY25, 0% of audit findings were classified as zero-tolerance violations. For more information on our CSR monitoring programme see Responsibly managing our supply chain (pages 72 and 73).
Description of the greatest (1) labour and (2) environmental, health and safety risks in the supply chain.	Discussion and analysis	N/A	CG-AA-430b.3	(1) For more information see Responsibly managing our supply chain (pages 72 and 73) or our latest Modern Slavery Statement. (2) Our priority climate-related risks can be found in our TCFD disclosure on page 81.
RAW MATERIALS SOURCING				
(1) List of priority raw materials; for each priority raw material, (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities.	Discussion and analysis	N/A	CG-AA440a.3	(1) Leather, PVC. (2, 3, 4) For more information see Materials and Packaging (pages 61 to 66), TCFD Report (page 81) and Risk management (page 36).
(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard.	Quantitative	Percentage (%) by weight	G-AA440a.4	In SS25 and AW25 100% of our leather came from LWG certified tanneries.