Modern Slavery Report 2026

The Regatta Group of Companies: Regatta Great Outdoors, Regatta Professional, Craghoppers, Dare2B, Hawkshead, Risol Ltd and Countryside Trading Ltd.

1.1 Our Business

1.1.0 Introduction

The Regatta Group first published its Modern Slavery statement in July 2017 in accordance with the UK Modern Slavery Act 2015. We are now proud to share our tenth statement, which summarizes our activities and progress during the past year ending January 2026 to prevent modern slavery of all forms in our business and supply chain.

1.1.1 A Message From Our Director

As a privately owned family business, the Regatta Group have strong family values and operate a culture where staff are encouraged to voice any concerns using the appropriate reporting channels. Everyone must play their part and be alert to the warning signs of slavery.

It remains The Regatta Group's top priority to continue to ensure that we trade ethically, source responsibly and work to prevent modern slavery and human trafficking throughout our organisation and in our supply chain. We have a zero-tolerance approach to modern slavery of any kind. From Board level, and throughout all aspects of our business we understand that it is not just about what we do, but rather how we do it. Our core values of honesty and respect are central to this, as they have been for generations.

The current economic climate presents many challenges for any trading business; however, we remain alert to the risks and unknown circumstances in our industry as new crisis situations across the globe unfold. Our risk management strategies have proved robust, and we are committed to ensuring that all persons involved in our business are free from exploitation.

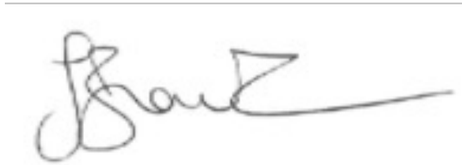
Ethical Trading has always been a cornerstone of our business; and we believe making good quality clothing, footwear, accessories, and equipment should not come at the expense of others.

The progress we have made over the past year and throughout our journey makes me super proud, and whilst this work is never complete, there will always be more we can do to improve the impact we have on others. This report sets out the achievements and future goals of the Regatta Group, and I cannot wait to see what difference we can make this year.



This statement was approved by the board of Directors of the Regatta Group of companies: Regatta Great Outdoors, Regatta Professional, Craghoppers, D2B, Hawkshead, Risol Ltd and Countryside Trading Ltd on the 23/06/26

Signed: Joanne Black
Director / Owner, June 2026



1.1 Our Business

1.1.2 Internal Governance and Accountability Structure

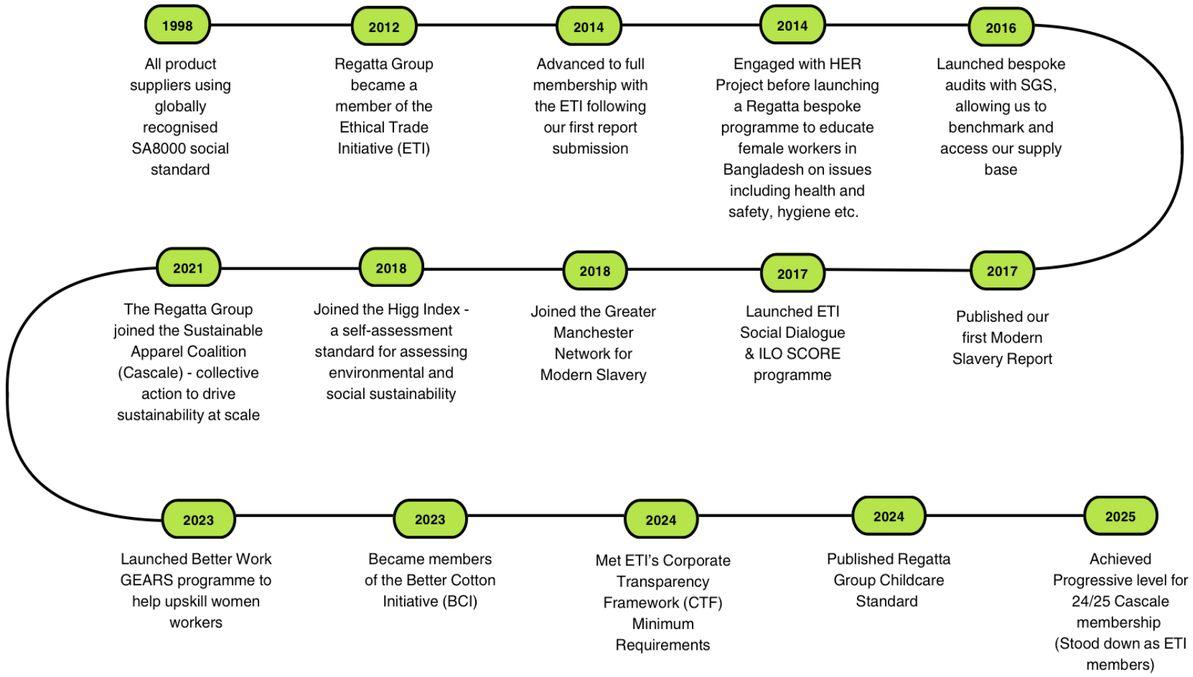
Board Level
Our Board are regularly informed at their bimonthly board meetings on ethical trade and sustainability progress and business endeavours. As a board member, Joanne Black, is an owner of the business and the Managing Director of Craghoppers. This ensures accountability and buy-in across the group comes from the top level.

CSR Board Meeting
At the head office in Manchester, Joanne Black chairs the Group's CSR Board Meeting, which meets twice a year. Members include Buying Directors, Senior Managers from across the business, and our CSR assistant who is the Group's first full-time member of CSR staff in the UK office. The CSR Board make decisions regarding the development of the group's CSR business plan and set KPIs for all sourcing countries.

Quarterly Sustainability Meeting
The Quarterly Sustainability Meeting is comprised of Managers from across the business, who meet on a quarterly basis to ensure a coordinated and effective approach to the delivery of the Sustainability business plan companywide. The meetings include Managers from operational and facilities, Logistics, E-comms, People, Distribution, Brand Marketing, Product and Sourcing. They are responsible for the day-to-day key climate-related impact areas for the Group, e.g. buildings, sourcing, and logistics. They will advise the CSR Board of any issues. The Sustainability Meeting is also responsible for preparing and managing information to ensure correct reporting on the Sustainability business plans KPIs.

Compliance Managers
Overseas, we have dedicated compliance managers in our key sourcing countries who are responsible for working closely with our supply partners to ensure that all our objectives and initiatives are followed and that our code of conduct is adhered to at all sourcing sites.

1.1.3 Our Milestones & Achievements



"We expect each and every person touched by our brands & products to have a positive experience; this includes the sewing workers in our partner factories, our colleagues across the globe, and our customers"

Joanne Black, Company Owner & Director.

1.1 Our Business

1.1.4 Our History

Regatta was founded by the visionary Lionel Black. Lionel found a need for high-quality yet affordable outdoor clothing, shaping us into the company we are today. In 1981, he handed the reins to his son, Keith Black, who remains our committed CEO. Later, Joanne Black, Lionel's daughter, joined Regatta, bringing her expertise to improve our buying process, and today champions our CSR initiatives. Regatta is more than a business; it's a family, reflected in how we care for our customers, global staff, and partners.

Despite humble beginnings in 1981, our brands have grown into strong multi-channel, global market players, and we are now the biggest outdoor group in Europe. Our brand portfolio includes Regatta Great Outdoors, Regatta Professional, Regatta Life, Dare2b & Craghoppers.

We continue to grow through our own stores, concessions, retail partners, and online platforms, both in the UK and internationally. This year, our group presence continues to grow, building great relationships with customers such as Marks & Spencer, House of Fraser, ASOS, Blue Diamond, Dobbies, Next & Screwfix.

Our focus for the future is to continue to grow the business in our European markets to the same strength as our home UK market and continue to grow our brand portfolio, with the introduction of Regatta Life in 2026.

Our approach is clear: We care and treat people in our business and supply chain fairly, with honesty, courtesy, and respect, as we ourselves would expect to be treated.

In the words of our founder Lionel Black:

“A successful business does the right thing, sticks to its values and doesn’t just chase profits” Lionel Black, Founder.

1.1.5 Business statistics

Annual Group Turnover for the year 2025/26

£366.4m

Number of Group Employees

2243

Number of Global offices

10+

Number of 1st & 2nd tier nominated factories

209

Number of workers within our nominated product suppliers

99,000+

1.1 Our Business

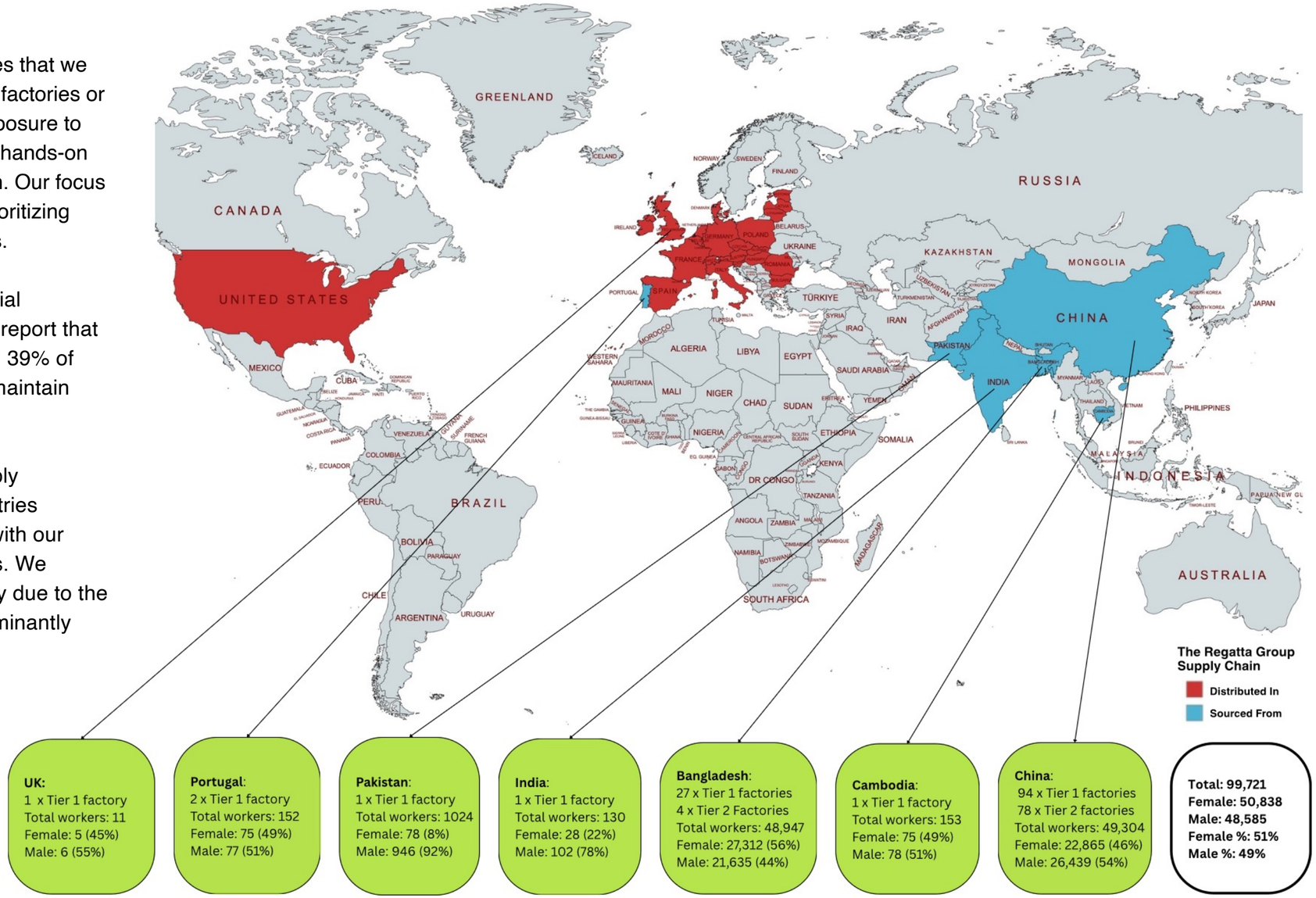
1.1.6 Our Global Reach and Supply Chain

Our supply network is well established and currently includes 209 factories that we deal with directly across our 5 brands for tier 1 and 2. We do not own the factories or suppliers who produce our goods, but we understand that our biggest exposure to modern slavery is within our product supply chains. Therefore, we take a hands-on approach to work with all our partners to ensure our company ethics align. Our focus centres on understanding the risks associated within our supply base, prioritizing those of highest risk, and expanding beyond audit to uncover root causes.

The Regatta Group believes that fostering long-lasting, mutually beneficial partnerships can help manage complex supply chains. We are proud to report that over 68% of Strategic Suppliers have been with us for over 5 years, and 39% of Strategic Suppliers have been with us for over 10 years .This helps us maintain high levels of trust and transparency.

Since 1981, our core strength has been in our product and product supply chain. Sourcing apparel, footwear, and camping equipment from 7 countries predominantly based in eastern Asia, we have built great relationships with our suppliers and are extremely proud of our longstanding strategic partners. We remain alert to the vulnerability of modern slavery that may exist not only due to the high-risk nature of the countries that we source from but also the predominantly female workforce that associates with the ready-made garment industry.

In addition to adhering to local laws, the Regatta Group and all its suppliers must follow the Regatta Group Code of Conduct for responsible sourcing which aligns with the Higg Facility Social & Labour Module (FSLM) which we support through our membership with Cascale.




Give to Gain
予光，
女神节
Happy
BE WITH YOU
LOVE YOU CRAZY
JUST FOR YOU
CRAGHOPPERS
2026年
供应链
卓越贡献奖
节日快乐

1.2 Our Policies

1.2.0 Corporate Social Responsibility

“CSR is always at the core of everything we do”
Joanne Black, Company Owner & Director.

The Regatta Group publicly commits to respecting all human and labour rights. We recognise our responsibility to support these rights across our value chain through; our group Code of Conduct, the Higg FSLM, the ILO Labour Conventions and under the UN Guiding Principles on Business and Human Rights (UNGP’s).

Our policies reflect our strategy to tackle modern slavery, they have been developed by external experts and signed off at board level to ensure senior accountability. We focus on creating fantastic products that are thoughtfully engineered for the great outdoors while ensuring that those involved are treated fairly and in good working conditions.

1.2.1 The Regatta Foundation

The Regatta Foundation was founded in 2007 as a means of giving back to society, through our support of charities and projects in the UK and around the world.

We have donated over £2,800,000 through the Regatta Foundation since 2022 to more than 75 charities that support education, outdoors & conservation, health & wellbeing, and the arts.

1.2.2 Supplier Code of Conduct

Our Supplier Code of Conduct aligns with The Regatta Group's fundamental values, principles, and overall strategy, reflecting our continuous efforts to mitigate the risk of modern slavery across the supply chain whilst ensuring this is not at the cost of the environment.

Our commitment lies in producing sustainable and ethically made products, prioritising the reduction of environmental impact and the human rights of the workers making the products.

We aim to work with our suppliers to help identify the risks and improve the conditions across our supply chain, and we expect all our suppliers to achieve either low or medium-risk status. We require transparency and collaboration with all our suppliers as we perform our own due diligence checks and partner with 3rd party companies.

1.2.3 Child Labour and Young Workers Policy

Regatta Group’s Child Labour and Young Workers policy sets out our Brands’ position and expectation against the use of child labour in any form, as well guidance on remediation if such situation were to be discovered in our supply chain.

If child labour were to be found, our priority will always be the best interests of the child. This includes removing them from work safely, supporting access to education, and ensuring financial support to the family until the child reaches the legal working age.

1.2.4 Regatta Group Childcare Standard

Our Regatta Group Childcare Standard sets out our expectations for safe, accessible, and nurturing childcare facilities within our supplier factories in Bangladesh. The policy aims to support working parents, particularly women, by promoting high standards of childcare that go beyond local legal requirements and contribute to worker wellbeing, retention, and empowerment.

Through the policy, we work with suppliers to provide appropriate facilities, trained caregivers, nutritious food, and dedicated spaces for breastfeeding. We regularly assess childcare facilities against our Standard and support suppliers with corrective actions and examples of best practise to drive continuous improvement.

1.2.5 Grievance and Remedy

Regatta Group’s Grievance and Remedy policy sets out our approach to ensure that all workers and employees have access to a clear and effective reporting mechanism, and that the reporting channels offer a suitable remediation process.

We endeavour to act promptly and effectively to support human rights, in any circumstances reported to us, setting out a remediation plan to support the worker involved both at the time of the incident, and for the long-term future.

1.2.6 Subcontracting, Forced and Prison Labour

The Regatta Group will only permit suppliers to outsource production to facilities that have been approved by The Regatta Group and that uphold our Regatta Group Code of Conduct for safe, fair labour practices and working conditions.

Unauthorised subcontracting threatens transparency and trust within The Regatta Group. Additionally, if any Regatta goods are discovered in unauthorised facilities, we, without any hesitation, will cease trading with the supplier, and we will not take the goods in question.

1.2 Our Policies

1.2.7 Equal Opportunities

We aim to work with and educate suppliers in fostering a productive, safe and positive workplace, prioritising the reduction of grievances amongst workers whilst improving wellbeing. During our risk assessment, discrimination and inequality was highlighted as a salient risk in several of our sourcing countries. Consequently, we strengthened our Equal Opportunities policy, and it is now included as a standalone policy in the annual sign-off pack for all supply chain partners. The policy covers discrimination in hiring practices, training and development, accessibility in the workplace, and addressing grievances.

1.2.8 Our Cotton Sourcing

All our cotton is sourced through responsible, accredited cotton buying schemes such as Better Cotton, GOTS or OCS. As part of our own continued due diligence and transparency with our supply chain partners, we can confirm that we are not sourcing cotton or producing garments from any areas that have been linked with allegations of forced labour.

To ensure that our cotton sourcing requirements are met, our suppliers must be able to identify the country of origin in which the raw cotton is sourced and where necessary provide the relevant documentation to confirm this. We also review in-depth information about migrant workers in our factories and their origins to ensure minorities are not subject to forced labour of any kind.

1.2.9 Fire Safety

In 2025 we introduced a new fire safety policy. This policy forms part of our broader commitment to protecting the health, safety, and rights of workers across our global supply chain. We require all factories to maintain robust fire safety standards, aligned with local legislation and recognised international best practise.

We work in partnership with our suppliers to ensure effective implementation through regular training, fire drills, and the maintenance of appropriate safety equipment and infrastructure. Where gaps are identified, suppliers must take prompt action to remediate; failure to meet these expectations may result in further intervention to ensure standards are upheld and risks to workers are minimised.

1.2.10 Foreign and Metal Objects

To ensure all Regatta Group shipments are free from any foreign and/or metal objects; procedures are followed to check 100% of our finished products are free from foreign and/or metal objects of any kind.

Contamination in a product can pose a safety risk. All our suppliers have effective foreign and or metal object control procedures throughout their manufacturing processes which is supported by our in-house team.

1.2.11 Regatta Platforms & Initiatives

Beyond our core policies, BeWell is our well-being and social initiative that promotes healthy working and lifestyle choices. The benefits and services available include pension schemes, enhanced maternity pay, access to support networks, company walks, multi faith facilities at our head office, discounts and savings schemes, as well as cycle to work and electric car schemes.

We were very proud to receive the **2025 RoSPA President's Award,** recognising our 10th consecutive year of achievement in health, safety and employee wellbeing. We continue to invest actively in recognition programmes and provide development opportunities across the business.

Our **Viva Engage** online platform provides easy communication and access to all levels of the business, and our CEO gives regular updates to keep staff connected. We've also adopted a flexible model of working from home and the office.

Our **RG Future Collective (RGFC)** initiative is a way for everyone in the business to get involved and help achieve the Group's sustainability goals. The RGFC prioritises five key areas: protect the oceans, restore biodiversity, stop global warming, reduce waste, and protect our future generations. Driven by a passionate action team, the group is set to introduce new initiatives and help celebrate all things sustainable within the Group.


Certificate of participation
This certificate is presented to
I WAS PROMOTED TO
"SUPERVISOR"
THROUGH THE GEARS PRO.

1.3 Our Partners

1.3.0 Responsible Partners

We align ourselves with business partners who have the same philosophy as ourselves. We only work with those who have the same policies & values on modern slavery. This is reflected in our Supplier's Code of Conduct, which is reviewed and signed off each season by senior management. In addition, we encourage all our business partners to create their own CSR plans, which we review with them annually to ensure they are progressing and align the objectives within these plans with our ethical and environmental assessments of their facilities. .

Across our goods and services not for resale (GSNFR) partner suppliers in the UK and across Europe, our questionnaire developed by external experts SGS continues to map out our partners depending on their own modern slavery practices.

As part of our new supplier introduction pack, our T&Cs ensure that modern slavery is part of our partner's strategy and that a policy is available and published, if applicable, in line with UK labour law. In addition, as part of our tender process, we also ask suppliers to submit their sustainability plans for review. In 2023, we began the process to develop a scorecard system to this area of the business, where all suppliers will be evaluated by a set of criteria and awarded platinum, gold, silver, or bronze status for their ethical and environmental achievements. This will allow us to better measure, identify and partner with the companies who are leading the way with CSR.

Meanwhile our focus across GNFR over the last 12 months has targeted the credentials of our service providers such as our legal service providers, travel service providers and our insurance providers, to ensure whatever aspect of our business we operate the same approach, treating people and our planet with respect.

We also extend the same level of due diligence and care to workers beyond our own business, such as the agency staff in our Polish Distribution Warehouse site, where we check proof of rights to work, perform unannounced auditing of the living quarters through a 3rd party auditor, and ensure the workers' onboarding process when they arrive at new locations is complete, from translating documents to showing them the nearest pharmacy, or where to catch the bus.

Within our own operations, Usdaw (Union of Shop, Distributive and Allied Workers) are recognised for the purposes of representing and consulting on collective issues for all Regatta's employees at the Ellesmere Port site, excluding senior managers. This is a voluntary agreement between Regatta and Usdaw, who are committed to working together in a spirit of co-operation, mutual respect and trust to the common benefit of Regatta and its employees.

1.3.1 Collaborative Partners within the Industry

We recognise that modern slavery cannot be combatted alone, and so we believe in sharing best practices at all levels with Industry experts as well as other brands and retailers. Our involvements include:

- Collaboration and sharing of best practices with other brands and members within the European Outdoor Group (EOG) and the Outdoor Industry Association (OIA). We regularly attend EOG Round Tables and working groups to help break down industry gaps and develop common tools and frameworks.
- Collaboration with supply partners through projects such as the Better Work project in China and Bangladesh, and collaboration with NGO Amader Kohta in Bangladesh. These programs aim to improve H&S, HR, Recruitment, and management systems in factories and encourage free elections and the establishment of workers' committees to give the workers a voice.
- As a supplier ourselves, we continue to offer support to and collaborate with our customers and other brands in our industry by being open and transparent about our business practices and policies as well as those of our supply chain partners. This year we have collaborated with other UK brands, such as M&S, to help support on updates to our own CSR agenda .
- We are members of the Greater Manchester Anti-Slavery Industry Network which provides an opportunity for businesses based in or with connections to the region to work together and support each other in tackling modern slavery. It is a great opportunity for representatives from a wide range of businesses and sectors to hear about some of the good work that is going on in the region, as well as share some of the challenges the Greater Manchester Police and wider businesses face in tackling this horrific crime.
- Attending Cascale's recently initiated Decent Work working group to help champion workers' rights, promote fair purchasing practices, and foster safe, equitable workplaces across the consumer goods supply chain.

1.3 Our Partners

1.3.2 Regatta Group Product Supplier Onboarding

From the offset, all our product suppliers are introduced to the Regatta Code of Conduct, and compliance with its principles becomes a necessity for working with us. We carry out face-to-face meetings and send letters of commitment for suppliers to sign back. Each supplier signs Regatta's policy documents for unauthorised subcontracting, prison labour, child labour, the cotton sourcing policy, modern slavery, foreign and metal objects policy and procedure, as well as our sourcing code of conduct. Additional supply chain policies that covered equal opportunities, factory childcare in Bangladesh, fire safety were introduced in 2025.

We are constantly benchmarking our supply chain against best practise, and our suppliers are required to participate in ethical trading audit assessments, which are carried out by our highly qualified in-house teams or by an internationally accredited third-party auditors. All ethical assessments (in house and 3rd party), are followed up by a corrective action plan being drawn up which is signed off by the supplier's management team. Suppliers then have an agreed time frame to improve and close on any points raised. Aside from audit, we work closely with all our direct suppliers to develop their knowledge of the Higg FSLM core principles and compliance related issues depending on the factories geographical location, volume and value of business with Regatta, and the factories own experience with ethical trade, and size of their workforce.

We require all our nominated suppliers in tier 1 to hold valid 3rd party audits, and we accept audits from accredited providers such as BSCI Amfori, Sedex, Smeta, SLCP, and WRAP. Where suppliers do not hold a 3rd party audit, we work closely with our partner audit provider SGS to organise audit within the first 12 months of starting business with a supplier.

Last year across China and Bangladesh we completed 82 tier 1 site assessments through our internal compliance team. Our focus over the last 12 months has been to increase the transparency of our lower supply chain tiers, and within our tier 2 facilities we completed 37 internal assessments, with 19 tier 2 sites holding accredited 3rd party audits. Within our tier 3 sites we completed 12 assessments by our internal compliance team, and a further 36 sites hold accredited 3rd party audits. We operate the same benchmarking process following all assessments and corrective action plan monitoring is put in place.

1.3.3 Higg FSLM Core Principles

As part of our Code of Conduct, the Regatta Group and its suppliers strictly adhere to the below core principles:



1.4 Assessing Risk

1.4.0 Identifying Risk

At Regatta Group we operate across a global supply chain, and so we are aware that different laws, cultures, politics and economical factors will constantly impact on the way our supply partners act and react.

Our Internal risk analysis database identifies the human rights risks to workers in each of our geographical sourcing locations, taking account of disparity in working conditions. The data we collect comes from a variety of public sources such as, but not limited to:

- Labour and Human Rights Indices such as the Global Slavery Index (GSI)
- International Labour Office (ILO)
- Business and Human Rights Resource Centre
- WHO Global Health Observatory
- The Centre For Child Rights and Business
- Human Rights Watch
- The Global Gender Gap Index
- The Gender Inequality Index
- UNICEF Multiple Indicator Cluster Survey (MICS)
- United Nations Sustainable Development Goals (UN SDGs)

Based on the severity and likelihood of the risks involved, each country is assigned a risk rating (Very High, High, Medium, or Low) in a matrix. This rating serves as one of the criteria for our CSR risk assessments, and it helps us make informed decisions when sourcing for our business.

We review this matrix on a quarterly basis and make sure to update our database regularly to maintain the most accurate information possible as circumstances within our supply chain are constantly evolving.

1.4.1 Prioritising Risks

Once our country specific human rights risks are mapped onto the risk matrix we can identify the risk rating, We prioritise the salient risks rated as very high as our top focus areas.

LOW	This risk is something the Regatta Group considers but it is not a high priority at the moment
MODERATE	Some concerns have been raised regarding this risk, and upcoming audits will focus on improving it as it fluctuates.
HIGH	There have been a handful of cases within the supply chain and the Regatta Group are working with suppliers to eliminate the risk.
VERY HIGH	This risk is a top priority for the Regatta Group. Constant monitoring is required to reduce the risk rating.

1.4.2 Salient Risks from our Sourcing Countries.

- Forced Labour in the China garment production industry
- Child Labour in the Bangladesh garment production industry
- Discrimination and Inequality in the Bangladesh garment production industry
- Health and Safety of Bangladeshi garment workers and associated persons
- Working hours for all Bangladeshi garment workers and associated persons are not excessive
- Worker Representation within the China garment production industry
- Fair Wages in the Bangladesh garment production industry leading to unrest in 2024

1.4 Assessing Risk

RISK RATING	SALIENT RISK	ROOT CAUSE	ACTIONS & MITIGATION
VERY HIGH	**Forced Labour - China** The UN High Commissioner of Human Rights has reported on the widespread allegations of forced labour in China that have taken place in the Xinjiang province.	Weak regulatory enforcement Lack of government policy and procedure Limited visibility in factories Cultural differences	Training completed through 3rd party company TUV to internal teams and suppliers on modern slavery indicators. Regatta policy documents signed by each supplier for unauthorised subcontracting and prison labour, cotton sourcing policy and modern slavery. Additional foreign and metal objects policy and procedure introduced 2024. Penalties added to Regatta policy for any instances of modern slavery or subcontracting if found based on the case in question with serious cases ending in termination. Capacity agreements and factory loadings in place to monitor production per factory. Ban from any links within our supply chain to Xinjiang Autonomous Region. Regatta operated hotline for grievance reporting. Regatta initiated Worker wellbeing survey.
VERY HIGH	**Child Labour - Bangladesh** Reports by UNICEF find the rates of child labour to be continuously rising across the globe. The BD MICS report (2025) found that 9.2% of children are engaged in child labour, hazardous work, or both in Bangladesh.	Lack of living wages in the region – children working to help support family External causes – lack of available childcare A gap in training on how to spot and prevent child labour	Regatta policy documents signed by each supplier for child labour. Analysis of identity cards to check worker ages by internal compliance team. 3rd party audit including payroll analysis, ID checks, worker interviews. Regatta operated hotline for grievance reporting. RHEP (Regatta Health & Education Program) to support women with family & life choices. Regatta Childcare Standard rolled out to suppliers in Bangladesh. Set a baseline for raising the standard of the childcare facilities within all of our factories.
VERY HIGH	**Discrimination and Inequality - Bangladesh** The UN Development Program released the UN Gender Norms Social Index that revealed challenging statistics in Bangladesh. Various surveys have revealed disparities in the amount of unpaid work women engage in as well as the statistics for physical and sexual abuse.	A lack of training covering diversity, equity & inclusion (DE&I) A difference in cultural beliefs surrounding gender and other protected characteristics Historical, cultural, social, and economic factors	Regatta policy documents signed by each supplier for discrimination. Worker wellbeing survey completed with priority factories, with an aim to have all factories complete in the future. Regatta operated hotline for grievance reporting. NGO operated hotline for grievance reporting. Women's training and progression program run by Better Work completed in 3 factories. International Women's Day celebrations performed within strategic partner factories. 3rd party audit including payroll analysis, ID checks, worker interviews. Gender SAQ trialled with 1 factory, to be rolled out across all following development

1.4 Assessing Risk

RISK RATING	SALIENT RISK	ROOT CAUSE	ACTIONS & MITIGATION
VERY HIGH	**Working hours - Bangladesh** Regatta audits continuously monitor working hours with our suppliers and their workers.	Lack of living wages in the region – people working excessive hours to meet the monthly living wage Brand requirements and deadlines Lack of capacity planning	Purchasing practices including factory loadings and monthly capacity booking with suppliers to ensure steady demand of orders rather than peaks and troughs. Capacity building programs such as Better Work to help enable more efficient production Worker wellbeing survey completed with priority factories, with an aim to have all factories complete in the future. 3rd party audit including analysis of working hours and overtime records.
VERY HIGH	**Worker Representation - China** Regatta acknowledge that with the ACFTU being the only legal trade union in China, and strict laws covering access to unions, poor worker representation may exist. This includes low levels of freedom of association and collective bargaining.	Lack of training and procedure Lack of awareness around employee rights	Ensuring the workers within our China supply chain have access to a WCC or TU. Worker wellbeing survey completed with priority factories, with an aim to have all factories complete in the future. 3rd party audit collecting details of Union & CBA.
VERY HIGH	**Health and Safety - Bangladesh** The ILO recognises that progress has been made regarding workplace health & safety, but there is still a long way to go. There have been over 1500 fires in Bangladesh garment factories in the past 5 years and we aim to ensure this does not occur in our supplying factories.	Financial strains on supplier Lack of awareness of laws and best practise Lack of training and policy	Ongoing training and assessments by internal compliance teams. Worker wellbeing survey completed with priority factories, with an aim to have all factories complete in the future. 3rd party audit including worker interviews. New Fire Safety policy issued and confirmed by all Bangladesh suppliers.
VERY HIGH	**Fair Wages - Bangladesh** Regatta audits continuously monitor the wage data of the workers in our partner factories. As a group we focus on initiatives aimed at bridging the gap to meet an acceptable living wage.	Financial strains on suppliers External factors – disparity between government approved minimum wage and suggested living wage	Regatta wage analysis and checks in line with living wage data from BSCI reviewed each season. Worker wellbeing survey completed with priority factories, with an aim to have all factories complete in the future. Women's training and progression program run by Better Work completed in 3 factories promoting worker retention and clear progression channels. 3rd party audit including payroll analysis, ID checks, worker interviews. Working with suppliers to set up fair price shops for workers.

1.5 Mitigating Risk

1.5.0 Performance Monitoring & Measures

Despite the challenges that come our way we are committed to ensuring the work and progress we do to prevent modern slavery continues to embed into our own business and through our business partners alike. We have the following procedures and documents in place to ensure KPIs are tracked and reviewed to mitigate against our salient risks.

- Our transparency map is one way we keep check of how far we have come, and we are constantly updating and expanding this further to our 2nd, 3rd & 4th tier suppliers of packaging, embroidery, washing and printing. We enforce the same principles and ask partners to align with us. Our supply chain is constantly evolving, and so knowledge and awareness are the greatest tools for preventing exploitation.
- Our CSR business plan sets objectives and strategy over a 3-year period, and we regularly review it across the business and at the Board level regarding modern slavery. We also collect CSR business plans from our top business partners to ensure they have a plan for progression and that their objectives align into our strategy.
- Our Cascale (formerly the Sustainable Apparel Coalition) membership allows us to benchmark our business against industry set criteria, in addition to our supply partners who are enrolled onto the Higg FEM to submit their own data. Cascale also helps us to explore human rights issues more deeply and monitors our progress annually through our submission to the Higg BRM.
- Our Salient Risk Analysis documents our own supply chain priorities, comparing the likeliness and severity of such risks occurring, and we review this regularly in line with an evolving supply chain.
- Our questionnaire and supplier policies, which are circulated to the wider supply chain of GNFR providers, allow us to benchmark a supplier's ability to detect and mitigate modern slavery risk through policy and training, trading relationships, recruitment, and employees' working conditions and wages.
- 3rd party audit reporting, including worker interviews and document checks, and reporting through an NGO controlled hotline.
- We have a continuous presence in our factories through employees on the ground, right up from our Asia team, to our owner and company MDs.

Audit through 3rd party & Internal teams

- Supplier mapping & Benchmarking
- Transparency
- Payroll Analysis and wage checks
- Worker Interview
- Worker ID checks
- Working hour checks
- Corrective Action Plans
- Remedial action delivered by 3rd party experts, NGO’s or trade unions.

Goods and services not for resale (GSNFR)

- 3rd Party Questionnaire, SGS
- Payroll Analysis
- Ethics Analysis
- Risk Analysis
- Supplier Mapping & Benchmarking
- Transparency
- Supplier selection based on ethical and environmental values.

1.5.1 Beyond Audit Approach

We raise our game every year, continuously improving the way we source our garments so that workers benefit. We help our suppliers be better employers and benchmark our procedures within our supplier base with the most forward-looking companies in the UK and Europe. Whilst our auditing methods are necessary to benchmark, as a company, we cannot rely on these methods alone to prevent exploitation and respect workers' labour and human rights. The methods below summarise some of the ways we have gone beyond audit to delve deeper into our supply chain and identify root causes, systematic pressures and worker grievances.

- ILO’s SCORE project, China
- MADE, Smart Myanmar, Myanmar
- ETI’s Social Dialogue, Bangladesh
- Better Work Program, China
- Workers Wellbeing Survey
- 3rd party Training sessions to factory management
- Introduction of childcare standard in BD
- NGO run hotline facility for grievances
- Wage Analysis checks in line with living wage data (BSCI)
- Social Insurances Analysis
- Regatta Health & Education Program
- International Women’s Day Celebrations
- Women’s Progression and Empowerment Program (Better Work, GEARS)
- Introduction of fair price shops in BD


I WAS PROMOTED TO
"SUPERVISOR"
THROUGH THE GEARS PRO.
Certificate of participation
JUKI

1.5 Mitigating Risk

1.5.2 Worker Wellbeing Survey

Our worker wellbeing survey has now been rolled out to over 13,000+ workers across our supply chain. The survey, which uses a concise 14 question format devised by Sedex, aims to guide us on what areas the factories need to improve their operations to create a positive workplace environment for their workers.

We developed the survey in a digital format so that workers could access it via their mobile phones. This ensures that participants do not feel nervous that their response forms are being monitored, and we expect a more truthful response under such anonymous conditions.

Offering the survey to the workers themselves gives a clear channel to raise grievances and a direct line of communication to reduce the chance of exploitation occurring in our production sites.

After the survey, our compliance managers discuss the results firstly with the worker committee group representatives to ensure they are in agreement that the results are a true reflection of the worker's voice. Secondly, the results are shared with the factory management, and action plans are drawn up with each individual factory. We have a six-month follow-up procedure in place to review the progress each factory has made to improve its score and to ensure the workers voice has been heard.

Some of the positive actions initiated from the findings of our survey include the following.

- Worker training on grievance procedures.
- Worker training on H&S procedures.
- Introduction of worker exit interviews.
- Mid-level management training on worker dialogue.
- Introduction of worker WeChat groups for easy communication throughout the workforce.
- The introduction of weekly briefing meetings to answer any questions and get feedback from workers.
- Teambuilding events to improve worker/supervisor relationships.
- Skills training to improve production speed and efficiency.

This year, we have completed our survey in a further 10 factory sites maintaining positive results in all areas. The below table details the results to date across all 61 surveys at 51 sites.

Avg Score out of 10	General	Income	Safety	Respect	Total
Bangladesh Factories	9.69	8.56	9.50	9.18	9.18
China Factories	9.59	8.60	9.57	9.38	9.24

1.5.3 Modern Slavery Indicators and Training

Despite all the work being achieved by our teams both in the UK and overseas, we remain alert to the fact that we cannot monitor all production sites around the clock. Therefore, we utilise every routine visit and in-line quality inspection of goods within each factory as an opportunity to check for indicators of modern slavery.

We worked with 3rd party specialist providers TUV to deliver a training program to our office team in China, including compliance managers, quality control managers and merchandisers. For those staff visiting our production sites we wanted to ensure they were equipped with knowledge and skills to spot modern slavery indicators, and any signs of forced labour. In addition to this, separate virtual training sessions are offered to our suppliers.

The training focused on the ILO’s (International Labor Organisation’s) indicators of forced labour, which includes but not limited to:

- abuse and vulnerability
- retention of documents
- abusive working conditions
- excessive overtime

The sessions also highlighted case studies and typical findings specifically noted for the garment and footwear industry to ensure our team have the practical knowledge to read situations within the factories.

1.5 Mitigating Risk

1.5.4 Freedom of Association and Collective Bargaining

Within our supply chain, we are committed to creating environments that are safe for the workers in our factories, respect their human rights, and promote a positive culture where workers can exercise freedom of association and collective bargaining. We fully support trade unions in negotiating on workers' behalf, and we encourage and educate our supplier partners to have the same open attitude and respect for organised dialogue and Trade Union membership.

In our Bangladesh supply chain, we have previously worked very closely with our partner factories, as well as ETI's Social Dialogue Program, to educate both management and workers on the benefits of worker dialogue. It is now part of our factory assessment to ensure a functioning workers committee is elected, and we confirm that meeting notes are documented at each meeting. These committees bring workers together and allow for collective bargaining to take place. Our compliance managers share good practices and lessons learnt for our wider supply chain, and we continue to increase participation in beyond-audit programs which engage workers and improve working conditions. Consequently, an elected worker participation committee covers 98% of the workers in our Bangladesh factories, with the remaining factories having active trade unions operating on behalf of the workers.

Our focus now turns to our China supply chain where we are undergoing a project to ensure every factory we work with has either an active trade union or a worker representative in place, as well as the other mechanisms to allow worker voice and collective bargaining. Currently, 93% of our Tier 1 suppliers in China meet this criteria.

Through the committee meetings held within our partner factories, the key issues being raised focus around:

- The working environment
- Earned leave
- Salary owed and bonus payments

Our Compliance Managers ensure that the issues raised are kept on review until resolved.

1.5.5 Grievance Mechanisms

As part of our supply partner requirements, we operate the below lines of communication, giving the workers in our supply chain a voice and access to grievance mechanisms that meet the United Nations Guiding Principles (UNGP) criteria.

- Regatta Hotline Numbers distributed to all workers
- 3rd party NGO Hotline active in selected factories
- Worker Interviews performed by 3rd party during annual audits
- Regatta Worker Wellbeing Survey in key factories
- Grievance Boxes in all factories
- Regatta Health and Education Program offers a safe space for women workers to build dialogue

To support the above, we have organised online webinar training sessions through 3rd party providers SGS to all of our Chinese suppliers, assisting them on how to establish and effectively maintain worker grievance mechanisms within their own operations.

Partnerships

- Better Work China and Bangladesh
- Better Cotton
- Cascale
- NGO Bangladesh
- European Outdoor Group (EOG)

In our audits and discussions with workers and factory management, we particularly check for the following modern slavery indicators:

- Withholding wages
- Ensuring workers are not in a position where they can never pay off loans to agents and factories
- Exploiting child labour
- Excessive overtime, which is not voluntarily
- Not letting workers out of the factory and withholding their IDs
- Deception about pay and working conditions – no contract in place or the contract is ambiguous.
- Gender-related issues and the gender pay gap
- Connections to areas that have been linked with allegations of forced labour.

Extra Measures

- Within our third-party audit, we ensure all workers have access to representation in the workplace, details of the collective bargaining agreements are recorded, and checks are made to ensure any worker representatives are not discriminated against in the workplace.
- We monitor wages within the factories we work with and are taking steps to bridge the living wage gap.

1.5 Mitigating Risk – Case Study

1.5.6 – Tackling Gender Discrimination and Child Labour in Bangladesh

Addressing Salient Risks in Bangladesh

Bangladesh remains a key sourcing country for the Regatta Group, but also presents several salient human rights risks, including gender inequality in recruitment and progression, and barriers to worker wellbeing linked to limited childcare. In response, we continue to invest in targeted, locally relevant initiatives that address both workplace practices and wider community needs, supporting long-term, sustainable change across our supply chain.

Gender Equality and Returns

Gender inequality remains a priority risk in our Bangladesh supply chain, where women are significantly underrepresented in supervisory and management roles. Prior to completing the GEARS programme, only 98 women were factory managers in our supply chain. To begin increasing female representation, in 2024 we partnered with Better Work to deliver the Gender Equality and Returns (GEARS) programme in nominated sourcing factories. Developed by the IFC and ILO and running since 2016, GEARS equips high performing female operators with the technical, supervisory and leadership skills to move into supervisor roles. Building on last year's pilot, we have expanded to two further factories, with 20 women now having completed the GEARS training, which has increased the total number of women in management positions in our supply chain to 114.

In each round, our Bangladesh team ran focus groups with the women workers to understand the challenges they face. Beyond technical and leadership skills for supervisory roles, GEARS also engages participants' families to build a support system beyond the workplace.

Following the completion of the two recent cohorts, all participants were offered higher skilled roles and received salary increases upon accepting them, with many transitioning from sewing operator or assistant roles into supervisory positions.

The programme has delivered meaningful improvements for both workers and their families. One participant shared:

> ***"I am in a better position now because of this salary increase […] I am grateful for the opportunity to learn more through the Better Work training."***

Another participant highlighted the wider impact of the program:

> ***"Now my salary has increased […] this is helping me and my family [and] has helped empower women for higher positions."***

Beyond individual outcomes, we are continuing to monitor broader business impacts, including productivity, retention, and operational performance. Early findings from the initial pilot indicated improved efficiency, reduced absenteeism, and increased engagement from factory management in supporting female progression, demonstrating the wider value of investing in gender equality. These KPIs are something we continue to monitor in all 3 participating factories.

Strengthening Due Diligence through Gender SAQs

To complement our programme-based approach and embed gender considerations more deeply into supplier management, we have developed a Gender Self-Assessment Questionnaire (SAQ). Aligned with the OECD Responsible Supply Chains guidance and gender-responsive due diligence principles, the SAQ gives us a structured, evidence-based view of gender risk at site level.

The SAQ was piloted with the first supplier to complete the GEARS programme, giving us meaningful insight into how gender-related policies and practices are implemented at site level. It covers key areas including recruitment and promotion practices, maternity and parental provisions, anti-harassment and grievance mechanisms, women's representation in supervisory and management roles, and the gender pay gap.

Through this first round, we recognised the importance of enabling suppliers to provide supporting evidence and context, rather than relying solely on yes/no responses. As a result, we have refined the SAQ to include more open-response sections and follow-up questions, strengthening its ability to drive meaningful engagement and continuous improvement.

This represents an important step beyond programme participation alone, allowing us to better assess how gender equality is embedded within factory systems and to scale this approach across our wider supply base. Findings from each SAQ will feed directly into our supplier engagement and remediation planning, helping us prioritise where targeted support is needed most.



1.5 Mitigating Risk – Case Study

1.5.6 – Tackling Gender Discrimination and Child Labour in Bangladesh

Improving Access to Childcare Facilities

Access to safe and reliable childcare remains a key barrier to female participation, retention, and progression within factories in Bangladesh. In response, we have continued to work closely with all our Bangladesh suppliers to improve on-site childcare provisions and align facilities with the Regatta Group Childcare Gold Standard policy.

Each facility is independently assessed by a member of our CSR team and rated from Unsatisfactory to Excellent, with the overall objective of supporting all suppliers to achieve a minimum of ‘Good’ rating. Following each assessment, factories receive tailored guidance, examples of best practise, and corrective action plans (CAP) to support their continuous improvement.

Over the last year, suppliers invested in a range of improvements, including relocating childcare rooms to more suitable areas with factory premises, creating dedicated reading corners, and enhancing learning environments through the purchasing of toys, books, educational materials and age-appropriate visual resources. These improvements have helped to create safer, more engaging environments for children whilst giving working parents confidence that their children are being cared for during working hours.

We have recognised that some of our factories' ‘Excellent’ rated facilities are not actively in use, so we are also working with suppliers to organise open days and engagement activities to encourage greater use of the childcare rooms. By supporting our suppliers to invest in accessible and effective childcare facilities, we aim to reduce barriers to employment for parents, particularly women, and contribute to a more inclusive and supportive workplace culture across our supply chain.

Investing in Education: Savar School

Education plays a vital role in addressing the root causes of child labour. By supporting access to quality education in communities surrounding our supply chain, we can help create opportunities for children to remain in school and reduce the risk of children entering work prematurely.

As part of our long-term commitment to the communities in which our products are made, we continue to support the Savar School in Dhaka, a key garment manufacturing region that is home to many apparel factories supplying for both the Regatta Group and the wider industry. The school provides educational opportunities for children in surrounding communities, including the families of garment workers.

Over the past year, we have made significant investments to improve the learning environments for students. This has included the renovation and redecoration of classrooms, enhancements to outdoor play areas and the creation of brighter, more engaging spaces that support learning and wellbeing. These improvements help create an environment where children can thrive academically and socially. Alongside infrastructure improvements, we have worked to strengthen health and safety standards within the school environment. During the year, fire safety audits were conducted to assess the school’s level of preparedness and identify opportunities for improvement. Fire safety training was delivered to both staff and students to help them understand emergency procedures, safe use of fire extinguisher equipment, and how to prevent fires. By supporting the school to strengthen its safety practices, we aim to ensure that children can learn in an environment that prioritises their wellbeing and protection.

Recognising the important link between education, health, and long-term opportunity, we have also launched a bespoke school health program benefitting all students. Through this initiative, every student received a toothbrush and toothpaste, helping to build awareness of good hygiene practices from an early age. Building on this success, we are exploring opportunities to extend the programme to parents and guardians, incorporating broader health and wellbeing topics that can support families and reinforce positive behaviours at home.

To further reduce barriers to education, the school provides one nutritious meal each day to every child in attendance. This helps ease financial pressures on families whilst supporting student health, concentration and attendance. In addition, scholarship programmes are available to help children remain in education and support high-performing students in pursuing further academic opportunities that may otherwise be inaccessible.

The school’s curriculum also incorporates vocational learning opportunities for older students, helping them develop practical skills and equipping them with the knowledge they need to build brighter futures.



1.6 Actions Taken in 2025/6

Supply Chain Transparency

- Continuation of internal assessment & 3rd party auditing process, including payroll analysis, ID checks, and worker interviews collecting details of any Union or WCC & CBA. 13 3rd Tier internal assessments completed, expanding our visibility further down the supply chain.
- Extending our worker's wellbeing survey to 10 further factories, (total 51 factories to date) and continuing to analyse the results, discussing any findings with factory management teams and putting action plans in place
- All China factories continue to be monitored on an ongoing basis against the 5 social insurances and local rural insurance offered. Workers are trained to promote registration into the schemes.
- Continuation of our payroll analysis, which compares wages with the legal minimum wage and the national/regional living wage data as BSCI guidance. We also continue to monitor, maintain, and, where possible, improve the wages status with our supply partners. 1 new fair price shop established in our Bangladesh supply chain.
- We have also increased our roll out to a total of 125 factories enrolled with the Higg Index as part of our membership with Cascale, using the Facilities Environmental Module (FEM) to report and review their carbon footprint and plan to continue the rollout throughout 2026.

Collaboration

- Continuous review with 13 strategic supply partners of their own CSR business plans created in 2025 to maintain alignment with Regatta's overall CSR objectives.
- Attendance at Greater Manchester Anti-Slavery Industry Network meetings.
- The group has continued supporting the Alzheimer's Society with its sponsored walk activities, providing further T-shirts and kits for the Trek26 events across the UK.
- Continued funding and completed a recent renovation of our Savar school in Bangladesh that we have supported for 13 years, providing education for 260 children aged 4-14 in a safe and exciting environment. The school offers balanced meals, school uniforms, teacher training, a library, colouring books, and and extra curriculum computer tuition. We also run the Regatta scholarship program, providing extra tuition to ensure final-year students receive the best possible education and start in life.

Training and Awareness

- Women's training and progression program initiated by GEARS Better Work completed in 2 additional Bangladesh factories and workers graduated, receiving an increased salary in line with their promotion.
- International Women's Day celebrations are performed within strategic partner factories.

Active Management and Remediation

- Each supplier signed updated Regatta policy documents for unauthorised subcontracting, prison labour, child labour, foreign and metal objects, environmental commitments , cotton sourcing, and modern slavery. Additional equal opportunities, fire safety, and Bangladesh childcare policies were introduced in early 2025.
- Ongoing monitoring of our Bangladesh supply chain against the Regatta Group Childcare Standard. Actively working with suppliers to provide examples of best practise and encourage children attending the facilities.

1.7 Focus Areas

1.7.0 Objective setting for 2026/27

We continue to monitor our supplier base through audit assessments, and review and update our salient risk country sourcing analysis. We have mapped our action points against the FSLM core principles, to ensure we are working towards minimising our salient risks, and the overall risk of modern slavery. We look forward to the next 12 months and outline the below focus points to work towards across our business plan for 2026/27:



RECRUITMENT AND HIRING
Carry out refresher training for internal teams and suppliers on the signs of modern slavery.

Roll out gender equality self-assessment questionnaire to all Tier 1 suppliers in Bangladesh to assess their gender equality strategy and policies.



WORKING HOURS
Continue to monitor working hours through internal and 3rd party assessments to ensure they are not exceeded.

Ongoing annual reviews of Group policies to ensure they align with the reality of working conditions in our sourcing countries. For example, are workers receiving adequate breaks in alignment with rising global temperatures.



WAGES AND BENEFITS
Establish a further 3 fair price shops and other programmes to work towards bridging the living wage gap in Bangladesh.

Continue carrying out worker wage analysis using the Anker living wage methodology.



WORKER TREATMENT
Continue to receive supplier sign-off and feedback on equal opportunities policy.

Maintain and update our internal Tier 3 supplier list, ensuring we internally assess 40% of our 3rd Tier facilities across all brands.



WORKER INVOLVEMENT
Enrol a further 2 factories into the Better Work GEAR programme in Bangladesh to educate and increase the number of women in management positions.

Continue to conduct wellbeing surveys and worker interviews to assess honest representations of the conditions in the factories.



HEALTH AND SAFETY
Launching new bespoke women's health assessment checks at factory sites. Programme developed and approved with consulting Doctor.

Continue auditing against recently updated fire safety policy across our whole supply chain.



TERMINATION
Continue assessments of worker representation, trade unions, and insurances throughout our China supply chain to ensure workers understand their employee rights.



MANAGEMENT SYSTEMS
Continuing our memberships with Cascale (formerly SAC), and Better Cotton with a goal for continual improvement and engagement. These give us access to working groups where brands share tools and examples of best practise.

Maintain and update brand supplier maps in line with Cascale's transparency guidance using both internal and 3rd party data.



ABOVE AND BEYOND
Audit against Regatta Gold Standard within Childcare facilities in our factories in Bangladesh to promote the retention of women in the workforce.

Continue our support of the Savar School in Bangladesh through scholarships, programmes and providing school kit.

Continue celebrating International Women's Day in our Head Office and selected partner factories each year.