

Myer Holdings Limited  
ABN 14 119 085 602

Modern Slavery  
Statement

2025

MyerGroup

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## About this Statement

This Statement sets out the steps taken by Myer Holdings Limited (ABN 14 119 085 602) to identify, assess and address risks of modern slavery within its operations and supply chain.

This joint Statement is lodged on behalf of Myer Holdings Ltd and the other reporting entities within the Myer Group, including Myer Pty Ltd, sass & bide Pty Ltd and Marcs David Lawrence Pty Ltd (“Myer Retail”), and Just Group Ltd. Just Group Ltd and its subsidiaries operate the Dotti, Jacqui E, Jay Jays, Just Jeans and Portmans brands (“Myer Apparel Brands or Just Group”). This joint Statement covers the period 28 July 2024 to 26 July 2025 (FY25 or reporting period).

On 26 January 2025, Myer acquired the Just Group, a leading specialty fashion retailer. Myer Apparel Brands has commenced a phased transition to align with the policies and procedures of Myer Retail. However, for the majority of the reporting period, Just Group operated using its own, albeit similar, policies and procedures.

References to “Myer, Myer Group, the Group, we, our or us” refers to Myer Holdings Ltd and its subsidiaries. Monetary amounts in this Statement are in Australian dollars, unless otherwise stated.

Any forward-looking statements are based on current knowledge and assumptions that may exist and affect the Myer business and its operations in the future. Myer does not give any assurances that the assumptions are accurate, as various factors could cause actual results, performance or achievements to materially differ from the relevant statements. Readers are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws and regulations, Myer does not undertake to publicly update, review or revise any of the forward-looking statements or to advise of any change in assumptions on which any statement is based. Forward looking statements do not represent guarantees or predictions of future performance and equally past performance cannot be relied on as a guide to future performance.

## Mandatory Reporting Criteria

Criteria	Section
Identify the reporting entity	Contents, About Myer Group
Describe the structure, operations, and supply chains of the reporting entity	Our business and supply chain
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	Risks in our operations and supply chain
Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	Our actions and response
Describe how the reporting entity assesses the effectiveness of such actions	Measuring effectiveness
Describe the process of consultation with any entities that the reporting entity owns or controls	About Myer Group
Other information the reporting entity or the entity giving the statement, considers relevant	Our focus in 2026

## Acknowledgement of Country

In the spirit of reconciliation, Myer acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea, and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginals and Torres Strait Islander people.

# About Myer Group

Headquartered in Melbourne, Myer Group is one of Australia's favourite and most trusted retailers. With more than 125 years of retailing heritage, Myer Group has a network of 769 department and specialty stores across Australia and New Zealand, supported by more than 15,000 team members and working with more than 800 suppliers.

Our brands are well known and comprise of sass & bide, Marcs, David Lawrence and five Just Group brands, Dotti, Jacqui E, Just Jeans, Jay Jays and Portmans acquired in January 2025. Collectively, we offer a diverse range of merchandise across five core product groups – Womenswear, Menswear, Kids, Beauty and Home – through one of Australia's largest retail omni-channel networks.

As one of the nation's biggest retail groups, we have a longstanding history of fostering ongoing relationships with suppliers to provide compelling value to our customers and work together to address the challenges associated with safeguarding human rights. Myer Group is committed to supporting the rights and wellbeing of workers throughout our operations, supply chain and promoting awareness of modern slavery risks.

This statement has been prepared, with engagement of the relevant leadership members, to meet the requirements of the *Modern Slavery Act 2018 (Cth)* (referred to as 'the Act' throughout this document) and reflects the continued modern slavery due diligence efforts conducted at a group level.

All brands of Myer Holdings Limited operate under a common and consistent governance framework with the same executive management team. The approach to identifying, assessing and addressing modern slavery risks is largely the same across the Myer Group. However, during part of the reporting period following the Just Group acquisition, the Just Group brands operated under its own ethical sourcing policies, procedures and framework. A phased transition to adopt and align policies and procedures taking the collective experience to create a single set of shared policies and processes for the Myer Group is underway.

This statement has been reviewed and approved by the Myer Holdings Limited Board.



**778**

Total stores and owned online channels



**15,000+**

Australian based team members



**834**

Overseas based team members



**303**

Private Brand suppliers (with purchases)



**45,105**

Shareholders (as at 24 September 2025)

## Myer Retail

**MYER**

**sass & bide**

**MARCS**

**DAVID LAWRENCE**

## Myer Apparel Brands

**dotti**

**Just  
Jeans**

**Jay  
Jays**

**portmans**

**JACQUI·E**

# Message from the Executive Chair



Myer Group is committed to ensuring that our business practices positively drive change in improving the working conditions and upholding the rights of workers in our supply chain and operations. We have a responsibility to continually improve and take accountability in identifying, assessing and addressing modern slavery risks across all parts of our business and supply chain.

As a trusted Australian retailer, we take our responsibilities in upholding human rights, promoting transparency and addressing modern slavery seriously. Our position that any form of modern slavery or similar practices are unacceptable in our business and our supply chain.

This is our sixth Modern Slavery Statement, and our first statement as the Myer Group following the acquisition of Just Group in January 2025.

This statement reports on the progress that has been made during the year in enhancing our Ethical Sourcing program and strengthening the management and mitigation of human rights and modern slavery risks across our supply chain.

The creation of the Myer Group allows us to build on an already strong foundation to ensure we can provide a greater impact now we are a larger business.

The combination of our different experiences and perspectives bring invaluable insights and fresh viewpoints, underpinned by a shared belief in building trust and transparency with all those who contribute to our products - from raw materials to retail.

We know the impact of Myer Group extends beyond what we sell. That is why we continue to be focused on strengthening due diligence processes, building stronger supplier relationships, and ensuring our policies and practices support dignity and fairness at every level of the supply chain.

We also recognise that our fight against modern slavery starts with awareness. To that end, we continue to provide regular training to our teams to build capability and ensure risks of modern slavery are known. We also actively promote and educate the importance of ethical standards and respecting human rights through ongoing engagement with our suppliers and factories.

Our progress is ongoing, but we are encouraged by the steps we have taken, from improving traceability and transparency, to working more closely with partners who share our values.

We understand the responsibility that comes with our role in the industry, and we are committed to driving meaningful and lasting change to ensure that there are no hidden human costs and harm.

To our team members, suppliers, partners, and customers - thank you for supporting this journey. Together, we will continue to build a business that not only delivers quality and value but does so with integrity, respect and care.

A handwritten signature in black ink that reads "Olivia".

**Olivia Wirth**  
Executive Chair

# Our business and supply chain

1,300+



## Support Office Team Members

Buying, planning, marketing, HR, finance, retail operations, legal, facilities, property, quality control and other support functions

14,000+



## Retail Store Team Members

Store leadership, retail sales, visual merchandise, loss prevention, online fulfilment and operations

50+



## Sourcing Team Members

Sourcing, merchandisers, quality assurance, quality control, finance, HR and IT

100+



## Distribution Centre Team Members

Distribution Centre leadership, operations, logistics, fulfilment

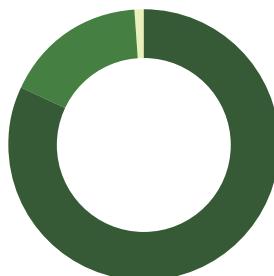
Myer Group is dedicated to safeguarding human rights, and continues to drive ethical business practices, and worker safety. Our sustainability strategy focusses on positive change and addressing the impacts, concerns, and interests resulting from our business activities.

Our retail store network comprises of 56 Myer department stores in Australia, 708 Myer Apparel Brands stores across Australia and New Zealand, and five standalone sass & bide, Marcs and David Lawrence stores in Australia. Each brand also operates its own ecommerce platform. Our retail network is supported by our Support Office team located at Docklands and St Kilda Road in Melbourne, Victoria. During the reporting period, we were supported by a small sourcing office in Hong Kong that employed 52 employees across locations in China, Hong Kong and a small number in India and Bangladesh for quality control and assurance activities.

The nature of our workforce and controls means that there is a low risk of modern slavery occurring in our operations. We directly employ over 15,000 team members. Team members' employment terms are set out in contracts governed by labour laws and industrial mechanisms. These agreements detail team member obligations and rights, which include pay, other entitlements, conditions, grievance mechanisms, importance of freedom of association and the right to collectively negotiate. Myer aspires to create and maintain a collaborative and inclusive workplace that reflects the diversity of our team members, customers and community.

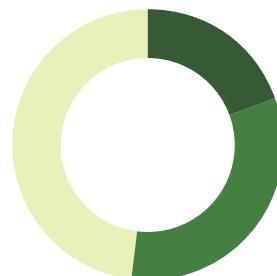
Our operational structure includes retail team members who serve customers, replenish stock, fulfil online orders, clean stores and/or carry out loss prevention services. Team members in these roles may be employed full time, part time or on a casual basis. Some of these roles may also involve individuals under the age of 18 years.

### Gender



- Female
- Male
- Unspecified

### Type



- Full-time
- Part-time
- Casual

82.1%  
17.6%  
0.3%

19.6%  
32.5%  
47.9%

## Our business and supply chain continued

In such instances, Myer understands its obligations regarding working conditions, arrangements and allowances.

Internal reporting channels for safety, loss prevention and compliance are available to all team members for support and mechanisms are in place for team members to access if they require a grievance channel. Myer also funds an Employee Assistance Program offering free short-term counselling and support for employees (and often family members) facing personal or work-related issues like stress, mental health challenges, financial worries, or relationship problems, aiming to improve wellbeing and productivity.

Remediation processes are in place to address issues and reported grievances, as appropriate. An independent whistleblower mechanism is also in place for team members including supplier partner team members to report issues confidentially and/or anonymously. Reports received are treated seriously, confidentially, and sympathetically and where we consider necessary, fully investigated.

## Governance

Our approach to modern slavery is company-wide, with cross departmental accountability for the implementation and embedding of ethical business practices and initiatives. At the core of our modern slavery risk management is our commitment to ethical business conduct and prioritising practices that continue to uphold worker safety and rights. Our process includes the continuous identification and assessment of risks, measures to address identified risks and a transparent disclosure of actions taken. Training for team members in buying and procurement is fundamental to the identification and management of the potential presence of modern slavery and related risks. We have also adopted responsible sourcing principles which address risks identified and implemented procedures and monitoring to ensure compliance. Due diligence and remediation plans and procedures to address and manage issues of modern slavery have also been developed.

Our governance structure sets the accountability and responsibilities for ethical sourcing, including modern slavery. The Myer Code of Conduct defines the expectations of all team members. The Code requires awareness of, and compliance with, laws and regulations



## Our business and supply chain continued

relevant to our operations, including occupational health and safety and employment practices. Myer's Ethical Sourcing Program sets out the minimum standards for responsible and sustainable business practices. All team members, suppliers and business partners must adhere to and always uphold principles of accountability and ethical business conduct.

The Myer Board oversees the Group's ethical sourcing policies and framework, and through the Audit, Finance and Risk Committee, reviews and monitors the effectiveness of ethical sourcing risk processes, activities, and initiatives. The Myer Board also oversees activities undertaken to identify, assess, and address modern slavery risks, including our reporting obligations under the Modern Slavery Act.

The ethical sourcing frameworks of Myer Retail and Myer Apparel Brands are based on the guiding principles of the International Labour Organisation (ILO) and the United Nations Guiding Principles (UNGPs). The programs are currently operated and structured differently in their approach to social compliance audits and remediation processes. However, both programs are focused on continuous risk identification, assessment, and mitigation, and working to remediate any non-compliances found within factory social compliance audits.

Integration of the two ethical sourcing programs is underway to align the programs to a single approach to managing modern slavery risks for the Myer Group. Oversight will remain with the Board, supported by clear accountability through executive leadership.

Our Governance and Accountability framework ensures a clear understanding of reporting lines and responsibilities, underpinned by applicable policies and procedures. The Executive Chair and Executive Management Team are responsible for implementing policies and practices within their area of responsibility. The Ethical Sourcing team, part of the Assurance team, aligned to the Group Chief Financial Officer, manages the Ethical Sourcing Program and modern slavery initiatives. The Assurance Team reviews third-party factory audits and remediation of issues to keep compliance decisions independent from buying teams, ensuring adherence to applicable requirements. This process ensures that the buying teams work within the ethical sourcing framework.

In FY25, our modern slavery strategy and response was integrated into the following broader governance structure.

Governance			
Oversight and risk of program			
Myer Group Board	Audit, Finance and Risk Committee	Human Resources and Remuneration Committee	Nomination Committee
Oversees Myer Group's Ethical Sourcing program which includes approving the Modern Slavery Statement and key policies and procedures	Oversees risk management, internal risk controls processes and due diligence.	Responsible for remuneration framework, people and culture initiatives and schemes	Responsible for nomination criteria, succession and Board appointments
Day to day accountability for delivery			
Executive Management Team	Business and Functional Units	Assurance Team	
Execute strategic direction and objectives as approved by the Board. Responsible for the implementation of the Ethical Sourcing Program and managing modern slavery risks across the business for the procurement of goods and services within their respective functions	Responsible for adhering to principles of ethical business conduct and compliance to Myer Group's Ethical Sourcing Program and supporting modern slavery risk management strategies	Oversees and responsible for the design, development and management of the Ethical Sourcing Program with the business including modern slavery initiatives, social sustainability programs, training and the company's whistleblower program.	

# Our business and supply chain continued

## Policies

Myer Group has a suite of policies and procedures that support its Ethical Sourcing Program to effectively manage modern slavery and broader human rights risks to which team members, suppliers and business partners must adhere. We are committed to adhering to the applicable laws and regulations of the countries in which we operate. Our policies strictly prohibit activities related to modern slavery and focus on preventing and addressing risks to workers and respect for safe working conditions for all.

## Our Supply Chain

Our supply chain is extensive, complex, and highly interconnected, reflecting the diverse range of products we offer. We do not own or operate any manufacturing factories directly; instead, we work with suppliers who share our values and commitment to eliminating modern slavery. We continue to work towards greater transparency across our supply chain, although this remains challenging due to barriers such as multi-tiered supplier networks, geographic dispersion, and limited visibility beyond tier-one suppliers. Our sourcing of products and services encompasses multiple suppliers and tiers of the supply chain. We have direct relationships with suppliers that provide final goods for sale which undergo a stringent assessment process for onboarding and continued relationships. Suppliers generally source services and materials from sub suppliers or secondary suppliers such as inputs and processing facilities (eg ginning and spinning mills), as well as raw material suppliers (eg cotton farms).

We continue to collaborate with our direct suppliers to obtain transparency of their supplier network to ensure our ethical sourcing requirements are being met and to identify possible risk areas and exposures. Our supply chain sourcing is categorised as merchandise (goods for resale) and non-merchandise (non-trade). We source an extensive range of goods for resale, including goods for suppliers who manufacture for Myer's Private Brands as well as goods manufactured for National and Brand

Partner suppliers who operate separate proprietary entities with a trade mark not owned by Myer.

During the reporting period, we engaged with and sourced from 303 Private Brand suppliers across 10 countries, of which 59% supply apparel goods and 29% supply home goods.

Supplier type	Description
<b>Private Brand</b> (direct supplier)	Myer Group owned brands designed and developed under a Myer Group owned trade mark. Products are manufactured and sourced for Myer Group through our sourcing office or directly from third parties in various locations. Private Brand suppliers include some licensed merchandise.
<b>National Brand</b>	Branded suppliers with local and/or international proprietary rights which we buy for resale. The trade mark is not owned by Myer Group.
<b>Brand Partner</b>	Third party licensed suppliers selling branded products owned by the licensed business, operating a store-in-store business within Myer stores.
<b>Non-Trade</b>	Goods and services supplied to Myer, not for resale, to support our operations such as packaging materials, stationery, transportation, marketing, visual merchandise equipment, security, cleaning and professional services.

Myer engages with a range of suppliers for the manufacturing of goods sold under our Private Brands. For FY25, these arrangements were either managed directly through our buying team or through our sourcing offices. These suppliers and factories are in various countries around the world.

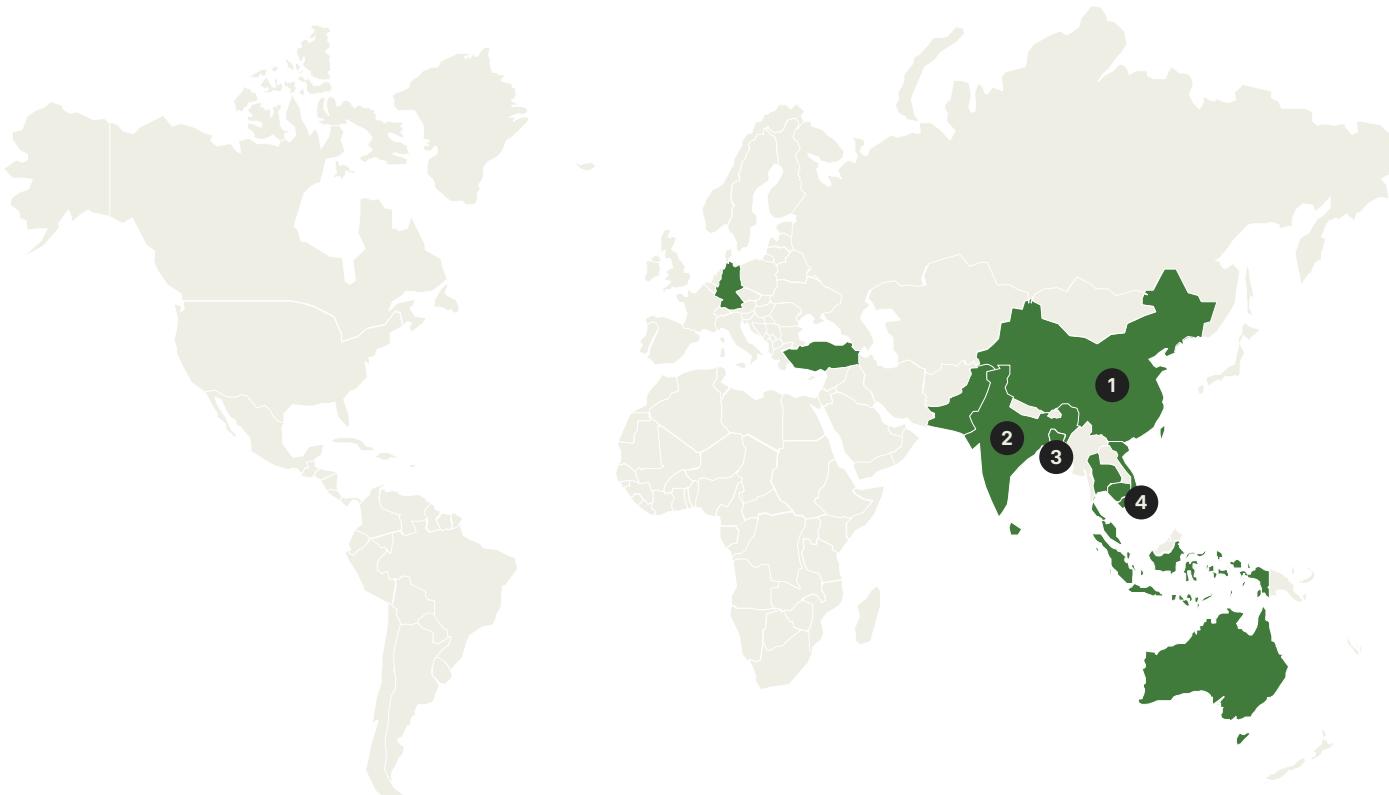
## Our business and supply chain continued

### Private Brand

Private Brands are a key focus as the product is manufactured directly for Myer. As such, we prioritise efforts to manage modern slavery risks through social audits of factories and providing support to factories to remediate non-conformances. This includes ensuring that Myer's requirements are met and assured throughout their operations, fostering a better relationship with final production suppliers, and allowing for greater information shared regarding mills and raw materials. We are committed to continuously improving the transparency of the supply chain connected to our Private Brand suppliers.

Whilst we have a clear understanding of the final stage of our production, audits are not common for suppliers of raw materials and inputs. We use the supplier questionnaire and through discussions seek to understand our suppliers' operations and processes. Contractual arrangements are between final stage production and Myer. Through the questionnaire process we have identified 60 inputs and raw material suppliers, and we are exploring additional options to further map and monitor our extended supply chain.

Consolidation of suppliers is also continuing with a view to enable stronger relationships, improved information sharing on raw material sources, and greater influence when remediating non-compliances at production sites.



<b>China</b>	<b>①</b>	<b>India</b>	<b>②</b>	<b>Bangladesh</b>	<b>③</b>	<b>Vietnam</b>	<b>④</b>
<b>344</b>		<b>60</b>		<b>21</b>		<b>16</b>	

**Final production factories**  
Apparel merchandise

<b>Final production factories</b> Apparel merchandise
<b>Final production factories</b> Apparel merchandise

<b>Final production factories</b> Apparel merchandise
<b>Final production factories</b> Apparel merchandise

# Risks in our operations and supply chain

We adopt comprehensive, integrated strategies to address and mitigate the risks of modern slavery across our operations and throughout our supply chain.

No business is immune from modern slavery risk. It exists due to exploitative practices, inequality, and poor labour conditions which are allowed to worsen. The degree of risk and the prevalence of this issue in each country can vary depending on several factors including anti-slavery legislation, the type of industry, as well as societal risk factors. No business is immune from modern slavery risk.

Modern slavery can be defined as 'when an individual is exploited by others, for personal or commercial gain. Whether tricked, coerced, or forced, they lose their freedom. This includes but is not limited to human trafficking, forced labour and debt bondage'.<sup>1</sup> We recognise modern slavery is a significant issue in the retail sector, both heightened, and obscured, by the complexity of global supply chains. Supply chains are complex and can at times be fluid.

Regardless of this, businesses' actions can be linked to instances of modern slavery and therefore there is a responsibility to use leverage to remedy these violations. This impact can be explained through the continuum of - 'cause', 'contribute', 'directly linked'. This is consistent with the United Nations Guiding Principles on Business and Human Impacts (UNGPs) which recognises that not all impacts can be tackled at the same time and that priority setting is necessary. As our program evolves, we are actively analysing how we can strategically and practically target our efforts using this continuum.

Our modern slavery program utilises a cross departmental and holistic approach to support identifying systematic root causes and remediation solutions. As our operations and supply chains are complex and global,

we recognise that there is a potential exposure to human rights risks and prioritise our efforts where we believe our highest risks of modern slavery can transpire.

We monitor our risk profile through a combination of ongoing assessments including third party audits and advice, supplier questionnaires, grievances raised, industry trends, media reports and collaboration with our suppliers. Our buying, ethical sourcing and procurement teams work closely to monitor new and existing suppliers to ensure any risk exposures are managed.

Ongoing assessment of risks allows us to better understand emerging areas of focus and priorities. The assessments are focused on possible modern slavery risks and general human rights issues and assess the adequacy of controls. The assessments consider various indicators and the relevant changes both internally and externally including

- the nature of the relationship with the supplier and its network;
- the type and size of the supplier, spend of goods or services;
- the geographic location;
- the level of human rights protection and vulnerability; and
- the ongoing monitoring of reputable media reports.

We recognise modern slavery risks can occur within our operations and supply chain. Our assessment indicates that the risk of modern slavery occurring within our direct operations, where staff are directly employed, is low due to strong compliance with local laws and employment requirements. However, the possibility of modern slavery risks that we may contribute to, or are directly linked to, given that modern slavery exists and is a result of industry, products geographic or entity risks.

Cause	Contribute	Directly Linked
A business can cause adverse human rights impact where its actions or omissions directly result in the impact occurring	A business can contribute to adverse human rights impact where its actions or omissions have contributed to, facilitated or incentivised the impact occurring	A business can be directly linked to adverse human rights impact through operational relationships, products or services, including through its extended supply chain
An adverse impact is caused in relation to human rights, with an expectation that impact should cease, be prevented, and remediated	Through contributing to a breach of human rights, it is expected to cease, prevent and remedy the impact(s) to the extent of the contribution and to exercise leverage over the supplier to mitigate any remaining impact	Direct link to the human rights breach, leverage should be used or sought to mitigate the adverse impact

1 <https://www.antislavery.org/slavery-today/modern-slavery/>

## Risks in our operations and supply chain continued

Our suppliers and brand partners are incentivised with continued business relationships to facilitate respect and adherence to human rights. We continue to monitor these risks and implement targeted mitigation programs, designed to reduce exposure and strengthen compliance across our supply chain.

In the reporting period, we did not have instances of modern slavery reported within our operations or supply chain.

### Identified Risks

Modern slavery can exist at any stage of the supply chain, from harvesting or extracting raw materials to manufacturing and shipping.

We continually assess human rights risks across our operations and supply chain, focusing on areas where we could potentially cause or contribute to modern slavery.

Our approach draws on internal data, analytical tools, and insights from industry experts to ensure a comprehensive

understanding of emerging and persistent risks. In response to these risks, we have strengthened internal awareness of modern slavery indicators through training and education, while improving our policies, processes, and due diligence activities.

Our overall modern slavery risk profile remains unchanged from the previous reporting period. We also monitor emerging product-specific risks as our product offering evolves.

Our risk assessment has identified four potential forms of modern slavery that could exist within our operations and supply chain, and these remain areas of focus. We maintain a strict zero-tolerance policy toward any form of modern slavery, and subcontracting is closely monitored by our Assurance Team. Any unauthorised subcontracting of final product manufacturing is strictly prohibited, ensuring greater traceability and accountability within our supply chain.

### Key modern slavery risks

			
<b>Forced labour</b>  Where a person is forced or coerced to work against their will and restricted in movement under the threat of punishment, for no to very little pay	<b>Child labour</b>  Where a child is exploited for personal or commercial gain, and exposed to work in hazardous conditions or the work is harmful to the child's physical and mental development	<b>Bonded labour</b>  Where a person is required to pay debts such as recruitment fees to their employer or recruiter. Workers are often bound to the employer until the debt is paid which is difficult	<b>Deceptive recruitment</b>  Where a person is enticed to work using false or deceptive practices, and is later left in a vulnerable position when employment commences
Risk that forced labour could exist in our extended supply chain in manufacturing and raw materials	Risk that child labour could exist in our extended supply chain in manufacturing, inputs production and raw materials	Risk that bonded labour may exist where sub-contracting occurs or in areas where low skilled or migrant workers are employed. Migrant workers are at higher risk of exploitation due to lack of knowledge of local laws, reluctance to raise concerns for fear of losing their job or facing deportation and possible better condition compared to their home country or area	Risk that deceptive recruitment could occur where third parties use to recruit workers, particularly vulnerable workers such as migrant workers, undocumented workers or workers from areas with high unemployment or poverty

# Risks in our operations and supply chain continued

Modern slavery risks can be heightened by a range of interconnected social, environmental, and circumstantial factors, and they often involve the exploitation of the most vulnerable groups of workers. Key underlying indicators include the use of migrant, temporary, and unskilled workers who may face language barriers and lack awareness of their rights, making them more susceptible to exploitation.

Additional risk drivers include unauthorised subcontracting, where individuals within the supply chain may be engaged in modern slavery in a way that is hidden and hard to detect, as well as extreme working conditions such as excessive overtime and/or no rest days. For example, high levels of overtime may be an indicator of modern slavery, where it is not voluntary combined with underpayment of wages and failure to provide social insurance further exacerbating vulnerabilities.

Within our supply chain, we rely on other industries that may have been identified as high risk or vulnerable to modern slavery such as construction, cleaning, logistics, transport, IT services, property management, visual merchandise, promotional materials and security service industries related to our retail and office footprint. We review the modern slavery statements for our suppliers in these industries to ensure alignment of expectations and to foster a collaborative working relationship to collectively reduce our impact.

## Sector Risk

### Manufacturing

Modern slavery risks in manufacturing often stem from complex global supply chains and cost pressures. Common issues include forced labour, debt bondage and exploitative working conditions in factories, particularly in regions with weak labour laws or enforcement. Some manufacturing workers are required to pay high recruitment fees for jobs and work excessive hours. They often have their passports illegally retained and can face illegal imprisonment and physical abuse.

### Inputs Production

Forced labour in fabric mills, component manufacturers, dyeing plants etc could be present as visibility into workers conditions is less transparent as there is no direct relationship. There are reports of input and textile suppliers subcontracting production of textiles to home-based workers to meet turnaround times and save on costs. Home based workers are mostly females who lack formal contracts making them vulnerable to mistreatment.

## Raw Materials

Modern slavery risks in inputs production can occur in raw material sourcing, such as cotton, wool, leather, and synthetic fibres. These stages frequently involve vulnerable workers in agriculture or early processing, where oversight is limited, and labour laws may be weak. Risks include forced labour, child labour, and exploitative conditions driven by seasonal demand, low wages, and recruitment through debt bondage. Complex supply chains and subcontracting make it difficult to trace origins, increasing the likelihood of hidden abuses.

## Non-Trade

Modern slavery risks in non-trade services can arise in outsourced activities such as cleaning, security, logistics and maintenance. These services frequently rely on low-skilled, temporary, or migrant workers who may face exploitative conditions, including excessive working hours, underpayment, and restrictions on movement. Use of subcontractors and labour hire agencies can obscure accountability, increasing the risk of forced labour or debt bondage. Limited oversight and cost-driven procurement practices make these service areas particularly vulnerable to hidden slavery practices.

## Supply Chain Risk

### Complex supply chains

Complex, fast-paced supply chains heighten modern slavery risk due to a lack of transparency, reliance on subcontractors, pressure for low costs, and dispersed, multi-tiered structures, making it hard to monitor conditions in high-risk sectors like textiles, electronics, and agriculture, where forced labor, debt bondage, and exploitation thrive, particularly impacting vulnerable migrant populations.

### Complicated employment relationships

Complex employment relationships present heightened risks, particularly where workers are outsourced, subcontracted or employed via an agency. The triangular relationship between the employer, agency and worker makes it easier for workers to be exploited. Similarly, the use of labour recruiters can increase risk through practices such as the imposition of debt or recruiting fees.

### Unauthorised subcontracting

Unauthorised subcontracting and the use of recruitment agencies can be a key driver of modern slavery as it can create an opaque, multi-layered supply chain that can

## Risks in our operations and supply chain continued



obscure worker conditions and prevent oversight. When supplier subcontracts work without approval, it can move into unregulated or informal sectors where exploitation is more likely to occur.

Subcontracted workers, especially temporary migrants, often have less bargaining power and are more susceptible to threats, deception, or having their wages withheld by labor brokers. It can also hide the identity of the people performing the work, making it impossible to verify if workers are being paid correctly or treated ethically.

### Temporary or migrant workers

Temporary, seasonal or migrant workers are more vulnerable to exploitation. There have been many examples of workers being deceived in visa rights, employment conditions and being bonded to work off a perceived debt. Migrant workers, people escaping poverty or conflict, women, and children are disproportionately affected.

### Low-skilled or unskilled labour

Industries requiring low-skilled or unskilled labour, which is typically low paying and undervalued, often employ more vulnerable workers such as migrants, minorities, and people who are illiterate or have disabilities. Low-skilled or unskilled labour carries a high modern slavery risk, especially in sectors like agriculture, hospitality, cleaning, construction, security, and manufacturing. Key risk factors include debt bondage, withheld identification such as passports, isolation, substandard safety, long hours, and lack of understanding of rights, making these workers highly susceptible to forced labour and trafficking.

### Demand for low-cost production

Rapid manufacturing times and pressure to offer products at competitive prices fuels the demand for low-cost production and can drive the exploitation of workers. Suppliers may resort to unethical practices to meet cost-cutting demands, perpetuating modern slavery within the supply chain. This can also include long working hours and forced overtime.

### Gender inequality

Gender inequality significantly increases the risk of modern slavery, particularly for women and girls, who are disproportionately affected by forced marriage, sexual exploitation, and forced labor due to deeper power imbalances rooted in discrimination in education, health, economics, and social norms, making them more vulnerable to traffickers and exploiters. Poverty, lack of education, limited healthcare, and societal devaluation make them prime targets, with harmful stereotypes driving practices like forced marriage and domestic servitude.

### Inferior working conditions

Substandard working conditions like long hours, low pay, and unsafe environments where workers may be exposed to detrimental synthetic chemicals or unsafe practices are indicators and risk factors that can escalate into modern slavery. These poor conditions create vulnerability, making individuals susceptible to control through debt bondage where workers are charged exorbitant fees for living expenses, document confiscation, isolation, poor health or threats, pushing them into severe exploitation and modern slavery.

# Risks in our operations and supply chain continued

## Product risk

Certain products carry a heightened risk of modern slavery, and as a result require extra due diligence to be conducted.

The global demand for low-cost raw materials such as cotton makes the industry extremely vulnerable to human rights abuses and exploitation. A large amount of the world's cotton is produced in countries with a high risk of forced labour and there are well-known reports of forced and child labour in the harvest stages of cotton production.

As cotton is one of our primary raw materials, we have put processes in place to understand the origin of the cotton we use in our products. We prohibit the sourcing of cotton from locations where there are known or reported human rights abuses.

Our modern slavery questionnaire validates our prohibition and calls out certain regions where reports of potential human rights harm is prevalent to identify if our suppliers or any of their suppliers, including contractors, employ workers from these regions or countries. We are exploring other avenues to gain a greater understanding of the complex cotton supply chains that exist, to improve our understanding and further validate the sourcing location of cotton used in our products.

## Geographic risk factors

Modern slavery can occur in any part of the world, however, the nature and level of risk varies between countries. Myer Group operates in a global supply chain where geographic risk is a key factor in assessing modern slavery exposure. Factors such as governance, labour protections, conflict, and socio-economic conditions influence how we assess and rate these risks. We assess all countries in which Private Brand manufacturing takes place to understand potential modern slavery risks and evaluate the risk of conducting business in that country or region.

We gather risk intelligence through audits, worker grievance mechanisms, industry collaborations, and factory visits. This multi-layered approach ensures that geographic risks linked to cotton and other raw materials are identified early and addressed through targeted strategies, including supplier engagement and corrective action plans.

Myer Apparel Brands' Ethical Sourcing team uses LRQA's EIQ platform and Sentinel technology to monitor global risk indicators and to analyse data from over 25,000 audits annually. These tools assess risk by region and product category, ensuring that cotton and other high-risk materials receive enhanced scrutiny. Sentinel further strengthens oversight by scanning international

### Cotton Position Project

Myer Apparel Brands initiated the first stage of its cotton position statement project to establish a clear list of preferred cotton sources, accompanied by time-bound commitments to progressively transition sourcing away from conventional cotton. The transition will be governed by robust controls to ensure ethical and sustainable procurement practices.

To support efforts, Myer Apparel Brands has partnered with Beyond Sustainable Retail (BSR), an expert external consultancy specialising in sustainable supply chains. Together, a comprehensive analysis of cotton sourcing data was conducted, examining key factors such as product SKUs with a majority cotton composition, geographic origins of the cotton, and the extent to which our cotton is certified through programs like Better Cotton, Australian Cotton, or sourced as Recycled Cotton.

BSR then undertook a benchmarking study involving 10 local and international brands. These included both companies targeting similar customer demographics and aspirational leaders in sustainability. This benchmarking exercise provided valuable insights into our position relative to peers, highlighting potential risks, opportunities for improvement, and best practices to inform sourcing strategy.

The findings from the benchmarking and data analysis were presented to an internal working group of cross-functional teams, including executive leadership. This ensured alignment, understanding, and executive endorsement of the emerging cotton sourcing policy, positioning us to make informed decisions that balance sustainability, ethics, and business objectives.

Our next step is to understand and evaluate our cotton sourcing and the human rights risk in this supply chain.

## Risks in our operations and supply chain continued

databases, regulatory bodies, sanctions lists, and credible news sources every two weeks, with verified alerts processed within five days enabling quick and proactive response to emerging issues. This intelligence is being adopted for the whole Myer Group.

The following are the common modern slavery risks identified in our key manufacturing countries

### China

**Key risks – unauthorised sub-contracting, bonded and labour recruiters, bonded labour, forced and child labour, hazardous work for young workers, unethical sourced cotton**

China is one of the largest manufacturers and exporters of garments in the world and is a country of elevated modern slavery risk due to systemic restrictions on worker rights, prevalence of overtime, prohibition of independent unions, and reports of forced labour in industries such as cotton, garments and electronics.

Reported allegations of forced labour, particularly in cotton harvesting, are of significant concern. Restrictions on independent auditing and limitations on worker interviews reduce the reliability of audit findings, making it challenging to verify labour practices. While our manufacturing occurs in more developed regions of China where these practices are less prevalent, there is a risk that these raw materials may enter the supply chain. Myer Group has implemented measures to mitigate these risks and continues to strengthen traceability and transparency across its sourcing practices.

**77%**

Private Brand  
production  
(by spend)

### Bangladesh

**Key risks - unauthorised sub-contracting, bonded and deceptive labour, subminimum wages, gender inequality**

Bangladesh textile and clothing industries are the main source of growth in Bangladesh's rapidly developing economy. Low labour costs and discrimination against minority groups and women, displacement, violence, limited monitoring of labour laws and recent political disorder increases the exposure to human rights violations. Unsafe conditions, including safety of buildings remain a concern.

Processes are in place to review building safety risks and to ensure that gender equality principles are respected.

**10%**

Private Brand  
production  
(by spend)

### India

**Key risks - forced labour, child exploitation, unauthorised subcontracting, bonded and deceptive labour**

India presents significant modern slavery risks due to widespread bonded labour, deceptive recruitment practices, and forced labour. Vulnerable groups, particularly women and girls from minority communities, are frequently exploited in informal factory settings. Debt bondage remains a major concern in many industries, where workers are coerced into harsh conditions to repay loans with exorbitant interest rates, sometimes spanning generations. Additionally, lack of transparency around recruitment fees and limited enforcement of labour laws heighten risks of exploitation.

Safe working conditions remain a focus for Myer Group, working with factories to remediate non-compliances promptly, ensuring the safety of all at work.

**7%**

Private Brand  
production  
(by spend)

### Vietnam

**Key risks - Child labour, unauthorised subcontracting, bonded labour, gender inequality, labour recruiters**

Vietnam is the largest garment producer in Asia after China. Independent democratic trade unions are not permitted to operate. Excessive overtime, poor job security together with arbitrary wage deductions are prevalent, increasing risks of forced labour and bonded labour.

**3%**

Private Brand  
production  
(by spend)

# Our actions and response

Myer Group's systems are designed to set clear and consistent expectations for team members and suppliers, ensuring that every action we take is aligned with our commitment to eliminating modern slavery in our supply chain.

We are committed to continuously improving our due diligence processes to identify and address modern slavery risks across our operations and supply chain. Our approach to due diligence comprises of risk assessments and desk-based research of our supply chain, ensuring policies are relevant and up to date, maintaining our audit programs and internal assessments, multi-functional and cross company governance, stakeholder engagement including training, collaboration with industry and expert partners.

We do not knowingly engage in practices that could incentivise or contribute to modern slavery. To support this, we have established clear expectations for our buying teams, including setting reasonable production timeframes, maintaining transparent communication, and

negotiating fair pricing to ensure suppliers can meet legal wage obligations. We emphasise that business decisions must never come at the expense of human rights.

We also encourage a culture of openness and accountability. Team members are asked to report any concerns or suspicions of modern slavery to our Ethical Sourcing Team, and we actively invite suppliers to share challenges they face, particularly around delivery timelines or labour conditions. Through collaboration and transparency, we aim to uphold ethical standards and mitigate risks throughout our supply chain.

## Ethical Sourcing Framework

Our Ethical Sourcing Framework is built on seven core pillars, each designed to drive positive action and embrace an integrated approach to combatting modern slavery risks. The framework focusses on measuring effectiveness, reassessing our approach, and continuous improvement to evolve the program to assist the business in addressing human rights risk, meet stakeholder expectations and adapt to changing laws.

### Ethical Sourcing Framework

Governance	Audits and Transparency	Risk Assessment	Remediation	Training and Awareness	Grievance Mechanisms	Engagement
Accountability, Policies and Procedures	Third party audits, transparency and mapping	Identification of human rights risks	Monitoring and addressing non-conformances	Awareness and responsibilities of modern slavery	Worker voice, feedback and whistleblower	Work with peers, industry leads, NGO, government

# Our actions and response continued

## Policies

Our policies and governance structure underpin our Ethical Sourcing Framework to ensure consistency amongst our operations. We have a clear set of policies, procedures and expectations that need to be met by our team members and suppliers, including management of our modern slavery risks and broader Ethical Sourcing Policy.

In FY25, Myer Retail and Myer Apparel Brands had separate policies under which the applicable brands operated but with the fundamental principles of the policies being the same. The Ethical Sourcing Policy and Code of Conduct outline the minimum ethical standards with which suppliers are required to comply. Suppliers are expected to uphold human rights, whether in our own or suppliers' network, be ethical in their business practices, have management systems in place to achieve and maintain compliance, be transparent and cascade these requirements to their own suppliers and co-operate with audits and corrective action plans to rectify any non-conformances.

Our trading terms for merchandise and procurement include modern slavery-specific provisions, requiring all suppliers and those who they engage, to comply with relevant laws and maintain effective controls to identify and prevent slavery practices. As part of our contractual and onboarding processes, we have non-negotiable supplier and factory onboarding due diligence processes to ensure adherence to the requirements of our ethical

sourcing framework. The Ethical Sourcing Team approves the registration of new Private Brand suppliers following confirmation of compliance with all applicable ethical sourcing requirements.

The policies and mechanisms that support our modern slavery risk management are listed in the table below. Over time, the Myer Retail and Myer Apparel Brands policies will be combined to create a single set of policies and procedures for Myer Group.

We apply a collaborative approach when implementing our sourcing policy and other policies with suppliers, prioritising the wellbeing of workers within our supply chain and engaging with our suppliers to identify breaches and assist in the management of remediation. We reserve the right to suspend orders and terminate supplier contracts if a supplier is unwilling to appropriately remedy the breach.

### Myer Retail

Child and Forced Labour Remediation Policy

Code of Business Conduct

Discrimination & Equal Opportunity Policy

D&EO Complaints and Grievance Procedure

Employment Contracts

Ethical Sourcing Framework

Ethical Sourcing Policy

Factory Capability Assessment

Risk Management Policy

Supplier Agreements, Trading Terms

Supplier Code of Conduct

Whistleblower Policy

Whistleblower Standards and Procedures

### Myer Apparel Brands

Cotton Pledge

Employment Contracts

Key Principles of Supplier Ethical Business Conduct

Operations Procedures Manual

Respectful workplace behaviour

Safety and quality manuals

Supplier Ethical Code of Conduct

Team member Code of Conduct

Whistleblower Policy

# Our actions and response continued

## Third party audits

All Private Brand suppliers undergo an assessment against our ethical sourcing risk framework prior to onboarding. We require factories supplying our Private Brand goods to be audited by an approved third-party social compliance agency, prior to onboarding and on an ongoing basis. The frequency of renewal audits is dependent on several factors such as factory country location, spend and, previous non-conformances.

Private Brand suppliers remain a key focus of our social compliance audit programs, as these suppliers manufacture directly for the Myer Group, which allows for greater leverage to influence and remediate non-conformances. Factories are assessed against a set of principles based on our applicable ethical sourcing requirements policies and codes, which ensures at a minimum, that all Private Brand suppliers have management systems in place covering all factories. It also includes a requirement to recognise the rights of all workers and to treat them with dignity and respect, providing them an environment that is free from discrimination, abuse, and harassment, and is considered in line by international community standards.

### Myer Retail

Myer Retail requires all Private Brand suppliers to undergo accredited third-party social compliance audits prior to onboarding and at regular intervals. These audits provide independent verification that suppliers meet our ethical sourcing standards and help identify and remediate any non-conformances.

To reduce audit fatigue for suppliers and to minimise operational and financial impacts of the audit process, we accept mutual recognition audits (such as SMETA 2-pillar, SMETA 4-pillar, Amfori BSCI) where appropriate, and prioritise our efforts on remediation of any issues reported.

Myer Retail is committed to working collaboratively with factories and suppliers to address any non-conformances, as our preference is to maintain ongoing relationships that uphold labour and worker rights. We generally only seek alternative sources of supply where zero-tolerance issues are identified or when a supplier is unwilling or unable to adequately remediate concerns.

During the reporting period, we assessed the final production supplier sites producing Private Brand products for Myer Retail. Each site was assessed against the Ethical Trading Initiative (ETI) Base Code as outlined in the Ethical Sourcing Policy, and we reviewed whether

the systems in place were sufficient to uphold worker rights and address modern slavery risks. Myer reviewed audits from 189 suppliers across 357 factories. There were no zero tolerance issues, and 57 high-risk issues identified, predominately related to excessive overtime hours. Where high-risk issues were identified, we worked with suppliers to implement corrective actions and monitor progress to ensure sustainable improvements. Suppliers demonstrated cooperation and engaged in corrective actions to meet our standards.

A breakdown of social compliance audit reviews of our top four sourcing countries

### China

267 factories employing 37,931 workers.  
Primary issues related to excessive working hours.

### India

52 factories employing 21,089 workers.  
Primary issues related to working conditions.

### Bangladesh

12 factories employing 29,251 workers.  
Primary issues related to working conditions.

### Vietnam

11 factories employing 5,354 workers.  
Primary issues related to working conditions.

## Myer Apparel Brands

Myer Apparel Brands Private Brand suppliers must provide a third-party social compliance audit prior to onboarding. For onboarding, Myer Apparel Brands allow mutual recognition audits with renewal audits at regular intervals conducted by strategic audit provider, LRQA using the ERSA audit standard – a robust approach to evaluating transparency and business integrity. The ERSA audit covers five key pillars including effective management systems, labour rights, health and safety, business ethics and environment.

During the reporting period, there were 110 social compliance audits. Health and safety non-compliances continued to be the most common finding category overall. No critical health and safety issues were identified in Myer Apparel Brands' final production factories. Zero tolerance and critical non-conformances are closely monitored to ensure appropriate remediation is taken by suppliers and factory partners with a sense of urgency. In the reporting period, no zero-tolerance or critical issues were identified through mutual recognition audits, whilst one zero-tolerance issue (relating to

## Our actions and response continued

attempted bribery at a factory in Vietnam) and 17 critical non-compliances (primarily relating to excessive overtime in multiple factories in Bangladesh) were identified through LRQA ERSA audits. Further, inconsistent transparency continues to be an issue, particularly in China.

A breakdown of ERSA social compliance audit reviews of top four sourcing countries

<b>China</b>
83 factories employing 3,669 workers.
Primary issues related to excessive working hours.
<b>India</b>
10 factories employing 3,049 workers.
Primary issues related to working conditions.
<b>Bangladesh</b>
9 factories employing 6,937 workers.
Primary issues related to working conditions.
<b>Vietnam</b>
6 factories employing 92 workers.
Primary issues related to working conditions.

### Working hours

Excessive working hours is a complex issue, and a common area of non-conformance for overseas based suppliers and factories across many industries. The legal requirements relating to maximum permitted working hours, and overtime, vary between countries.

The management of overtime can be challenging as suppliers depend on the workforce to produce goods to fulfil customer orders, and workers often want and demand to work overtime to earn additional wages. The combination of these factors contributed to excessive working hours.

For example, many workers in China are internal migrants or temporary workers from poorer rural areas and seek to increase their earning capacity prior to returning home. Workers tend to want to work overtime, which must be agreed by the workers voluntarily throughout the year particularly before holiday periods such as Lunar New Year in China.

Factors influencing factory overtime remain a critical focus of our Ethical Sourcing training, mandatory bi-annually for Myer Private Brand buyers. Through this program, we equip buyers with the knowledge to understand how their decisions can impact overtime

practices and promote best practices that help prevent excessive working hours.

Whilst we were pleased and commended suppliers for their transparency with sharing working hours and wage records, the level of overtime found in sites remains concerning. Our preference is always to remediate excessive hours by working with the supplier to understand the root cause and develop a plan to gradually and sustainably reduce overtime. This can involve driving the recruitment of new workers or implementing efficiency strategies. Where appropriate, we may initiate more frequent audits to follow up on remediation progress. In severe cases, or where the supplier is unwilling or unable to make improvements in overtime hours worked, we may choose to cease sourcing from that supplier.

### Capability assessments

In addition to third party social compliance audits, we conduct ongoing technical factory capability and capacity assessments to understand the standard volumes and time frames suppliers need to fulfil purchase orders. Where quality changes or significant business changes such as high turnover of staff, or delivery timings are materially delayed, a reassessment will be conducted. Suppliers are free to discuss and request longer lead times or decline to take on our orders at any time.

### Product verification reviews

We have in-country quality control team members that visit factories regularly to conduct quality control inspections. These reviews and presence serve multiple purposes ranging from monitoring for unauthorised subcontracting, validating working environments and conditions and maintaining product quality.

Myer Apparel Brands also uses LRQA's production verification audits (PVA), at select final stage production factories.

The PVA's conducted by LRQA assess a sample set of data linked to orders that have been shipped in the previous six months prior to the audit. The auditor assesses production records of processes including cutting, sewing, pressing, finishing, packing and warehousing of product, to verify that all processes were conducted in the approved final production factory that the supplier communicated at order raising stage. Myer Apparel Brands product teams have continued tracking approved factory information in their range planner documents. Compliance to this process is crucial in ensuring data is available for PVA selection.

## Our actions and response continued

1	2	3	4	5
Ethical Sourcing (ES) Team conducts due diligence on proposed factory	Factories must be confirmed by supplier when orders are raised	Factory information is stored at an order level in product range planners	For factories, subject to a PVA, ES team requests order data for last 6 months shipments	PVA conducted by LRQA to verify production took place in approved factory

Any unauthorised subcontracting detected through a PVA is rated as zero tolerance issue. Remediation is handled as per supplier terms.

All final production factories remain in scope for a PVA, as mandated in our supplier terms and conditions that all suppliers sign at the onboarding stage. In the reporting period, LRQA conducted 20 PVAs in factories located in China, Vietnam and India.

### Wages and benefits

We support and are committed to working towards living wages, freedom of association and collective bargaining, which includes promoting worker opportunities to receive a fair wage. As part of our commitment, we continue to work on improving our purchasing practices and ethical

sourcing standards to assist suppliers towards paying a living wage for factory workers and create long-term and sustainable relationships.

Our ethical sourcing standards encourage factories to pay a fair and adequate wage for the work that is being done in compliance, at a minimum, with local laws. This includes being paid correctly in-line with entitlements and fair in relation to their position within the organisation. We continue to provide training to our buying teams so that they incorporate ethical sourcing criteria into their business decisions. We commit to supporting our factories by providing training on the importance of paying fair living wages and what it means for their workers. Our audit program also assesses and asks factories to establish a living wage calculation.

There are many barriers that prevent the payment of a living wage, including the lack of clearly discernible benchmark wages (as this can vary wildly between states in sourcing countries, for example). In the absence of a single global methodology to calculate living wage, we reference the benchmarks set out by the Anker Methodology where available, and wageindicator.org.

### Wage Gap Analysis

A wage gap analysis to understand how living wages and actual wages have changed in the last few years in China, where most of our production is based, was completed during the reporting period. The Global Living Wage Coalition (GLWC) currently provides living wage benchmarks for six cities: Zhengzhou, Chengdu, Hangzhou, Shanghai, Shenzhen, and Suzhou. These benchmarks highlight regional differences and the ongoing challenge of meeting living wage standards.

The analysis highlighted a consistent upward trend across all benchmarked cities since 2021, reflecting ongoing economic adjustments and cost-of-living increases. While minimum wage rates increased in



## Our actions and response continued

2024 and 2025, living wages remain substantially higher than statutory minimum wages in most regions. This gap varies significantly by location, with cities such as Hangzhou and Shanghai recording the highest living wage benchmarks, whereas cities like Chengdu and Zhengzhou have comparatively lower figures. These regional differences highlight the complexity of wage expectations across China.

Analysis shows that factories supplying Myer Group pay at or above minimum wage but most fall short of meeting the living wage benchmarks set by the Global Living Wage Coalition. This is broadly consistent with industry trends in China, where living wages remain significantly higher than statutory minimum wages. It is important to note that results can vary depending on the calculation methodology used, as different accepted approaches may produce higher or lower benchmarks than the Anker Methodology applied.

We believe that meaningful and lasting improvements in wages can only be achieved through collective action. Multi-stakeholder initiatives provide the strongest platform for driving systemic change, as they bring together brands, suppliers, NGOs, and local authorities to address complex challenges collaboratively. In-line with this approach, team members actively participated in industry-led programs including the Living Wage Working Group and a forum focused on implementing an Employment Injury Scheme in Bangladesh.

### Myer Retail

Current third-party audits ask factories to calculate a living wage, complete a gap analysis and establish a living wage action plan with a living wage as the goal. However, Myer understands that paying a living wage can be complicated and we are committed to supporting factories through this.

A wage gap analysis to understand the disparity between current worker wages and a living wage for key countries we manufacture was also completed during the reporting period. The purpose of the analysis was to understand the gap to support our suppliers in education programs to assist them towards paying a living wage and help mitigate the challenges associated with paying a living wage. We are engaging with our suppliers to share our findings and discuss ways the gap can be bridged through a planned approach.

Monitoring of factories' progress also occurs as part of our living wage tracker, which is used to analyse any wage gaps of factories and where a factory is identified as paying a living wage, they are encouraged to share learnings with other factories to assist them in paying a living wage.

We will prioritise our suppliers and factories, over whom we have the most leverage, to assist them in establishing actions and a roadmap to paying a living wage. This will primarily be achieved through:

- improving purchasing practices including ensuring fair terms of payment, reasonable critical path timelines etc
- better planning and forecasting
- providing a grievance or worker voice mechanism
- supporting factories to proactively adopt a freedom of association policy
- promoting a gender equality policy and practices
- respect the rights of workers to collectively bargain
- encourage non-government organisations (NGOs) to assist in training and communicating workers on freedom of association and collective bargaining

We recognise that multi stakeholder initiatives are the best way to drive change and believe that sustainable improvements in wages can only be achieved collectively. We are committed to working collaboratively with industry peers to create leverage and allow for collective action and engagement of social dialogue. We also support and encourage governments to raise minimum wages to close any gaps between minimum wages and living wages, and to respect the freedom of association and collective bargaining.

## Our actions and response continued

### Myer Apparel Brands

Since Just Group published its first Living Wage Position Statement, which also included a roadmap of commitments and activities, there has been significant effort to support this initiative.

Area of focus	Progress	Future Plans
<b>Responsible purchasing practices (RPP)</b>	<ul style="list-style-type: none"> <li>Raw material and cost input updates were provided to product teams</li> <li>Commenced review of best practice industry Buyer Codes of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Update training to include Responsible Purchases Practices learnings</li> <li>Review Buyer Code of Conduct</li> <li>Create a buyer scorecard for suppliers to assess buying practices</li> </ul>
<b>Open costing and ring fencing of labour cost</b>	<ul style="list-style-type: none"> <li>The usage of open costs continues at approximately 70% of key volume lines across Just Group brands</li> <li>Scoping, design and development complete on a new dynamic costing form and database to track labour and other cost inputs across the region</li> </ul>	<ul style="list-style-type: none"> <li>Plan rollout and systemisation of costing process</li> <li>Centralised monitoring and analysis of open costing data</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>No formal activity in the reporting period due to acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Continue modern slavery training for product team members</li> <li>Develop training for China based factories with a focus on transparency as well as wage and working hour insights and learnings</li> </ul>
<b>Wage gap analysis</b>	<ul style="list-style-type: none"> <li>Fair Labour Association wage gap analysis tool selected</li> <li>Wage gap analysis pilot and analysis completed with 20% of factories in Bangladesh</li> </ul>	<ul style="list-style-type: none"> <li>Extend scope of wage gap analysis with a further 20% of factories in Bangladesh</li> </ul>
<b>Amplify worker voice</b>	<ul style="list-style-type: none"> <li>Rollout of Amader Kotha in Bangladesh completed</li> <li>Reviewed 12 months of reported issues relating to wages</li> <li>Continued scoping grievance mechanisms in India</li> <li>Commissioned in-person Amader Kotha training by Phulki for selected sites in Bangladesh</li> </ul>	<ul style="list-style-type: none"> <li>Finalise approach and launch a grievance mechanism in India</li> </ul>
<b>Industry engagement</b>	<ul style="list-style-type: none"> <li>Continued being a financial signatory to the ILO's EIS pilot in Bangladesh with the objective of establishing a comprehensive social insurance system that protects workers against multiple work-related life risks</li> <li>Hosted industry round table on EIS which saw three brands sign up to the scheme</li> <li>Participated in fashion brand Living Wage working group coordinated by Oxfam and consultant ESG Changeroom</li> </ul>	<ul style="list-style-type: none"> <li>Continue participation in fashion brand Living Wage working group</li> </ul>

## Our actions and response continued

### Living Wage Gap Analysis

In alignment with Just Group's public Living Wage commitment made in 2022, a gap analysis in 20% of factories in Bangladesh was conducted. It was noted that wages should always be "sufficient to meet the basic needs of workers and their families and be able to provide a level of discretionary income". Both the United Nations (UN) and the ILO have also declared just remuneration and living wages as a human right.

Sites were selected and prioritised based on strategic relationships and long-term business with the suppliers. The size of the factories and their locations where the global living wage benchmarks apply was also taken into consideration.

To determine the results of the Living Wage Gap Analysis (LWGA), the Fair Labor Association (FLA) tool, an open-source platform developed by a globally recognised organisation aligned with the current global living wage benchmarks, was used.

Worker wage data across regular, peak, and low seasons was collected and reviewed, providing full transparency of overtime hours, leave records, workforce numbers by section, and details of both cash and non-cash benefits as required by the FLA tools. Based on the provided data and analysis, the average earnings of the workers were determined.

The result for Dhaka city is approximately 11,000–13,000 BDT (\$90–\$106 USD). For the satellite cities and surrounding Dhaka, the gap is approximately 7,000–8,000 BDT (\$57–\$65 USD). This wage gap is consistently observed across all assessed sites.

There were several challenges during the completion of this project, including formatting limitations in the tool, restricting edits such as adding more than three occupations. Additionally, varied levels of record-keeping at the factory inhabited the accuracy of data collection.

Notwithstanding this, the factories worked collaboratively with us to achieve a high accuracy of data despite a large and complex workforce.

### Learnings & next steps

This exercise allowed invaluable insights into the wage gaps and required documents for a LWGA. Through this process, it was also made clear the actions factories can take to support living wages, including childcare, subsidised groceries, sanitary products, proving transport, and affordable meals to help reduce workers' living costs.

Given the small sample size, further analysis on an additional 30% of sites in Bangladesh is planned to gain further insights into other suppliers and determine the most effective next steps in our Living Wage strategy.



# Our actions and response continued

## Remediation

We are committed to working closely with suppliers and factories to ensure factory conditions and practices are being monitored and improved. The Ethical Sourcing team directly manages the investigation of any grievance raised and works back with the supplier to review corrective action plans for issues identified during routine audits that require our intervention. Our preference is to work collaboratively with suppliers to resolve issues and maintain a positive, ongoing relationship wherever possible, in line with industry best practices. However, if it becomes clear and apparent that a supplier is unwilling or unable to remediate the identified concerns, we will seek an alternative supplier.

We provide both internal and external grievance channels for team members or workers in our supply chain to raise concerns which could be related to modern slavery issues. We are committed to and will cooperate with remediation activities where our operations may have caused, contributed to or directly linked to human rights harm.

establishing a corrective action plan with the concerned parties, tailored to the specific circumstances and needs of the victim.

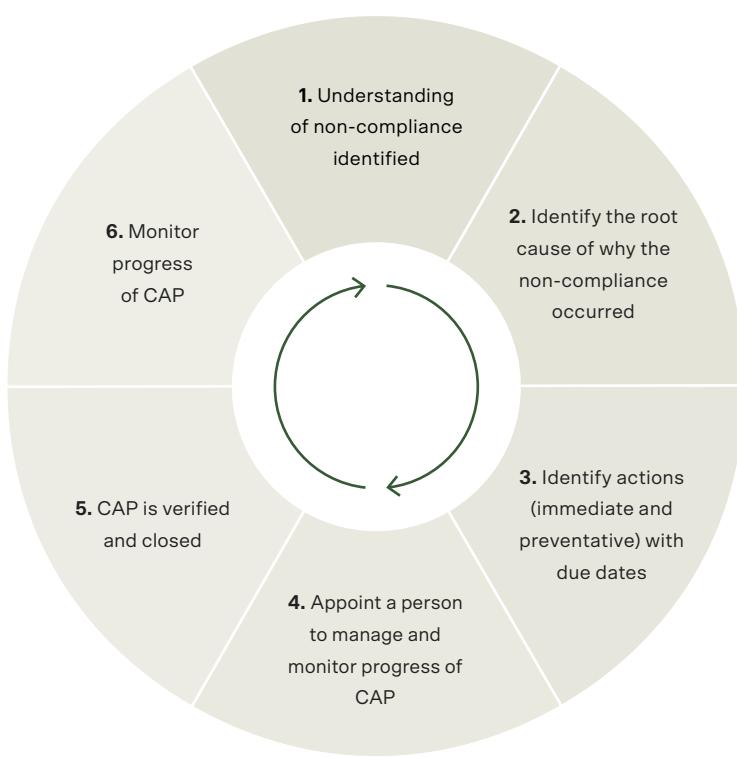
Where severe cases were to be identified, we would take immediate appropriate action to safeguard the victim, which may include removing them from all work duties, placing them in a secure environment, and ensuring access to essential needs such as food, accommodation, and financial support through a stipend. Open communication with the victim and, where applicable, their parent or caregiver is essential to ensure transparency and support throughout the process. The designated responsible team member would oversee the full investigation, coordinate the victim's safe return home, and ensure ongoing monitoring to safeguard their well-being. If a case involved child labour, additional measures would be considered, such as monitoring the child's progress at school until they reach legal working age.

In line with our Ethical Sourcing Programs, we continue to monitor corrective action plans (CAP) detailing the agreed actions and improvements to address non-conformances. Remediating issues in factories are often best managed through a continuous improvement approach, so factories are constantly evolving and monitoring when changes need to be made within a factory to improve labour conditions. Accordingly, it is our preference to work with the supplier to address these issues to foster a positive and ongoing relationship; with alternative sources of supply only sought where it is evident a supplier is unwilling or unable to adequately remediate concerns.

Non-compliances are mainly closed via desktop review and then verified through an on-site review either after closure depending on the nature of the issue or at their next on-site audit.

Our primary focus is remediating zero tolerance and critical or high findings which have been identified. Given the severity of these issues, relevant suppliers were engaged regularly to ensure appropriate corrective actions were taken to reduce risk and to improve the factory conditions for workers.

Most open critical or high issues were linked to excessive overtime hours. While we appreciate and commend suppliers for their transparency in sharing working hour and wage records, the level of overtime observed at certain sites remains concerning. To address this, our Ethical Sourcing team engages suppliers to discuss the root causes and request them to develop an overtime action plan. We understand that overtime issues can stem from various factors, such as purchasing practices or supply chain disruptions, we emphasise the



In the event that severe or zero-tolerance issues such as forced labour or child labour were to be discovered, a detailed and careful evaluation of the issue would be conducted. Myer Group has uncompromising remediation processes in place, including notifying relevant local and international authorities. These processes involve

# Our actions and response continued

importance of collaborating with suppliers to achieve lasting reductions in overtime and all overtime must be voluntary and agreed to by workers. This approach benefits both workers and businesses in the long run.

## Team member training

We aim to foster a culture of responsibility and vigilance, ensuring that team members contribute to protecting human rights and promoting fair working conditions throughout our supply chain.

Training continues to be a key driver of our ethical sourcing program to ensure our team members are equipped with the knowledge and resources to ensure that they are able to identify unethical practices and modern slavery risks if presented and how these risks can be addressed. We prioritise team members who are in high-risk roles such as buying and procurement. Updates to the training package were made to reflect recent human rights risks and global figures, ensuring that team members understand the prevalence of modern slavery and its impact on vulnerable workers. The training outlines our role in mitigating, reporting and addressing identified issues.

Our merchandise and buying teams remain the primary focus of this program, as their decisions have a significant influence on ethical sourcing. All buying team members are required to complete training regularly. The program also extends to non-merchandising roles in areas such as talent acquisition, recruitment and procurement, recognising their role in shaping ethical practices across the business.

In FY25, Myer Apparel Brands was not part of the formal training program undertaken by Myer Retail but from FY26, it is intended that the formal training program will be integrated and rolled out across the Myer Group.

## Tracing and transparency

Traceability and transparency are becoming increasingly important to businesses globally. To effectively identify, assess and mitigate modern slavery risks it is crucial to understand and map our supply chain. Whilst we do not own the factories from which we source product, and our share of sites' production capacity varies, our priority is to ensure that all factories comply with our Ethical Sourcing Program requirements.

For Myer, transparency means knowing where our Private Brand products are made and making this information publicly available. Accordingly, Myer Retail has published a list of its final production suppliers which includes the factory names, location, types of goods produced, and numbers of workers. In FY26, this list will be updated to include Myer Apparel Brands suppliers.

We continue to work on gaining greater visibility of our extended supply chain, including inputs, processing, and raw materials suppliers. We appreciate that the complexity of our supply chain means that there may be risks in managing and achieving full transparency and remain committed to continuously re-analyse and re-educate ourselves to ensure minimisation of risk within our extended supply chain. Such initiatives include consolidating our final production suppliers.

During the reporting period, we updated our tracing questionnaire to allow us to better understand the supplier's supply chain. Where previous traceability efforts have focused on specific products like cotton, this survey took a holistic approach to supply chain transparency. From this activity, we identified 55 facilities that also form part of our supply chain, and we have also identified four indirect suppliers (non-final productions) within our supply chain.

Tier	Description	Total facilities identified
<b>Sub-supplier</b>	Secondary componentry for finished goods (ie pockets), embroidery, packaging etc	57
<b>Inputs facilities</b>	Printing, dyeing, ginning, spinning, washing etc	100
<b>Processing facilities</b>	Processing of raw materials into yarn and fabrics including fabric mills	130
<b>Raw materials</b>	Raw material production ie cotton plant farm and raw material suppliers	154

### Top locations of facilities identified

			
China	India	Bangladesh	Sri Lanka
			
Pakistan	Hong Kong	Cambodia	Turkey
			
Singapore	Taiwan		

## Our actions and response continued

The majority of our fabric and trim (those who provide essential finishing materials) supply is sourced from suppliers with whom we do not have a direct relationship. Despite this, we require our direct suppliers to hold these suppliers, to the same standards as outlined in our policies and code of conduct.

The raw materials in our supply chain include any unprocessed material or commodity used to produce finished goods, like cotton and polyester for clothing. Since these processes are further down the supply chain, the inherent human rights risk is high. Mapping this part of the supply chain is complex. To assist in this process, we work with certification bodies and experts to seek to improve labour rights in this sector. As supply chain traceability tools are still developing, we continue to scope and analyse the most suitable tools to collect data for this tier. At present, we rely heavily on our supplier questionnaire to obtain an understanding of the processes these suppliers have in place and to guide whether further engagement is required.

### Myer Apparel Brands

Myer Apparel Brands has been a member of Better Cotton since 2021, with 1,943 metric tonnes of its cotton sourced through the Better Cotton program – a 13% increase on the previous year. The program continues to be expanded to ensure that a growing percentage of the Just Group's cotton procurement drives demand for and use of responsibly sourced cotton.

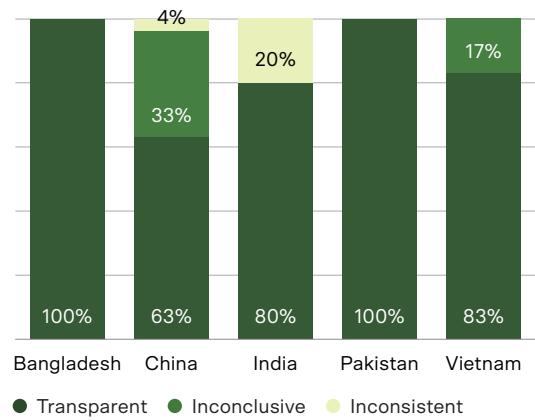
Factories that are audited to the ERSA standard are assessed specifically on the topic of transparency. Verifying a factory's level of transparency through record review in an ERSA continues to be a strength of the standard, as this is an area of verification that is not covered by most other audit standards.

During the reporting period, the majority of LRQA ERSA audits were assessed as being "transparent". This shows a significant improvement year on year, whilst the total percentage of inconclusive and inconsistent audits have decreased overall. These improvements highlight the effectiveness and importance of reinforcing the principle of transparency to suppliers and factories on an ongoing basis. 100% of audits conducted in Bangladesh were transparent, which was pleasing given this is Myer Apparel Brands' second biggest sourcing country and indicative of the trusting relationships built with suppliers in the region, largely led by our in-country team.

		2024	2025
<b>Transparent</b>	Site was transparent in sharing all ways and working hour records	54%	71%
<b>Inconclusive</b>	Observed incomplete data and working hour records preventing conclusive results	40%	25%
<b>Inconsistent</b>	Evidence the site had concealed or falsified wages and working hour records	6%	4%

Inconclusive and inconsistent transparency ratings continue to be a challenge particularly in China, India and Vietnam. Work continues with suppliers in these countries to communicate our approach and expectations on the topic of transparency, to move the dial of understanding to be open and transparent in sharing all records, specifically relating to working hours and wage payments.

### 2025 Factory transparency rating by country



● Transparent ● Inconclusive ● Inconsistent

### Supplier questionnaire

Supplier questionnaires are a key step in the onboarding process for all merchandise suppliers - mandatory for all private brands and with limited exemptions for national brands. This self-assessment is conducted to allow us to understand the risk in our suppliers' operations and supply chain. The questionnaire evaluates suppliers' policies and procedures, their understanding of migrant worker risks, global human rights concerns, and details on raw materials and sourcing locations. This process helps validate our commitment to prohibiting the use of cotton or other raw materials from countries associated with reported human rights abuses.

## Our actions and response continued



The questionnaire is a useful tool to validate sourcing practices and engage with our suppliers to encourage improvement where sub-par practices are disclosed (eg rudimentary grievance mechanism). No instances of modern slavery were identified via the supplier questionnaire in the reporting period.

The questionnaire supplements the existing procurement prequalification process, which requires service providers to submit internal policies, procedures, and independent site audit reports. It is designed to complement, rather than replace, an acceptable third-party social compliance audit.

The supplier questionnaire will be extended to Myer Apparel Brands and incorporated into the onboarding process.

### Non-trade suppliers, goods not for resale

Myer Group acknowledges that our risk relating to modern slavery goes beyond the supply chains of Private Brand products. According to our risk-assessment, suppliers of non-merchandise and procurement services particularly those in industries (e.g. cleaning, security, transportation etc) typically known for employing temporary or migrant workers may be of higher risk. Subcontracting is also a common practice in these industries, which presents a risk as these subcontracted suppliers may not be visible to Myer.

Due to this concern, the supplier questionnaire is conducted in addition to the pre-existing procurement prequalification questionnaire process, which requires service providers to provide internal policies and procedures, and independent site audit reports to allow us to determine the level of maturity and human rights due diligence in place.

No instances of modern slavery were identified via the non-merchandise supplier questionnaire process in the reporting period.

### Grievance and Worker Voice

Understanding the worker experience in the factories from which we source products is critical to assessing whether we are contributing to safe working environments. We encourage all stakeholders to report any conduct that they are concerned about within Myer's operations, at any level of the supply chain. Grievances can be raised via several channels externally, through our whistleblower hotline, or by speaking directly to our Ethical Sourcing or People and Culture departments internally.

Ensuring workers have a voice and are listened to is a key pillar in our program framework. We mandate Private Brand factories to have their own grievance mechanism, workers committee, or union in place for workers to raise concerns – and these mechanisms are verified via supplier audits.

We are providing anonymous and external grievance mechanisms to supplement factory worker voice mechanisms such as the Myer Whistleblower Hotline. This hotline is available to team members as well as individuals within our supply chain, both in Australia and overseas. This service is operated independently by a third party to guarantee anonymity and impartiality. Reports made through the hotline are investigated, and appropriate actions are taken, which may include involving external agencies. Our approach prioritises the needs and wellbeing of the affected individual, with the intent of ensuring that a suitable remedy is provided.

### Myer Retail

We also offer our final production suppliers an alternative grievance mechanism via Myer's WeChat and WhatsApp text hotlines. WeChat and WhatsApp were selected as workers in key manufacturing locations for Myer expressed familiarity with and trust in these communication methods. Private Brand suppliers are required to display the Supplier Code of Conduct poster in a prominent location at all manufacturing sites which

## Our actions and response continued

contains a QR code link to a secure channel that workers can use to report any suspicions of modern slavery practices directly to the Myer Ethical Sourcing team. In this way, confidentiality, and optional anonymity, is protected and an appropriate investigation into any concerning matters can be promptly commenced and managed by the appropriate team members. No instances of modern slavery were reported via any grievance mechanism in the reporting period; however, five test or inquiry calls were received.

### Myer Apparel Brands

In its third year of implementation, Amader Kotha is an embedded grievance mechanism in factories in Bangladesh. Generally, there can be a degree of skepticism towards grievance mechanisms. However, this is a longstanding and trusted helpline in Bangladesh. Supplier management's support of this project is essential to the success and engagement with the helpline.

During the reporting period, Phulki, the NGO who fields all calls through the helpline reported 191 calls from 18 sites which work with the Just Group. Majority of the calls related to compensation (wages, overtime and benefits) and reports of verbal abuse or harassment. 99.5% of issues have been remediated. One labour issue remained open regarding verbal harassment but was in remediation and is expected to be resolved early in the next reporting period.



Myer Apparel Brands also utilises the RMG (Ready-Made Garment) Sustainability Council ("RSC") complaints mechanism where workers can raise occupational, health and safety (OHS) issues. The channel is also used for issues beyond the scope of the RSC such as matters relating to wage payments and discrimination. During the reporting period, the RSC received over 2,358 complaints across over 1,800 RSC member factories in Bangladesh. 68% of reported grievances were non-OHS issues.

Of the complaints received by RSC, 106 worker grievance calls from 11 factory partners were received in the reporting period for Just Group factories. 74% of these issues related to OHS and the remaining 26% issues were 'out of the RSC grievance mechanism scope'. Key themes reported by workers related to maternity benefits, disputes surrounding unpaid benefits as well as verbal and sexual harassment. 96% of grievances have been remediated either through the RSC complaints team or internally by the Ethical Sourcing team. The remaining open grievances in two sites are for factories the Just Group exited during the reporting period due to poor production results. As a signatory to the RSC, it is a requirement that we support the closure of grievances and any other OHS remediation necessary for 18 months post exit.

The Ethical Sourcing team conducted research and industry benchmarking to assess current solutions industry peers are using for factories based in India, and measured these options against the UNGP's effective grievance mechanisms. Several options were shortlisted. Ungal Kural, a New Delhi based NGO operated by Change Alliance, has been selected. Planning and rollout of the pilot will commence in the next reporting period.

### Industry Engagement

Myer supports collective action to achieve lasting improvements in wages and working conditions, recognising that multi-stakeholder initiatives are essential for systemic change. We work with and collaborate with organisations to uphold human rights, ethics and provide greater transparency in supply chains.

In addition, we support policy and broader industry initiatives which look to improve human rights in the supply chains in which we operate. We welcome active engagement and collaboration with our peers to improve working conditions in factories.

## Our actions and response continued

### Myer Retail

During the reporting period, we actively participated in industry-led programs, including the Living Wage Working Group and a forum dedicated to implementing an Employment Injury Scheme in Bangladesh, collaborating with brands, suppliers, NGOs, and local authorities to address complex challenges. Myer also engaged QIMA, a third-party assurance company to conduct third party social compliance audits across higher risk factories that were due for renewal.

### Myer Apparel Brands

The Just Group collaborates with the following organisations

Amader Kotha	APSCA	EIS - Employment Injury Insurance Scheme
A locally run helpline based in Dhaka, by civil society organisation Phulki in partnership with LRQA and Clear Voice.	A professional standards body for social compliance audits. We accept third party social compliance audit reports from APSCA member firms.	The EIS Pilot in Bangladesh provides for work-related injuries, compensation payments for the permanently disabled and the dependents of deceased workers, financed by voluntary contributions from international brands.
2023 – helpline implemented	2022 – became a supporter brand	2024 - financial signatory of the pilot

Better Cotton	International Accord	LRQA
Trains farmers to use water efficiently, care for soil health and natural habitats, reduce use of the most harmful chemicals and respect workers' rights and wellbeing. Better Cotton is sourced via a chain of custody model called the 'Mass Balance' system, which tracks the volume of Better Cotton from the farm. While Better Cotton may not be physically traceable to end products, Better Cotton farmers benefit from the demand for Better Cotton in equivalent volumes to those we 'source'.	Independent, legally binding agreement between brands and trade unions committed to a safe ready-made garment industry in Bangladesh. We continue to work with the Accord and the RMG Sustainability Council (RSC).	Leading global assurance partner, formerly Elevate, providing compliance, supply chain and ESG specialist services to companies globally, with a view to anticipating, mitigating and managing risk. Our work with LRQA has driven an increasing level of transparency along with effectiveness of our ethical sourcing audit and compliance programs – through data, analysis and review.
2021 – Just Jeans joins as a member	2013 to 2018 – Alliance member	2021 - commenced strategic partnership
2022 – extended to all Just Group brands	2018 to 2020 - Accord member	2021 - International Accord member

## Our actions and response continued

### Employment Injury Insurance Scheme (EIS) Brand Roundtable

In 2024 Myer Apparel Brands became a financial signatory to the Employment Injury Scheme Pilot (EIS) in Bangladesh, along with over 30 international peers.

The EIS's objective is to establish a comprehensive social insurance system that protects workers against multiple work-related life risks with the pilot being funded by international brands. Myer Apparel Brands supported the successful rollout to our factories and ongoing implementation through brand/factory orientation and training in Bengali.

As a further show of support Apparel Brands offered to host an industry brand EIS roundtable in Melbourne in conjunction with the ILO and German Corporation for International Development. This event brought together more than ten brands from across Australia and New Zealand to discuss the pilot and to enable us to share our experience of being part of the initiative. The message to the participants from the ILO & GIZ was that by being part of this significant change we could all support worker protection and foster a more responsible and sustainable future for Bangladesh's RMG labour market, and providing an opportunity

for each brand to contribute meaningfully to this transformative journey.

Throughout the interactive session the pilot scheme was introduced, we spoke about how any initial concerns regarding the program were managed. We also talked through the rollout and highlighted how a minimal investment could help deliver such enormous change to people's lives. The response from all participants was positive and at least three brands agreed to sign up after the session.

### Learnings & next steps

The learning from this event is that NGOs may sometimes struggle to get cut through with industry and it is by collaboration across the NGO and industry sectors that we can accelerate change.

Initial concerns around cost and the perceived complexity of the program were dispelled by having representatives from a range of parties in the room.

Bringing together industry peers in a non-competitive setting to discuss initiatives that may benefit our industry led to mutually beneficial outcomes. We will continue to collaborate and explore such opportunities where possible.



# Measuring effectiveness

We regularly review our practices to identify and mitigate modern slavery risks and measure the effectiveness of our actions through both internal and external evaluation mechanisms.

Many of the initiatives introduced in recent years are now well embedded in our ways of working and we will continue to focus on building on the solid foundation already in place. The integration of Myer Apparel Brands into the Myer Group presents new opportunities to scale impact, align strategies, and drive meaningful progress across a broader platform.

**Progress status**  Scoping or planning  Work commenced  Well advanced  Complete  Sustained

Activity	Outcomes	Progress
<b>Governance</b>	<ul style="list-style-type: none"> <li>Myer Board oversight of the ethical sourcing framework.</li> <li>Executive management and senior leadership engaged</li> <li>Employee code of conduct oversight, 87.3% of team members having completed training</li> <li>Supplier's acceptance of Myer contractual terms to comply with Myer policies and standards</li> <li>New and re-contracted suppliers agreed to the Ethical Sourcing Policy and Whistleblower Policy</li> <li>Policies and procedures including responsible buying practices and ethical sourcing framework</li> <li>Continued to onboard and offboard factories through our onboarding and governance process</li> </ul>	 Sustained
<b>Myer Retail</b>	<ul style="list-style-type: none"> <li>Ongoing training to buying, procurement and sourcing team member</li> <li>Refreshed the Modern Slavery Questionnaire format to improve the efficiency of data collection</li> <li>Consent from Private Brand suppliers to access factory sites and requirement for all Private Brands to complete the modern slavery questionnaire</li> <li>Supplier code of conduct re-communicated to all Private Brand suppliers</li> <li>Reporting and progress provided to Myer Board, via the Audit, Finance and Risk Committee</li> </ul>	
<b>Myer Apparel Brands</b>	<ul style="list-style-type: none"> <li>Cotton Position Statement project with Beyond Sustainable Retail for operationalisation in the next reporting period</li> </ul>	
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Risk review and assessment to identify and validate risks</li> <li>Engaged with key Private Brand and procurement suppliers with minimal concerns or issues raised</li> <li>Understanding and monitoring exposure to modern slavery risks through tracing of supply chain</li> </ul>	 Well advanced
<b>Myer Retail</b>	<ul style="list-style-type: none"> <li>Training and awareness sessions</li> <li>Risk profiling and rating matrix continues to be reviewed and updated</li> <li>Continued mapping beyond final production suppliers to better understand risks of supply chain</li> </ul>	
<b>Myer Apparel Brands</b>	<ul style="list-style-type: none"> <li>Reviewed and investigated all Sentinel scans, 15 supplier incidents reported and investigated</li> <li>Commenced analysing and reassessing supplier risk using segmentation tool on EiQ</li> <li>Continued to monitor the human rights risk of all sourcing locations</li> </ul>	

## Measuring effectiveness continued

Activity	Outcomes	Progress
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>Third party audits findings, including the number of corrective action plans or those considered to be high-risk or require immediate attention are used to establish potential indicators of modern slavery. Monitoring and benchmarking of suppliers assists to understand the extent our Ethical Sourcing Program is effective</li> <li>No evidence of child or forced labour reported</li> <li>No instance of auditors being refused access to sites</li> <li>No evidence found of workers being prevented from attending interviews</li> </ul>	 Well advanced
<b>Myer Retail</b>	<ul style="list-style-type: none"> <li>357 factory audits, most being factories seeking renewal of their sourcing audit and approval</li> <li>Corrective action plans - 57 high risk issues were identified, most relating to excessive working hours. Detailed corrective action plans in place to address findings. We continue to work with suppliers to ensure that actions are implemented in a timely manner and are sustainable. We will terminate contractual arrangements where the supplier shows an unwillingness to remediate non-conformances identified</li> <li>Engaged QIMA as third-party social compliance audits</li> <li>Modern Slavery Questionnaire continues to be required from all Private Brand suppliers when onboarding, and ongoing, to assist further risk identification and to validate risk assessment previously conducted</li> <li>Conducted two site visits to factories in China to ensure that corrective actions were remediated. No major issues identified</li> <li>Conducted wage gap analysis for key China suppliers (India and Bangladesh completed in previous reporting periods)</li> </ul>	
<b>Myer Apparel Brands</b>	<ul style="list-style-type: none"> <li>110 factory audits, most being factories seeking renewal of their sourcing audit and approval</li> <li>20 Production Verification Audits at strategic factory partners verifying no unauthorised subcontracting</li> <li>Completed a wage gap analysis with 20% of nominated factories in Bangladesh</li> <li>Created an updated open costing tool ready for piloting</li> <li>Verification of production of the majority of orders placed in Bangladesh</li> </ul>	
<b>Worker Voice</b>	<ul style="list-style-type: none"> <li>All factories must have a grievance mechanism available to workers. This is validated through audits, including verification that grievances are being managed</li> </ul>	 Sustained
<b>Myer Retail</b>	<ul style="list-style-type: none"> <li>A supplementary grievance mechanism available to workers. The Whistleblower Policy is also made available to all suppliers. These tools were recommunicated to suppliers</li> <li>No instances of modern slavery practices reported during the period</li> </ul>	
<b>Myer Apparel Brands</b>	<ul style="list-style-type: none"> <li>191 complaints received across 18 sites through Amader Kotha, 99.5% remediated. Key themes of complaints related to compensation, termination, verbal abuse and harassment</li> <li>106 worker grievance from 11 factory partners through RSC received, 96% remediated. Complaints primarily related to OHS matters</li> </ul>	

## Measuring effectiveness continued

Activity	Outcomes	Progress
<b>Training</b>	<ul style="list-style-type: none"> <li>Targeted training delivered to providing insight into key modern slavery risks, how to identify red flags and how to mitigate these risks.</li> <li>Improve external awareness and transparency relating to modern slavery risks</li> </ul> <p><b>Myer Retail</b></p> <ul style="list-style-type: none"> <li>Over 100 buying and procurement team members trained</li> <li>Training provided as part of onsite factory visits</li> </ul> <p><b>Myer Apparel Brands</b></p> <ul style="list-style-type: none"> <li>No formal team member training conducted during the reporting period however informal conversations with product team members throughout the year highlighted requirements</li> </ul>	 Sustained
<b>Remediation</b>	<ul style="list-style-type: none"> <li>Worker voices are heard through our confidential and anonymous Whistleblower hotline or worker hotline. No reports of modern slavery or modern slavery indicators reported</li> <li>Suppliers and factories are required to have a grievance mechanism available to team members, this is validated through third party audits</li> <li>Remediation procedures in place where modern slavery incidents are identified. None to report</li> <li>Worked with suppliers to close out high-risk issues identified during audits and remediated in accordance with factory audit program</li> </ul> <p><b>Myer Apparel Brands</b></p> <ul style="list-style-type: none"> <li>68% of non-compliances closed via desktop review through the LRQA CAP service</li> <li>Supported supplier capacity building through e-learning training modules</li> <li>All suppliers with critical and zero tolerance non-compliances found in their audits were either remediated or had remediation plans in place for the 2025 reporting period</li> </ul>	 Well advanced
<b>Industry engagement</b>	<ul style="list-style-type: none"> <li>Continued to work with industry peers and stakeholders</li> </ul> <p><b>Myer Apparel Brands</b></p> <ul style="list-style-type: none"> <li>Hosted inaugural ANZ industry round table for EIS Pilot, three new brands to sign up to the scheme</li> <li>Hosted a knitwear supplier conference meeting on key Ethical Sourcing topics</li> <li>Increased sourcing of Better Cotton by 13% from the last reporting period</li> </ul>	 Well advanced

# Our focus in 2026

As a responsible business, our unwavering commitment is to make a positive impact to the people within our operations and supply chain.

We are focused on continuous improvement and look to improve our actions to mitigate modern slavery risks.

Our objectives for 2026		
Further align Myer Retail and Myer Apparel Brands ethical sourcing frameworks into a group framework, including supplier code of conduct and policies and procedures	Prioritise suppliers, locations and practices that present the highest risk to the business	Ongoing review of policies and procedures including our Ethical Sourcing Policy, Supplier Code of Conduct and buying practices, to strengthen our approach to responsible purchasing practices and sustainable procurement
Continue to support suppliers and factories to maintain and renew audits in line with reaudit cycles	Extend supply chain transparency beyond final production and assess working conditions of major pre-production and inputs facilities and fabric mills	Deepen and enhance worker voice and grievance mechanisms to boost worker engagement and review the alignment of practices and tools
Expand our living wage analysis to more supplier sites and applicable countries to better understand wage challenges	Assess higher risk supply chain categories to support multidimensional due diligence activities	Draw on our strong supplier relationships and exert reasonable influence to improve working conditions and remediation of issues
Increase our in-person factory visits of our sourcing teams to engage directly to experience firsthand concerns faced by workers and the factory owners	Bolster training programs to ensure promotion of awareness of modern slavery risks across the group	Strengthen and leverage partnerships through increased collaboration with industry peers and networks and continue to explore partnership opportunities and industry collaborations.

## 2025 initiatives and focus

In our last report, we noted a number of initiatives, activities and actions that would be undertaken in the current year to bolster our ethical sourcing framework. Whilst we are pleased with our efforts, our focus was impacted by the start of the integration of the Just Group and the creation of the new Myer Group. Throughout the period of integration, we ensured that core activities including third party audits, availability of grievance mechanisms and response to worker voice together with remediation activities continued.

The details of our achievements and actions are detailed in the 'Measuring effectiveness' section of this statement.

*MyerGroup*