



Camilla

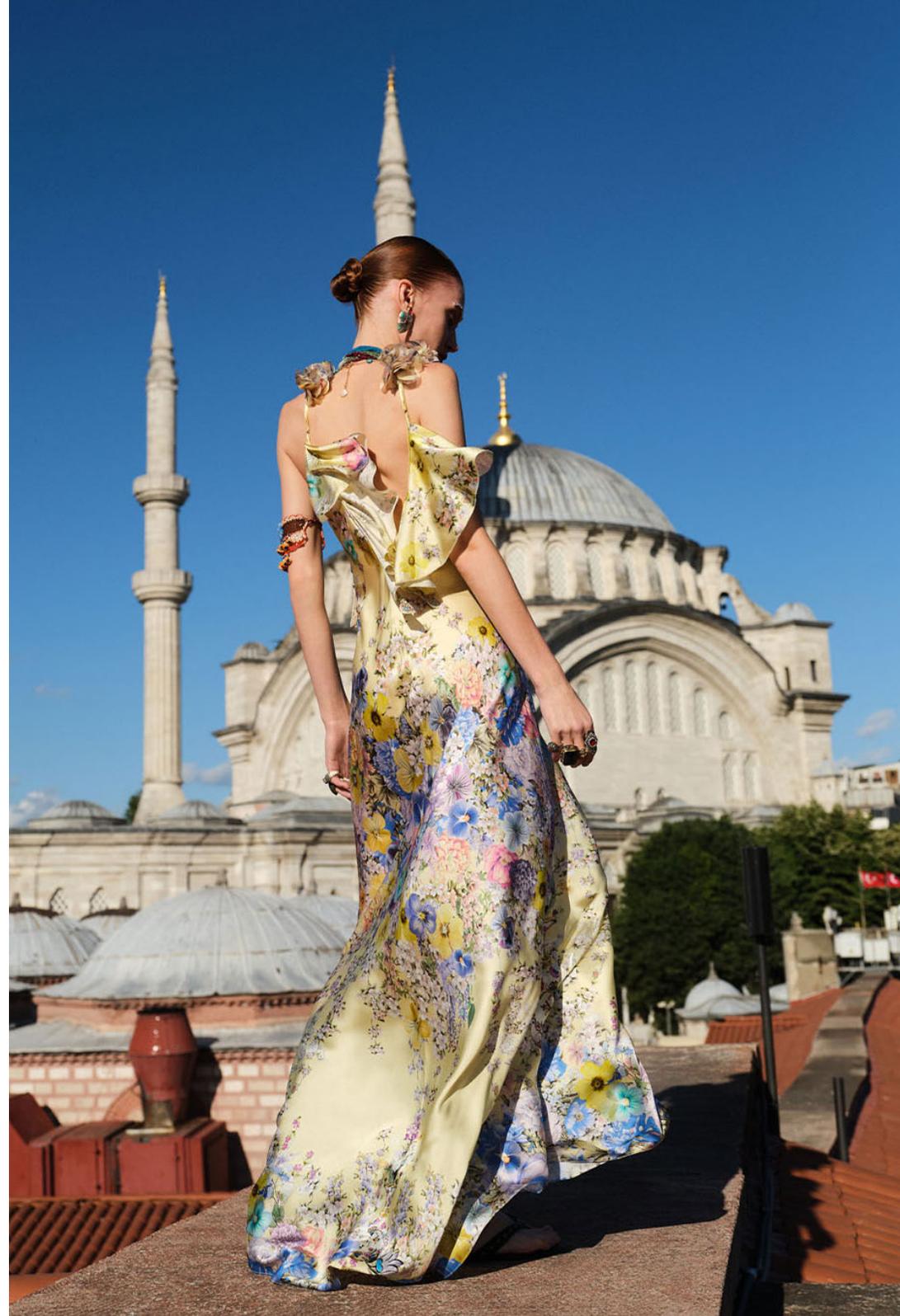
AUSTRALIA PTY LIMITED

MODERN SLAVERY STATEMENT

REPORTING PERIOD:
FOR THE YEAR ENDING 30 JUNE 2025

CONTENTS

INTRODUCTION	4
Consultation	4
An Update From Our CEO	5
Our Brand Values	6
Definitions	6
OUR BUSINESS	7-8
Our Product Lines	9
OUR OPERATIONS	10
OUR SUPPLY CHAIN	11
Tier 1	12-14
Tier 2	15
Progress Made	16
IDENTIFYING & ASSESSING MODERN SLAVERY RISK	17
Due Diligence	18-20
Awareness	21
Monitoring	22
ADDRESSING & MEASURING MODERN SLAVERY RISK	23
Measuring Our Effectiveness	23
Progress Made	24
Future Commitments	25
CASE STUDIES	26-27



MODERN SLAVERY REGULATION FRAMEWORK

Guided by the mandatory reporting criteria of the Monash University, below summarises our framework to ensure we meet the Modern Slavery Act requirements¹.

MONASH UNIVERSITY AUSTRALIAN MODERN SLAVERY CRITERIA #	OUTLINE OF CRITERIA	PAGE REFERENCE
CRITERION 1	Identify the reporting entity	4
CRITERION 2	Describe the reporting entity's structure, operations and supply chains	7-16
CRITERION 3	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities the reporting entity owns or controls	16-18
CRITERION 4	Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls to assess and address these risks, including due diligence and remediation processes	19-23
CRITERION 5	Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks	24-25
CRITERION 6	Describe the process of consultation with any entities the reporting entity owns or controls	4
CRITERION 7	Any other relevant information	27-28

¹ Commonwealth Modern Slavery Act 2018 – Guidance for Reporting Entities

INTRODUCTION

This is the Modern Slavery statement lodged by Camilla Australia Pty Limited (ABN 67 135 300 382 / CAN 135 300 382), in accordance with the requirements of the Modern Slavery Act 2018 Commonwealth (Cth). Camilla Australia Pty Limited (CAMILLA) is an Australian based, global luxury fashion brand. Camilla Australia's registered address is Unit 3, 13 Bowden Street, Alexandria, NSW 2015, Australia.

APPROVAL AND REVIEW OF THIS MODERN SLAVERY STATEMENT

This Modern Slavery Statement was approved by the Board of Camilla Australia Pty Limited in their capacity as the principal governing body of Camilla Australia Pty Limited on 13 November 2025. Pursuant to the requirements of the Modern Slavery Act 2018 (Cth), the contents of this Statement have been reviewed and confirmed as accurate by a duly authorised person.

CONSULTATION

In preparing this statement, key stakeholders across Camilla Australia Pty Ltd collaborated to identify, assess, and address modern slavery risks in accordance with the requirements of the Modern Slavery Act 2018. Consultation extended across our operations and supply chain, involving engagement between internal teams, senior management, and executives to ensure alignment across all functions.

We reviewed our statement with the consulting firm The Growth Activists who benchmark against Monash University's Centre for Financial Studies Modern Slavery Disclosure Quality Rating framework, Pham, N., Cui, B., & Ruthbah, U. (2024) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2024. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/27645072.

The Board of Directors has reviewed and formally approved this statement, reinforcing accountability and commitment at the highest level of governance.

This statement is signed by



David Nolan

Director

13 November 2025

AN UPDATE FROM OUR CEO

“At CAMILLA, our commitment to people and planet continues to guide every step we take, and every decision we make. This year, we have remained true to our path of accountable action – with transparency at the heart of our approach. We view transparency not as a single step, but as the map that guides us along this journey. It is foundational work that serves multiple purposes: building trust, preparing us for global regulations, refining our sourcing strategies, and deepening our understanding of the partners we work so closely with.

Our drive towards a living wage is a cornerstone of our ongoing commitment to human rights. This year, we have made significant and meaningful progress on this complex journey, completing key steps, including consulting global living wage agencies and industry experts, undertaking many conversations with industry peers and completing benchmark assessments. These critical stages have laid the foundation for our roadmap, which we will build upon in the coming year.

Our supply chain mapping efforts have revealed more layers and complexity than we first imagined, but this has been a valuable and necessary step forward. In the past twelve months, we have made progress with our Key Partner, where Tier 2 visibility has improved, allowing us to better understand where and how our products are made. We have closely monitored all audits, focusing our attention on non-compliances, and collaborating with our producers to resolve them effectively and ethically.

While we haven't found any incidents of Modern Slavery in our operations or supply chain, we are fiercely committed to continued vigilance, deepening our understanding and driving even more meaningful work in this space. As we look ahead, our focus remains steady and our purpose clear: to make tangible progress that uplifts everyone within our value chain, ensuring each is respected, empowered, and protected.”



Rebecca Mansergh
CEO, Camilla Australia Pty Ltd

BRAND VALUES



VIBRANT & FREE

At CAMILLA, we are playful, spirited and utterly magnetic. We invite everyone to revel in the unbridled freedom of self and empower everyone to dare to dream.



ALWAYS UNEXPECTED

We don't play by the rules, instead we challenge the norm by taking the road less travelled. We are anything but predictable, weaving that famous CAMILLA magic into each and everything we do.



A WANDERING HEART

Embodying the gypset life, CAMILLA takes us to where the heart wants to go. We are innately curious, with a thirst for knowledge and experience, and welcome people and their stories from right across the globe.



ARTISAN SPIRIT

We have the soul of an artist and our creativity knows no bounds. From start to finish, each CAMILLA piece is crafted with purpose and intent, passing through our tribe of artists who live their craft every day.

DEFINITIONS

Modern Slavery: The Attorney General¹ defines Modern Slavery as follows: “Modern slavery describes situations where offenders use coercion, threats or deception to exploit victims and undermine their freedom. Practices that constitute modern slavery can include: human trafficking, slavery, servitude, forced labour, debt bondage, forced marriage, the worst forms of child labour.”

Supplier: Supplier is the business partner that supplies the manufactured goods and raw materials. The supplier holds the third party relationship with the factory, multiple factories or could be an agent, a license agreement or a collaboration.

Factory: The factory is the actual place of manufacture or assembly.

Direct: The relationship is directly with the manufacturing source. All communication and transactions are conducted directly with the factory teams.

Agent: The agent works as a mediator between CAMILLA and the factories.

License Agreement: The Licensee enters into the agreement with CAMILLA for design assistance, production, packaging, dispatch and marketing assistance as specified, approved and agreed. The licensed product is sold via a wholesale agreement with department stores in addition to being sold through our channels.

Full Visibility: Full visibility is when the supplier or factory, provide authorised third-party audits and any subsequent corrective actions plans.

¹ Australian Government Attorney-General Department

OUR BUSINESS

CAMILLA designs and sells products featuring original prints to customers around the world, both through retail and wholesale channels. While our primary focus is women's clothing, our collections span a variety of categories for all genders and age groups, including select non-apparel items.

Our principal operating and holding company is CAMILLA AUSTRALIA PTY LTD (CAMILLA) which owns one international subsidiary: CAMILLA CORPORATION. This subsidiary, registered in the state of Delaware, operates our retail stores in the United States. In line with the requirements of the Act, we consulted appropriately with this US subsidiary during the preparation of this statement.

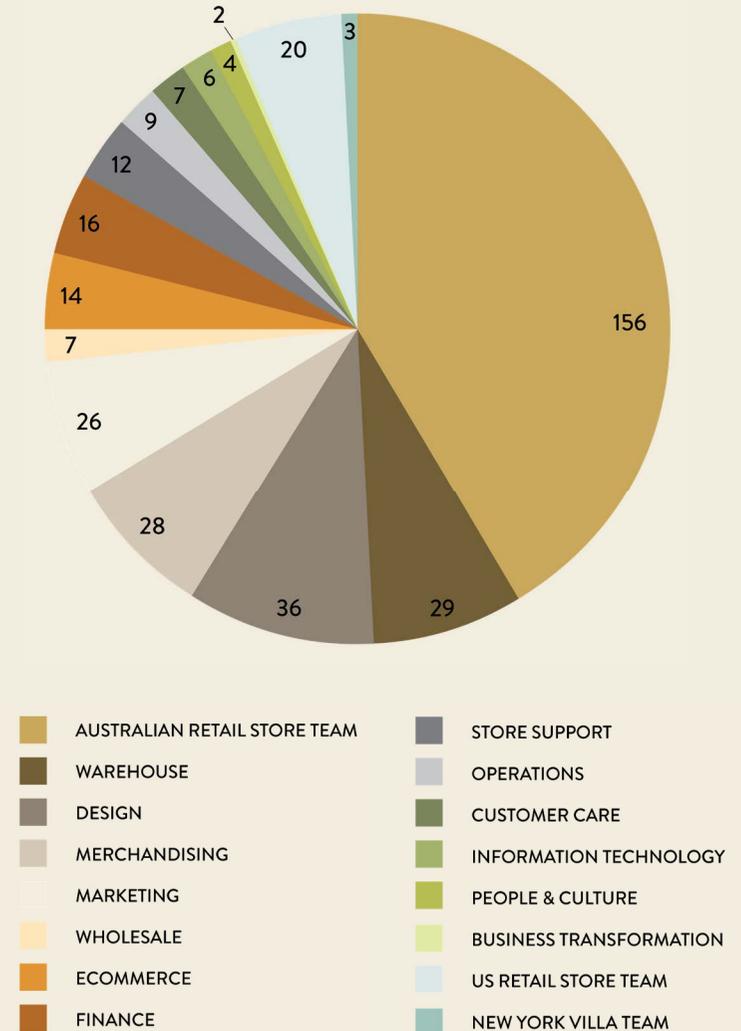
The Board provides strategic oversight, embedding modern slavery risk management at the highest governance level. The CAMILLA CSR Committee monitors our progress in identifying, assessing and address modern slavery. Our ESG Manager leads all modern slavery initiatives and ensures their integration across the business.

The CAMILLA head office is in Sydney, Australia. In the United States we have a Sales Showroom in Manhattan, New York, managed by CAMILLA employees based in the United States.

Our brand is stocked in **368** wholesale doors and **278** stockists in **55** countries.

In the reporting period, CAMILLA operated **29** Camilla Boutiques, **23** in Australia and **6** in the United States. We also had **7** websites and **52** online shipping destinations.

FY25 - AU & US TOTAL EMPLOYEES (375)



368

WHOLESALE DOORS

29

CAMILLA BOUTIQUES

278

STOCKISTS GLOBALLY

55

COUNTRIES



OUR PRODUCT LINES



Ready-To-Wear



Resort



Denim



Jewellery



Bags



Shoes



Eyewear



Men's Wear



Kids' Wear



Homewares

OUR OPERATIONS

In Australia, the main risks of modern slavery are concentrated in high-risk sectors such as agriculture, manufacturing, construction, logistics and cleaning, particularly where itinerant, casual, or student workers are employed, or where recruitment involves long supply chains with limited visibility. Assessing the risk to our operations considers both direct risks—where we may contribute to modern slavery—and indirect risks, such as cleaning retail stores. Our recruitment processes are carefully managed to ensure workers are sourced through credible agencies and engaged under transparent working terms, minimising any risk of exploitation.

CAMILLA directly engages contractors primarily for short-term roles across various business functions. All contractors are provided with a Contractor Policy Handbook outlining our Code of Conduct, the terms of engagement, contract duration, agreed fees and services, and legal provisions relating to confidentiality, intellectual property, and privacy.

We also engage a small number of casual contractors in our warehouse, who are hired via a recruitment agency. These contractors are employed under agreements that ensure compliance with the applicable Modern Award, including full entitlements, rights, and working conditions as prescribed by Fair Work Australia.

We recognise that while the risk of directly or indirectly contributing to modern slavery within our operations is low, it is not absent. We remain vigilant and continue to strengthen processes that promote transparency and enable the identification of any potential risks.



OUR SUPPLY CHAIN

Our supply chain is global, diverse, and inherently complex. We collaborate with a wide range of suppliers to support various aspects of our product categories, including apparel, accessories, foot wear, homewares, kids' wear and baby wear. As our core business lies within the apparel industry, an industry globally recognised for its heightened risk of modern slavery, we have prioritised the elements of our supply chain directly involved in the production of goods we offer for retail and wholesale sale.

During this reporting period we manufactured finished product in seven countries. We remain concentrated in India with **66%** of our product units manufactured there. We have increased our manufacturing in China from **25%** last year to **31.7%**, at unit value. The remaining balance of finished goods are manufactured in Brazil, United States, Vietnam, Italy and now Türkiye. We have an extensive supply chain feeding into this primary one. The fabrics and trims are sourced throughout the world: China, India, Brazil, Italy, Korea, Türkiye, South Africa, Switzerland, Pakistan and the United States. This includes woven and knitted fabrics, leather, feathers, foot wear, bag components and packaging materials.

We categorise our supply chain into the following classifications:

SCOPE	TIER
1 & 2	 Tier 0: Office, retail, distribution. Business operations not involved in the production process.
3	 Tier 1: Primary manufacturers: finished product and final assembly factories including cut, sew, and assembly.
3	 Tier 2: Input processors and suppliers, including fabric mill, leather tannery, trim producer, embellishment manufacturer, printing, laundry, dye house, packaging.
3	 Tier 3: Raw material processors and suppliers. This includes cotton, silk, wool farm, spinning and ginning mills.
3	 Tier 4: Raw material extraction. Cultivation and extraction of raw materials from sources such as the Earth, plants and animals.

TIER 1

CAMILLA's primary supply chain is relatively small but has increased slightly; now **30** Tier 1 factory sites vs **28** last year. Our five largest volume factories make up **94%** of the product produced at cost, and **91%** of our total units for the year. CAMILLA does not own or operate any of these factories.

Of the **30** individual facilities, **20** are direct factory suppliers, **5** are agent partnerships, and **5** are factories operating under license agreements. Nearly **98%** of our intake by cost comes from direct supplier relationships. All communications and transactions are handled directly with the factory teams, fostering transparency, trust, and operational alignment.

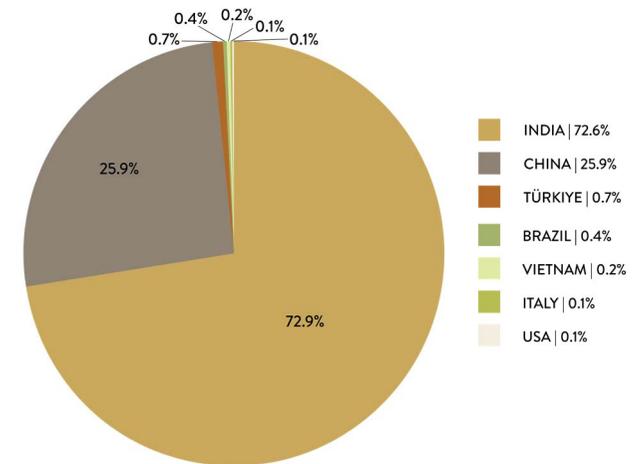
These direct relationships are vital, as they enable open dialogue, direct insight, regular site visits, and collaborative discussions around issues like corrective action plans. This level of engagement helps reduce the likelihood of risks being concealed within the complexities of the supply chain.

Our partnerships with agents are held to the same standards. Although agent relationships are often more hands-off, we require the same onboarding processes and operational visibility to ensure consistency across our supply chain.

We continue to maintain licensee agreements across our eyewear, sneaker, and bed and bath partnerships. As part of these agreements, we maintain visibility of their manufacturing facilities located in China, Pakistan, and Vietnam.

In FY25 we introduced Denim into our collection, and this involved onboarding a new supplier in Türkiye. During our early stages of development, we trialled a number of our supplier's factories, and had team members visit the operations, prior to deciding on the most suitable partnership. Read more about this on page 27 'Launching our Denim partnership in Türkiye'.

FY25 - COUNTRY OF ORIGIN BY COST VALUE



CAMILLA COLLABORATIONS

CAMILLA enters into collaborations with partners to produce product ranges, ensuring that our standards and policies are upheld in every collaboration. In addition to our continued partnership with Superga, in FY25 we launched two major collaborations: HBO's Original Series 'The White Lotus' and NBCUniversal's 'Wicked'. In FY25 we launched two major collaborations: HBO's Original Series 'The White Lotus' and NBCUniversal's 'Wicked'. These global partnerships require us to uphold our brand standards while meeting the strict legal, compliance, and responsible sourcing requirements of our partners. In turn, we expect our partners to meet the same requirements, reflecting our shared obligations and responsibility.

The 'Wicked' collaboration was comprised of 85 pieces across all categories. It was developed under strong compliance measures aligned with NBCUniversal's (NBCU) Global Responsible Sourcing (GSR) program. For 'The White Lotus' collaboration (79 pieces), we upheld accountability through our existing compliance frameworks and rigorous due diligence processes, ensuring responsible practices throughout.

We continue to enjoy a stable and consistent relationship with our Key Partner in India, producing **64%** of our total units in this period. Resort, ready-to-wear, men’s wear, kids’ wear, accessories and gifting are printed and manufactured on their four main sites. Our design, production, and technical teams maintain daily communication and make regular visits. In FY25 we had nine employees visit our Key Partner, including our CEO, Director of Design and Merchandise, and members of our Production, Technical and Buying and Design Teams.

During this period, we concluded our direct relationships with the factories producing CAMILLA drink bottles and yoga mats, as customer demand for these categories had fallen and so production ceased accordingly. The factories were provided with appropriate notice of our decision.

We onboarded a key factory in Türkiye as our denim supplier; they have offered strong supply chain transparency, and we have established a stable, ongoing relationship. Additionally, our China-based footwear supplier introduced a new factory to produce our rubber thong collection, while our bedding supplier transitioned bed linen production from Pakistan to China as part of their internal strategic realignment.

CAMILLA partnered with a high-end jewellery factory in China, solely owned and operated by the designer who creates and produces our costume jewellery. This partnership will form a staple part of our accessories range. Given the small, designer-led nature of the factory, we have direct visibility over its operations and have visited the factory.

The following outlines our top five suppliers, ranked by spend and assessed level of modern slavery risk. This analysis forms the foundation for prioritising our focus on areas where potential risks have been identified.

CATEGORY OF HIGHEST VALUE SPEND FACTORY	COUNTRY OF ORIGIN	OVERALL SPEND IN FY25	CAMILLA INDICATED RISK LEVEL
1. Key Partner Factory: Ready-To-Wear, Resort, Men’s Wear, Kids’ Wear, Accessories	India	70.3%	HIGH
2. Women’s Ready-To-Wear Factory	China	7.4%	MEDIUM
3. Swim Wear Factory	China	10.4%	MEDIUM
4. Women’s Resort, Kids’ and Babies Wear Factory	China	4.5%	MEDIUM
5. Knit Wear Factory	India	1.1%	MEDIUM

SUPPLIERS MAP



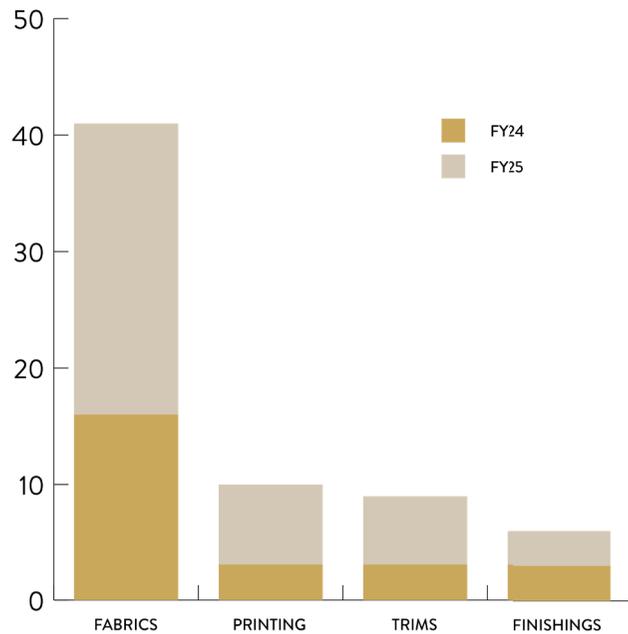
TIER 2

Progress beyond Tier 1 advanced during the reporting period, though progress, particularly in India, continues to be challenged by the sector's complexity and limited regulation. Our product aesthetic is designed with meticulous print placement and uses custom-made embellishments, many of which require sourcing throughout India. This sourcing relies on the handicraft sector, however the lack of structure and capability for robust, embedded compliance programs, remains an additional challenge to transparency.

Summarised below is the progress on visibility into Tier 2, noting that this is where a good level of visibility has been achieved. This chart outlines the data where we have achieved full, or an increased level of, visibility.

The overall progress year-on-year is a 61% increase in visibility.

SUPPLY CHAIN MAPPING YEAR-ON-YEAR



PROGRESS MADE

Our goal during the reporting year was to increase third-party audits for Tier 2 by **10%**, with the focus on highest volume suppliers and highest potential risk. To achieve this, we introduced a more robust monitored compliance structure with our highest volume printing mills. As a print house, our printing mills are a critical part of the CAMILLA supply chain. We increased our third-party audits, primarily through SEDEX, of our print mills by **60%**. Among our strategic partnerships, we have identified the **7** major print mills responsible for the highest volume. **5** of these mills have completed full social and environmental audits. It is worth noting that **84%** of total units are printed at one of the audited mills.

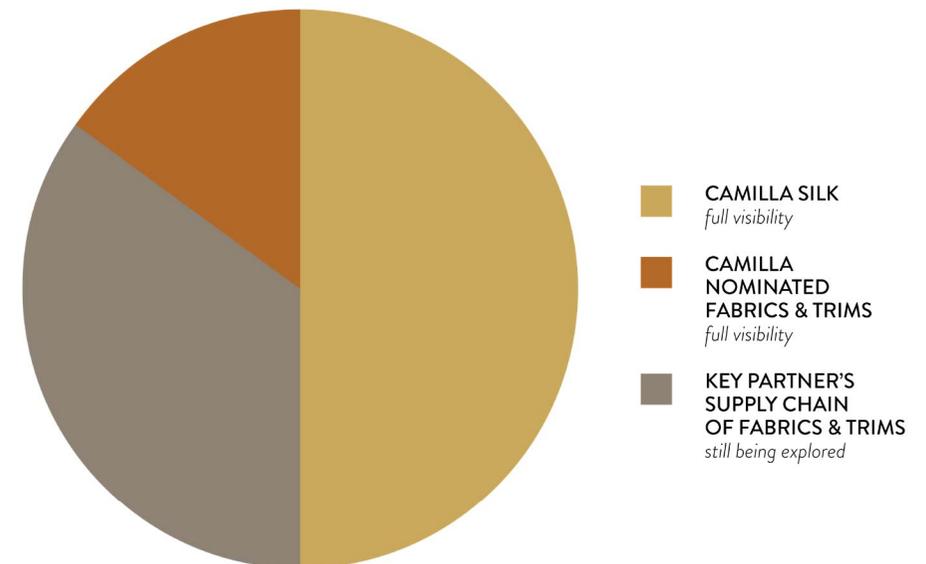
TIER 2 PRINT MILLS	% OVERALL UNITS	FULL VISIBILITY	LEVEL OF VISIBILITY
Key Partner Print Mill (India)	64%	+	
Swim Wear Print Mill 1 (China)	14%	+	
Women's Wear Print Mill 1 (China)	4%	+	
Women's Wear Print Mill 2 (China)	2%	+	
Swim Wear Print Mill 2 (China)	1%		+
Women's Wear, Kids' & Babies Print Mill 1 (China)	3%		+
Women's Wear, Kids' & Babies Print Mill 2 (China)	2%	+	

We are working closely with the remaining suppliers, (representing **4%** of total units), who manage these mills, to assess the most effective approach to an audit framework.

Our Key Partner has a complex and extensive supply chain, developed over time and continually evolving with demands for new trims and techniques to support the increasing complexity of our products. Mapping this supply chain in its entirety is a challenging task. Over the reporting period, our focus was on the supply chain for the trims and fabrics sourced to support the brand's creative direction. We choose to concentrate here as these are major inputs based on spend.

While a full understanding of their operations is still incomplete, and this will take time, we have gained greater insight into the locations and specialisations of these suppliers. In the next reporting period, we will prioritise deeper engagement and mapping of the highest-volume fabric mills. To successfully do this, we plan to implement a transparency program with a formal set of targets.

CAMILLA & OUR KEY PARTNER'S PROGRESS ON VISIBILITY



✕ IDENTIFYING AND ASSESSING MODERN SLAVERY RISK

While the risk of modern slavery in our operations is low, we know that it is not non-existent. We recognise that vulnerabilities can still arise, particularly through indirect services such as logistics or cleaning, as well as through complex recruitment practices. We acknowledge this risk and remain vigilant and proactive in monitoring and addressing.

We recognise that it's our supply chain that is exposed to heightened risks of modern slavery, particularly in specific geographic regions and industries in which we operate. Our approach to identifying and assessing these risks is grounded in recognised international frameworks, including the Global Slavery Index (GSI)¹ and the UN Guiding Principles on Business and Human Rights. Our framework is tracked and communicated within the themes of **Due Diligence, Awareness and Monitoring**.

During this reporting period, we did not identify or become aware of any actual or suspected instances of modern slavery within our operations or supply chain. However, we acknowledge the potential risk of modern slavery deeper within our supply chain, particularly in areas where visibility is limited, such as the input stages of production and the labour practices of raw material suppliers.

The elevated risk is influenced by several key factors:

- ✦ **Location Vulnerabilities:** Many of our manufacturing countries rely heavily on migrant labour, with internal migrant workers especially vulnerable to low wages, excessive hours, and limited labour protections. CAMILLA maintains a strict stance against unregulated subcontracting and works directly with key partners to ensure ethical recruitment and fair treatment of workers. Supporting the delivery of a Living Wage is a key priority in ensuring fair conditions.
- ✦ **Complex and Layered Supply Chains:** Production often involves multiple tiers, making it difficult to trace and monitor working conditions at every stage. We prioritise mapping our supply chain, focusing on high-volume and high-risk suppliers, and implementing targeted transparency initiatives to improve visibility. We are also exploring opportunities to strengthen our traceability efforts into the future.
- ✦ **Industry Manufacturing Environment:** Fashion manufacturing is characterised by peaks and troughs in production, which can increase the risk of forced or excessive overtime. We work closely with suppliers to improve capacity planning and production scheduling, reducing these risks and supporting greater worker stability.

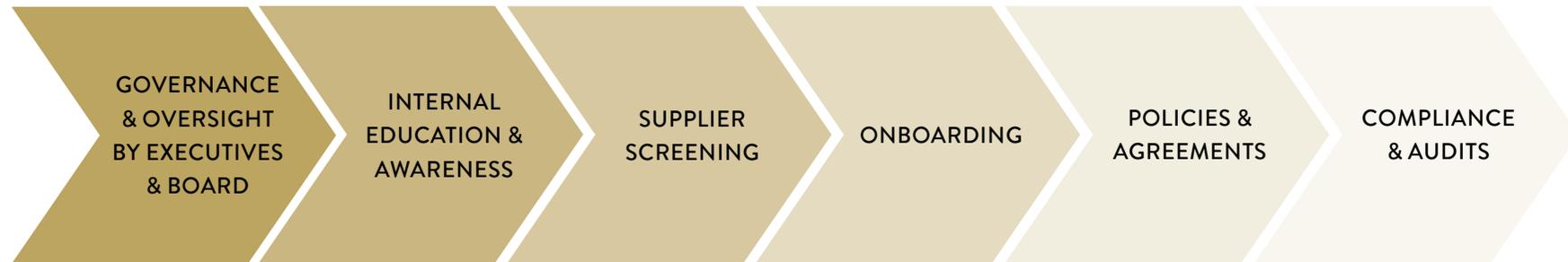
¹ Walkfree Global Slavery Index 2023

One of the core practices to identify modern slavery in our supply chain is transparency achieved through mapping. Below is a summary of what we have identified in Tier 2, ie, the count includes full compliance structure through to those we have limited visibility.

MAPPING PROGRESS

TIER	FY24	FY25
 Tier 1	100% mapped	100% mapped
 Tier 2	Visibility into 34 fabric, yarn and tannery facilities, 29 trim producers, 6 finishing/packaging suppliers and 6 of our major print mills.	Visibility into 48 fabric, yarn and tannery facilities, 32 trim producers, 5 finishing and/or packaging suppliers and 7 of our major print mills.
 Tier 3 & 4	Work to be done	Work to be done





The key policies and frameworks outlined below are embedded across all aspects of our business. They underpin our due diligence, enabling us to safeguard human rights, promote transparency, and drive continuous improvement across our business and supply chain.

Employee Code Of Conduct: The Code provides direction for how we engage with customers, suppliers, contractors, the public, and each other at CAMILLA. It helps us act in line with our values and build a strong, respectful workplace.

Supplier Code Of Conduct: All our primary suppliers are required to abide by our Supplier Code of Conduct. It is a foundational tool, not only outlining expectations but actively driving supplier behaviour. Suppliers are responsible for ensuring compliance with our Supplier Code of Conduct and passing it along their own supply chains ensuring transparency and accountability throughout the tiers. The Code conveys our zero-tolerance position towards any form of forced, bonded, trafficked or unlawful prison labour. Suppliers are required to have a written policy to reflect this and communicate it effectively.

Modern Slavery Policy: This policy outlines our commitment to preventing and eradicating modern slavery within our operations, supply chains and business relationships. The policy relates to all employees, contractors, suppliers, partners and stakeholders associated with our organisation.

Whistleblowers Policy: We encourage the reporting of any instances of suspected unethical, illegal, corrupt, fraudulent or undesirable conduct involving the CAMILLA operations or supply chain. Our policy encourages and protects individuals who report misconduct. We provide protections and measures to individuals who make a disclosure in relation to such conduct without fear of victimisation or reprisal.



SCREENING AND AUDITING

We follow a structured onboarding process to ensure comprehensive screening of each supplier and to establish a clear mutual understanding of expectations. This is an essential gate-keeping measure to identify potential issues early and prevent engagement with high-risk factories. Prior to reviewing our full suite of policies and guidelines, a pre-engagement assessment is conducted, focusing on key risk indicators, suitability, and alignment with our brand values.

Independent audits remain a critical verification step to identify risk exposure and instances of non-compliance. We prefer that the audits are unannounced to capture authentic conditions. With a relatively small supply chain, we can work alongside the factory to gain deeper appreciation of the circumstances and work collectively towards corrective actions. We continue to focus on monitoring the corrective action plans with a priority on any critical and major red flags.

100% execution of third-party global audits remains the goal. The majority of our factories work on an annual audit cycle, however some of the smaller factories conduct audits every two years. **26** third-party audits were conducted in FY25 within our primary supply chain. This is **99.9%** of our primary supply chain. The only factory without an audit in place in FY25 is our sole US magnet manufacturer representing **0.07%** of total business. We consider the incidence of modern slavery in the US as a very low risk.

RISK MANAGEMENT

To assess our risk, we continue to use the findings of the Walk Free Global Slavery Index¹ alongside our risk management platform, SEDEX. The risk assessment tool helps us understand risk indicators specific to our factories which assists in responding to potential risks. We consider risks through multiple lenses: spend, geography, worker type and job type, overlaid with known industry risk.

COUNTRY	REGIONAL RANK (BY WALKFREE)	% OF TOTAL RECEIVED UNITS	CAMILLA INDICATED RISK LEVEL BY REIGON
Türkiye	1st (Europe & Central Asia)	0.4%	HIGH
India	6th (Asia & Pacific)	66%	HIGH
China	19th (Asia & Pacific)	31.7%	MEDIUM
Brazil	16th (Americas)	0.9%	LOW
Vietnam	17th (Asia & Pacific)	0.3%	LOW

¹ Walkfree Global Slavery Index 2023



Geographic Risk: Our supply chain risk assessment identifies India and Türkiye as our high-risk sourcing regions for modern slavery. These risks are driven by a combination of structural, economic, and industry-specific factors.

Türkiye Presents Risk Factors That Include:

- ✦ A large proportion of workers in the textile sector being migrant or refugee labour, particularly from Syria
- ✦ Informal and seasonal employment practices
- ✦ Instances of excessive working hours and low pay
- ✦ Subcontracting arrangements that reduce supply chain transparency
- ✦ Economic pressures, in recent years, increasing demand for cheap labour

India Remains Highly Vulnerable To:

- ✦ A large informal workforce without contracts or legal protections
- ✦ Widespread poverty and economic inequality
- ✦ Complex, decentralised supply chains in textiles and garments, often involving small workshops and home-based workers
- ✦ Cultural and social factors, including gender inequality

Industry Risk: Our industry is consistently identified as among the highest risk sectors for modern slavery. This elevated risk is due to several inherent characteristics that relate to our operations and supply chain:

Complex Supply Chains: Textile and garment production often involves multiple layers; we know that our raw materials might be sourced from one region, yarn spun in another, fabric woven elsewhere, and garments stitched in a different location. This complexity reduces transparency and increases difficulty to trace at every stage. Within our operations, we strive to ensure that workers are directly employed wherever possible, providing the greatest visibility and oversight.

Incidences of Informal Work: Many workers, particularly in countries such as India and Türkiye, operate within informal sectors or home-based settings. It's important that these workers understand the policies, protections, and resources available to them and have formal contracts in place. Within our business operations we follow steps to meet formalised agreements that ensure workers are engaged under fair terms.

Seasonal and Temporary Labour: Fluctuating demand in the industry can lead to reliance on subcontracting or temporary workers, who are often less protected by labour laws. To address this, we communicate forecast plans with our factories, enabling them to plan their workforce appropriately and ensure that all workers remain protected under applicable labour standards.

Limited Volumes: To avoid overproduction, we manufacture in limited volumes. However, smaller material requirements can sometimes lead suppliers to source from unmapped or unregulated channels. We recognise this potential risk and continue to work closely with our suppliers to ensure sourcing from responsible and transparent supply chains.

Together, these factors contribute to heightened risks in our supply chain. Recognising this, we prioritise continuous engagement with suppliers, robust monitoring, and capacity-building initiatives to improve transparency and worker protections throughout our supply chain.



SITE VISITS

Within our supply chain, we continue to prioritise time-on-site with our factories, as face-to-face engagement remains an essential part of shared learning and relationship building. These visits provide valuable opportunities for both our factory partners and the CAMILLA team to strengthen collaboration and accountability. Over the year, to support this ongoing commitment, our Production Manager and Technical Manager visited six sites, across China, India, Türkiye and Vietnam, including print, trim and stitching facilities. Five members of our Design team spent time with our Key Partner and our other two Indian factories. Spending time on the ground in Türkiye was crucial as we launched our Denim collection, and our Production, Buying, Design Development and Technical Manager all visited the sites during our early onboarding stages and once production commenced.

TRAINING & EDUCATION

Targeted awareness sessions on identifying and preventing modern slavery help embed broader understanding across our operations and ensure it is factored into decision-making where relevant. This employee training covered responsible purchasing, new policies, awareness of the changing landscape of ESG and the importance of transparency and ethical sourcing.

To strengthen supplier awareness of modern slavery we are investigating the introduction of targeted supplier training. The aim is to support suppliers in identifying risks, taking practical steps to mitigate them and reinforcing our shared commitment to human rights.

GRIEVANCE CHANNELS

The CAMILLA Whistleblower Policy applies to all employees, suppliers and associates. It is an accessible and confidential email channel, so employees and third parties can raise any issues, including potential modern slavery risks. Our People and Culture Director manages this channel and reports back to the Board at each Board Meeting, or as required.

Alongside our own channel, we also require our factories to have their own whistleblower framework. We require the whistleblower policy and guidelines be prominently displayed, translated into local languages and available to or in remote areas where this infrastructure can be more informal. This process gives greater insight into the everyday realities of workers across their supply chains.

EMPLOYEE EXPECTATIONS

Clear expectations and explicit standards are set out in our Code of Conduct and contracts. CAMILLA has a process in place to support all new employees, aided by a suite of policies. This is available on the Go1 platform in Australia and the US. These policies align with our commitment to ensuring legal compliance and promoting an ethical culture by observing the highest standards of fair dealing, honesty, and integrity in our business activities.

MONITORING



COMMITTEE & BOARD

Our ESG Manager drives the work involved in all topics related to modern slavery and manages the day-to-day responsibility of integration across the business. Our CSR committee oversees the modern slavery planned actions reviewing the progress of key actions and targets, relating to modern slavery response.

The Board provides strategic oversight, ensuring modern slavery risk management is embedded at the highest governance level, with clear accountability for continuous improvement.

POLICY GOVERNANCE

The CAMILLA Policies are reviewed every three years; during 2024 there were updates made where applicable. The ESG Manager handles this process of ensuring the supply chain have full oversight and agreement, alongside any ad-hoc additions as necessary. Our People and Culture Director oversees the governance of our operational policies. We publish a Modern Slavery Statement yearly in accordance with the requirements of the Modern Slavery Act 2018.



ADDRESSING & MEASURING MODERN SLAVERY RISK

MEASURING OUR EFFECTIVENESS

To ensure our approach is robust and continually improving, we will maintain the following actions:

- ✦ **Compliance:** Regular social audits and follow-up action plans to identify, address, and remediate non-compliances. We will continue to work with suppliers on corrective actions or implementing diversification strategies.
- ✦ **Industry Consultation:** Ongoing engagement with industry experts and organisations such as SEDEX, Fair Wage Network and ESG Consultancy to ensure our approach aligns with best practice and is informed by global standards.
- ✦ **Governance & Oversight:** Our response is overseen by the Board and reported quarterly, ensuring accountability at the highest level of the business. This governance structure supports decision-making and escalation of any critical risks. Internal Key Performance Indicators assist us to track and monitor the effectiveness of our efforts to mitigate any potential risks.

Through these combined actions, CAMILLA aims to reduce risk, strengthen due diligence, and deliver positive outcomes for the workers within our supply chain.

On the following pages, we provide an update on our FY25 Planned Actions alongside a summary of our FY26 Commitments, highlighting how we are driving progress, supporting the eradication of modern slavery, and upholding human rights across our supply chain and operations.



PROGRESS SUMMARY: KEY OBJECTIVES FY25

	PLANNED ACTIONS	PROGRESS UPDATE
 <p>DUE DILIGENCE</p>	Maintain our global third-party audits with 100% of our Tier 1 primary supply chain.	Complete coverage of 30 Tier 1 factories.
	Increase by at least 10% our third-party audits for Tier 2, with the focus on highest-volume suppliers and highest potential risk.	Achieved full visibility of five of the seven major print mills, which is a 60% increase.
	Continue our exploration of the Living Wage with an Anker methodology benchmark audit conducted in the specific region of our Key Partner.	We have undertaken Living Wage assessments with our Key Partner to establish a clear benchmark and roadmap toward fair pay.
	Action a more formal capacity planning program with our top 5 suppliers.	During this period the process was defined. The plan improves transparency and strengthens partnerships.
 <p>AWARENESS</p>	Further employee training, customised and aligned to the CAMILLA sourcing, buying and production approaches.	Modern Slavery and ESG Awareness training was focused and rolled out with the design team, many of whom were engaging with this topic for the first time.
	Equip employees conducting site visits with further understanding of risk factors and social compliance related to modern slavery.	Before visiting factory sites, our product and technical managers were briefed on key modern slavery risk factors and social compliance requirements to ensure informed and meaningful engagement.
 <p>MONITORING</p>	Ensure that there is continued monitoring in relevant geographic regions and industry categories.	Modern slavery risks continue to be monitored through engagement with industry peers and publications like Walk Free and the Global Slavery Index and SEDEX's Radar risk assessment tool.
	Continue governance of our modern slavery response through our CSR Committee and Board reporting.	The Board continues to receive quarterly updates. A progress update and Modern Slavery KPIs were presented to CSR Committee.

FUTURE COMMITMENTS: PLANNED ACTIONS FY26



DUE DILIGENCE

Maintain 100% execution rate of Tier 1 third-party audits.

Implement a targeted transparency program with our Key Partner to prioritise deeper engagement and mapping of the highest-volume fabric mills. For the print mills currently without social audits, review their compliance structure. Explore opportunities to improve and support traceability throughout Tier.

Remain focused on building a clear path towards a Living Wage. Explore the most suitable implementation plan to build a clear path towards a Living Wage.

Achieve 100% certification from all Tier 1 product suppliers confirming compliance with the U.S. Uyghur Forced Labor Prevention Act (UFLPA). Revisit and reassess supplier compliance to ensure a stronger due diligence position and verify that all materials and products are free from forced labor.



AWARENESS

Investigate the introduction of Modern Slavery training for our key strategic suppliers. The intention is to help them understand how to identify risks, practical steps to mitigate, the importance of supply chain mapping and reaffirm our commitment to human rights.

Deliver targeted Modern Slavery training for employees who work directly with suppliers, focusing on factory-specific risk indicators and the actions required to address them.



MONITORING

Maintain governance of our Modern Slavery response via Board reporting.

Reassess our Key Partner's Grievance Mechanism to confirm accessibility, effectiveness, and meaningful remediation for workers. Aim to strengthen this channel by investigating appropriate worker feedback channels.

✕ CASE STUDY

LAUNCHING OUR DENIM PARTNERSHIP IN TÜRKIYE

Türkiye is a new manufacturing region for us, one of the known higher-risk countries, and the textile and apparel sector is a high-risk sector within it. Our due diligence needed to be escalated when we began screening possible partners and firmly embedded once we began our relationship.

This new strategic partnership focused on the production of CAMILLA brand denim with crystal embellishment. This partnership allows us to deliver luxury denim through sustainable solutions, artisan selvedge fabrics, and innovative designs, supporting our commitment to responsible sourcing and premium quality. Cutting, stitching, washing, dyeing, and packing are all carried out in third-party audited facilities. The cotton is grown in Türkiye and produced using sustainable farming practices and advanced technology. This local, vertically integrated approach allows full traceability from farm to finished garment.

Our Buying, Design, Production, and Technical teams visited the facilities, including those responsible for crystal embellishment, to ensure compliance with our standards. The partner company and its subcontractors have a strict policy against the employment of undocumented refugees or migrant workers and regularly participate in third-party and customer CSR audits to uphold these standards. Strong transparency and social credentials were critical in selecting Türkiye as a new manufacturing region. This partnership strengthens our capacity for the continued creation of an exclusive luxury denim collection and aligns with our values of quality and care for people.



✕ CASE STUDY

OUR DRIVE TOWARD A LIVING WAGE

At CAMILLA, people are at the heart of everything we do—from the artisans who craft our collections to the teams and partners who bring our vision to life. Our close connection to our workforce, strengthened through our long-standing relationship with our Key Partner, drives us to continuously improve how we support and protect the people within our supply chain.

A 'Living Wage' is the estimated lowest income required for a worker to afford a decent standard of living for themselves and their family. As part of our commitment to respecting human rights, across our organisation and throughout our supply chain, CAMILLA took on the endeavour of exploring a living wage in our Tier 1 workforce.

We believe we hold an elevated responsibility to ensure that all people connected to our brand are respected, empowered, and protected. We have taken meaningful steps to build strong governance practices. Our Living Wage exploration is to ensure that workers within our supply chains are receiving a fair wage. We know that this lessens the likelihood of becoming a victim of modern slavery.

We have conducted a few assessments to provide a clear benchmark, building on our first in 2023. These have laid the foundation for a roadmap toward fair and equitable pay. Working with global living wage agencies and industry experts, including the Fair Wage Network, we are learning how to address this challenge in a way that is both impactful and sustainable. To support this, our CEO and Director of Design and Merchandise have spent time with our Key Partner discussing the details of the findings and implementation.

Implementing a Living Wage is far more complex than simply raising wages. Wage structures vary widely by region and job type, financial implications extend beyond closing immediate pay gaps, and awareness of Living Wage principles remains limited among suppliers and workers. Additionally, methodologies for calculating a Living Wage are not always consistent, adding another layer of complexity.



Our priority is to identify the most effective way to implement a Living Wage programme that benefits workers without creating unintended negative consequences, like affecting productivity. Our commitment remains steadfast; we are continuing to engage suppliers, consult with expert organisations, and build internal capacity to monitor progress.

Ensuring workers receive a Living Wage is fundamental to improving livelihoods and reducing vulnerability to exploitation. For CAMILLA, this work is a cornerstone of our human rights and modern slavery commitments and a critical step toward a fairer, more transparent, and resilient supply chain.



Camilla