

# NEXT

CORPORATE  
RESPONSIBILITY REPORT  
TO JANUARY 2026



# INTRODUCTION

## WELCOME

Welcome to NEXT Group's Corporate Responsibility Report for the year ending 31st January 2026. This report outlines the progress we are making towards our goals, and highlights the key actions we have taken throughout the year. We remain dedicated to sharing our journey and the steps we are taking towards making a positive difference to our people, suppliers, communities and the environment.

## REPORTING PRINCIPLES, CRITERIA AND METHODOLOGY

For further information on reporting principles, criteria and methodology, please refer to NEXT's [2026 Reporting Principles and Criteria](#). ▶

## FURTHER INFORMATION

Further information about certain areas of this report can be found in the Appendix, signposted throughout. In some cases, more information can be found on [nextplc.co.uk](https://nextplc.co.uk). Read our full Taskforce on Climate Related Financial Disclosures (TCFD) statement in our [Annual Report](#). ▶

## CONTACT US

We welcome your feedback on our corporate responsibility performance. [Please contact us via this link](#). ▶

## Our 2025/26 suite of reports

Please visit our Group website



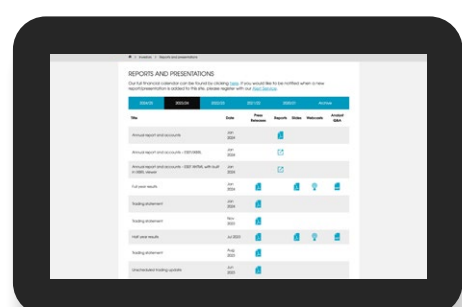
[Annual Report and Accounts](#) ▶

[Carbon Assurance Reporting Principles & Methodology](#)

[Corporate Website](#)

[Modern Slavery Statement](#)

[Gender Pay Gap](#)



[Read more online](#) ▶



White Short Sleeve Lace V-Neck Bubble Hem: 100% Cotton. See [P.63](#) for more details.

<b>INTRODUCTION</b>	<b>2</b>
About NEXT Group	3
About This Report	4
Welcome to Our 2026 Corporate Responsibility Report	5
2025/26 Highlights	6
2025/26 Progress Against Goals	7
<b>OUR APPROACH</b>	<b>8</b>
<b>PROTECTING WORKERS IN OUR SUPPLY CHAIN</b>	<b>9</b>
<b>CLIMATE CHANGE</b>	<b>15</b>
<b>RESPONSIBLE SOURCING AND CIRCULARITY</b>	<b>22</b>
<b>MAKING NEXT A GREAT PLACE TO WORK</b>	<b>32</b>
<b>SUPPORTING OUR COMMUNITIES</b>	<b>39</b>
<b>GOVERNANCE AND ENGAGEMENT</b>	<b>43</b>
<b>APPENDICES</b>	<b>47</b>
Partnering for Change	47
Key Terms	60
UN Sustainable Development Goals (SDG) Index	61
UNGP Index	62
Featured Product Credentials	63
Independent Limited Assurance Report to the Directors of NEXT plc on the selected ESG performance metrics	64

## Report Tools

- ➔ Go to another page of this report
- ▶ Go to an online reference
- ⓘ This page contains terms defined in [Key Terms appendix](#)

Cover image: Cream Rainbow Squiggle Zip Through Fleece: 100% Recycled polyester. See [P.63](#) for more details.

All products featured in this report were on sale through NEXT in the reporting year.

**i** This page contains terms defined in [Key Terms appendix](#).

# About NEXT Group

NEXT Group is a UK-based multi-channel retailer, selling internationally through our online platform, online aggregators and franchise stores. It offers beautifully designed, excellent quality clothing, footwear, accessories, homeware and beauty products and employs around 50,000 people globally. The business has evolved at pace as it has expanded its aggregation and international online services, developed its wholly owned brands and licenses, Total Platform e-commerce and distribution services, and acquired selected fashion and homeware brands.

Its business model combines several complementary activities:

- Retailing a wide range of products, including NEXT own designs and third-party brands
- Operating a multi-faceted sourcing and supply chain, purchasing both finished products and product components from a diverse global supplier base
- Providing logistics and technology services to partner brands through Total Platform (including warehousing, distribution and e-commerce)
- Offering consumer credit to support sales.

Revenue for 2025/26: £7,004 million\*

\*In its Annual Report, NEXT Group is disclosing its 2025/26 financial performance for 52 weeks plus the additional week reported separately. The value reported here covers 52 weeks.

NEXT Group consists of different business divisions:

<b>NEXT RETAIL</b>	<ul style="list-style-type: none"> <li>• <b>Over 800 stores in the UK and Ireland</b> (including Reiss, Joules and FatFace stores)</li> <li>• Approximately 200 franchise stores in 37 countries</li> </ul>
<b>NEXT ONLINE</b>	<ul style="list-style-type: none"> <li>• <b>Around 10.4 million UK customers and 5.7 million overseas customers</b></li> <li>• Websites serve 83 countries</li> <li>• Includes 'Label', a segment of NEXT Online which sells approximately 1000 third-party clothing, home and beauty brands. These are sold on a commission or wholesale basis</li> <li>• Stores play an important role supporting Online customers, with nearly half of UK Online orders collected in-store and a majority of returns through stores</li> </ul>
<b>NEXT FINANCE</b>	<ul style="list-style-type: none"> <li>• NEXT Finance has built a high-quality receivables book with customer credit balances of £1.3 billion. The ability to sell products on credit has proven to be an attractive service to customers which benefits Online sales and Group profitability</li> </ul>
<b>TOTAL PLATFORM (TP) AND INVESTMENTS</b>	<ul style="list-style-type: none"> <li>• <b>TP offers a complete suite of services to third-party brands</b> including websites, marketing, warehousing, distribution, networks and contact centres</li> <li>• <b>NEXT has an equity stake</b> in all companies trading on TP</li> <li>• TP businesses are: <b>Joules, Reiss, JoJo Maman Bébé, Victoria's Secret UK, GAP UK and FatFace</b></li> </ul>
<b>NEXT DISTRIBUTION</b>	<ul style="list-style-type: none"> <li>• <b>8 UK warehouses, 6 UK depots and 2 international hubs</b>, which are fully integrated with NEXT's efficient distribution facilities</li> <li>• <b>NEXT owned distribution fleet</b></li> <li>• <b>In Europe</b>, NEXT has a long-standing partnership with Zalando and has consolidated its mainland European fulfilment through Zalando's logistics arm, ZEOS, to enable efficiencies</li> </ul>
<b>NEXT SOURCING</b>	<ul style="list-style-type: none"> <li>• Our overseas sourcing operation, NEXT Sourcing Limited (NSL), <b>provides buying, sourcing and design skills</b> which support our product teams in the UK</li> <li>• Global sourcing locations including <b>a Head Office in Hong Kong and manufacturing sites in Sri Lanka</b></li> </ul>
<b>WHOLLY OWNED BRANDS AND LICENCES (WOBL)</b>	<ul style="list-style-type: none"> <li>• Wholly owned brands include <b>Lipsy, THE SET, Love &amp; Roses and Friends Like These</b></li> <li>• External licences owned by others where NEXT delivers sourcing and manufacturing of ranges such as <b>Ted Baker and Little Bird by Jools Oliver</b></li> <li>• Wholly owned licences where NEXT has acquired Intellectual Property of other companies (e.g. <b>MADE.com and Cath Kidston</b>)</li> </ul>

## NEXT Group Value Chain:



**i** This page contains terms defined in **Key Terms appendix.**

# About This Report

This report details our continuing social, ethical and environmental-related activities carried out during the 53 weeks ended 31 January 2026\*. Based on statutory sales, NEXT's business in the United Kingdom (UK) and Ireland accounted for 77% of our revenue in the year, although this report also refers to our global operations wherever relevant.

We implement the United Nations (UN) Guiding Principles on Business and Human Rights and align our work with nine of the UN Sustainable Development Goals (SDGs) most relevant to our business operations and products. We acknowledge we have a role to play in contributing to these SDGs through our direct actions as well as through collaborations with others. We consider impacts across our whole supply chain and focus on areas where we can make the biggest difference. See our **UN SDG Index** for more. [→](#)

\*In its Annual Report, NEXT Group is disclosing its 2025/26 financial performance for 52 weeks plus the additional week reported separately.

**Forward-looking Statements**  
This report may contain statements that constitute "forward-looking statements". Refer to the paragraph titled 'Forward-Looking Statements' in the **NEXT Annual Report & Accounts 2026**, available [here](#), for further details.

**External Website Links**  
This report contains links to external websites for informational purposes and the reader's convenience. NEXT does not control and is not responsible for the content or availability of these external sites.

## REPORTING SCOPE ACROSS NEXT BRANDS

**NEXT entities**

- NEXT and Wholly owned brands
- Total Platform partners
- Exclusive UK franchise rights

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- Yes** - Data included in report
- Partial** - Data reported across some elements (footnotes in sections)
- No** - Data not included

		Percentage of Brand Owned by NEXT Group	Protecting Workers in our Supply Chain	Climate Change; Scopes 1-3	Responsible Sourcing and Circularity	Making NEXT a Great Place to Work	Supporting our Communities
1.	<b>NEXT</b>	100%					
	WOBL (Wholly Owned Brands)	100%					
2.	<b>FATFACE</b>	97%					
	<b>JOULES</b>	73.7%					
	<b>REISS</b>	74%					
		44%					
3.	Victoria's Secret UK <sup>1</sup>	51% <sup>1</sup>					
	GAP UK <sup>1</sup>	51% <sup>1</sup>					

<sup>1</sup> NEXT owns 51% of the businesses which have exclusive franchise rights to run GAP and Victoria's Secret brands in the UK and Ireland  
In January 2026, NEXT Group acquired the Russell & Bromley footwear brand and three stores. They will be included in the scope of the FY2026/27 Corporate Responsibility Report.

**i** This page contains terms defined in [Key Terms appendix](#).

# Welcome to Our 2026 Corporate Responsibility Report



**Jonathan  
Blanchard**  
Chief Financial  
Officer,  
17<sup>th</sup> April 2026

## WELCOME

NEXT Group's fashion, homeware and beauty business connects and impacts millions of customers, partners and suppliers around the world. These relationships are key to our success and this report summarises how, throughout our business, we are working hard on reducing our environmental impact, improving lives across our value chain and driving more sustainable, responsible growth for the long term.

### Our Business Principles

We seek to:

- Deliver value to our customers
- Act in an ethical manner
- Recognise, respect and protect human rights
- Develop and maintain positive relationships with our suppliers and business partners
- Recruit and retain high integrity employees, fostering an inclusive working environment
- Take responsibility for our impact on the environment
- Provide support to our communities through a range of non-profit organisations

### In This Report

Global issues, such as responsible sourcing, human rights and climate change remain our key areas of focus where we can make the most impact. In this report you can read about:

- The activities of our Code of Practice (COP) team, who continue to work with our suppliers to meet appropriate labour standards
- The progress we have made towards our Science Based Target Initiative (SBTi) approved greenhouse gas (GHG) emissions targets for Scopes 1, 2 and 3

- Progress on our Responsible Sourcing approach, which aims to source 100% of our key raw materials through responsible and/or certified routes, with a continued and expanding focus on reducing our impact on nature and biodiversity, particularly through efforts addressing deforestation and water use
- Updates on efforts to reduce waste and improve circularity throughout the business
- The range of commitments and initiatives we are pursuing to improve the wellbeing and engagement of our people and to support our communities.

### External Assurance

PricewaterhouseCoopers LLP ('PwC') has performed independent limited assurance on selected metrics for the 53 weeks ended 31 January 2026.

[Read their report on P.63.](#) →

### Responsibility Statement

The Directors of NEXT plc confirm that we are solely responsible for the preparation of the Corporate Responsibility Report for the 53 weeks ended 31 January 2026, including this Directors' statement, and for reporting the selected Environmental, Social and Governance (ESG) performance metrics (together the "Subject Matter Information") and ensuring that the reported information is supported by appropriate books and records in accordance with the Reporting Criteria available online via this [link](#). ▶

We confirm, to the best of our knowledge and belief, that we have:


- Designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- Established objective Reporting Criteria for preparing and presenting the Subject Matter Information, including clear definition of the entity's organisational boundaries, and applied them consistently;
- Presented information, including the Reporting Criteria, in a manner that provides relevant, complete, reliable, unbiased/neutral, comparable and understandable information; and
- Reported the Subject Matter Information in accordance with the Reporting Criteria.

White V-Neck Cap Sleeve  
T-Shirt: 100% Cotton.  
See [P.63](#) for more details.



**i** This page contains terms defined in [Key Terms appendix](#).

# 2025/26 Highlights


**98%** 

**RENEWABLE ELECTRICITY**

used in NEXT global operations

**350** 

supplier participants in an online webinar on NEXT standards alignment

**TAKE-BACK SCHEME LAUNCHED** 

online for customers in partnership with SatCol

**PARTNERSHIP OF THE YEAR AWARD** 


Sustainability Partner of the Year Award for our long-term partnership with British Heart Foundation (BHF)

**LABOUR PROVIDER COLLABORATION** 

enhanced engagement with four key UK labour providers

**10 YEARS** 

of partnership with AIDER in India empowering women in our supply chain

**-52%** 

reduction in Scope 1 and 2 emissions against a 2016/17 baseline

**69%** 

polyester for NEXT brand products from recycled sources, exceeding 50% 2025 target

**75%** 

group employee engagement score, outperforming UK and global fashion retail benchmarks

**TWO LOCAL AWARDS** 

for impact in communities around our distribution and warehousing sites

**2,708**

COP audits completed

**NEW DIGITAL PLATFORM** 

for audit reports to support risk management

**DELIVERED CARBON LITERACY TRAINING** 

engaging colleagues across Logistics

**NEW WATER RISK ASSESSMENT** 

for owned operations, Tier 1 and 3 supply chain sites

**NEW MULTIGENERATIONAL TRAINING** 

multigenerational inclusive employee training launched

**UPDATED SALIENT HUMAN RIGHTS RISKS** 


to cover the whole NEXT Group

**i** This page contains terms defined in [Key Terms appendix](#).

# 2025/26 Progress Against Goals

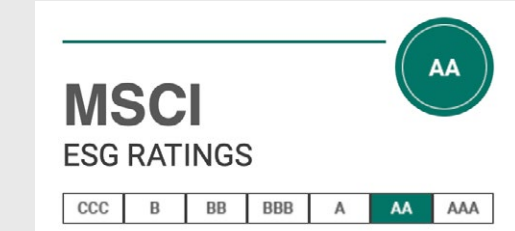
Issue	Target	Baseline	RAG Rating	25/26 Performance	More Information
<b>CLIMATE CHANGE</b>					
Scope 1 and 2	Reduce Scope 1 and 2 absolute carbon emissions by 55% by 2030, against a 2016/17 baseline.	2016/17	<span style="color: green;">●</span>	-52%	Find out more in <a href="#">Climate Change</a> →
Renewable Energy	100% renewable electricity for our global operations by 2030.	-	<span style="color: green;">●</span>	98%	
Electric Vehicles	Electrify company car and van fleet by 2030, where realistically possible.	-	<span style="color: orange;">●</span>	47% of company cars	
Scope 3	Reduce Scope 3 carbon emissions by 40% by 2030, against a 2019/20 baseline per £1m sales.	2019/20	<span style="color: green;">●</span>	-33%	
<b>RESPONSIBLE SOURCING AND CIRCULARITY</b>					
Sourcing Ambition*	Source 100% of main raw materials through responsible or certified routes by 2030.	-	<span style="color: green;">●</span>	82%	Find out more in <a href="#">Responsible Sourcing and Circularity</a> →
Cotton	Source 100% of cotton in line with our responsible sourcing approach by 2025.	-	<span style="color: orange;">●</span>	90%	
Leather	100% of finished leather tanneries have undergone an LWG audit.	-	<span style="color: green;">●</span>	99%	
Timber	Source 100% of timber from responsible or certified responsible sources by 2025.	-	<span style="color: orange;">●</span>	93%	
Polyester	Source 50% of polyester from recycled sources by 2025; 85% by 2028 and 100% by 2030.	-	<span style="color: green;">●</span>	69%	
Man-made Cellulosic Fibres (MMCF)	70% of MMCF to come from branded sources that move beyond meeting our minimum requirements by having both verification and traceability by 2025; 100% by 2028.	-	<span style="color: orange;">●</span>	64%	
Wool	50% of wool sourced must meet responsible sourcing criteria, which includes several third-party verified sources such as Responsible Wool Standard (RWS) by 2025; 75% by 2028 and 100% by 2030. See our Animal Welfare policy on <a href="#">P.27</a> . →	-	<span style="color: red;">●</span>	32%	
Feathers	Source 100% of feathers for filled product through responsible or certified routes by 2025.	-	<span style="color: green;">●</span>	100%	
Chemicals	By 2025, our core (top 90%) textile wet processors will be fully engaged with the Zero Discharge of Hazardous Chemicals (ZDHC) Foundation.	-	<span style="color: orange;">●</span>	84%**	
Operational Waste	Divert at least 95% of operational waste from landfill.	-	<span style="color: green;">●</span>	98%	

### ESG Ratings and Rankings




FTSE4Good

MSCI ESG Rating: AA



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CDP



Climate B  
Forests C  
Water B-

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### Framework Indices

- [▶ TCFD Index, see Annual Report ▶](#)
- [→ UN SDGs Index, see P.61](#)
- [→ UNGP Index, see P.62](#)

**RED, AMBER, GREEN RATING KEY**

- Green – on track or completed
- Amber – behind target – some improvement needed
- Red – behind target – significant improvement needed

\*For NEXT brand only. Baseline for all Responsible Sourcing targets is 2018. Main raw materials are Cotton, Polyester, Wool, MMCFs, Timber, Leather and Feathers.

\*\*627 processors onboarded, 300 of which are core, representing 84% by product volume.

Deadline for meeting 2025 targets is the end of the 2025 reporting period - week ended 31 January 2026.

**i** This page contains terms defined in [Key Terms appendix](#).

# OUR APPROACH

## Our approach to corporate responsibility

### DOUBLE MATERIALITY ASSESSMENT

We completed a double materiality assessment in 2024 to reinforce our focus on our most material impacts, risks, and opportunities. Read more about this in [Governance](#) on [P.43](#) →. Material topics are included within our priority focus areas, covered in this report. Our material topics are indicated in the graphic opposite.

Our aim is to ensure our activities make a positive difference in our priority focus areas, as well as making good business sense. We also aim to remain agile to address emerging issues and stakeholder needs as they arise.

### Priority Focus Areas:

#### PROTECTING WORKERS IN OUR SUPPLY CHAIN

Protecting the safety, human rights and wellbeing of workers in our supply chain is central to our approach. Our global Code of Practice (COP) team audits, engages, educates and supports our suppliers, helping them address critical issues and raise working standards. We use the UN Guiding Principles Reporting Framework to identify and manage human rights abuse risks in our supply chain, and collaborate with partners and others in the sector to innovate through projects and programmes that tackle root cause issues.

#### RESPONSIBLE SOURCING AND CIRCULARITY

Our goal is to design, manufacture and sell long-lasting products that minimise waste and pollution and meet our Responsible Sourcing approach see [P.22](#) →. Our strategy focuses on Traceability & Supply Chain, Raw Materials, Nature & Biodiversity, Water & Chemicals and Circularity. We aim to source 100% of key raw materials through responsible routes for NEXT own brand products; reduce our impact on nature through action

on deforestation, water and chemicals use; and design for circularity by keeping products in use where possible, diverting waste from landfill and supporting charitable reuse and repair of items.

#### CLIMATE CHANGE

We aim to minimise our environmental impact and continuously review opportunities to improve our approach. Our Scope 1, 2 and 3 carbon reduction targets have been set in alignment with the SBTi approach and methodology. Consistent with efforts to limit the global average temperature increase to 1.5°C above pre-industrial levels, we aim to reduce our Scope 1 and 2 carbon emissions by 55% (from a 2016/17 baseline) and our Scope 3 carbon emissions by 40% by 2030 (from a 2019/20 baseline) per £1m sales.

#### MAKING NEXT A GREAT PLACE TO WORK

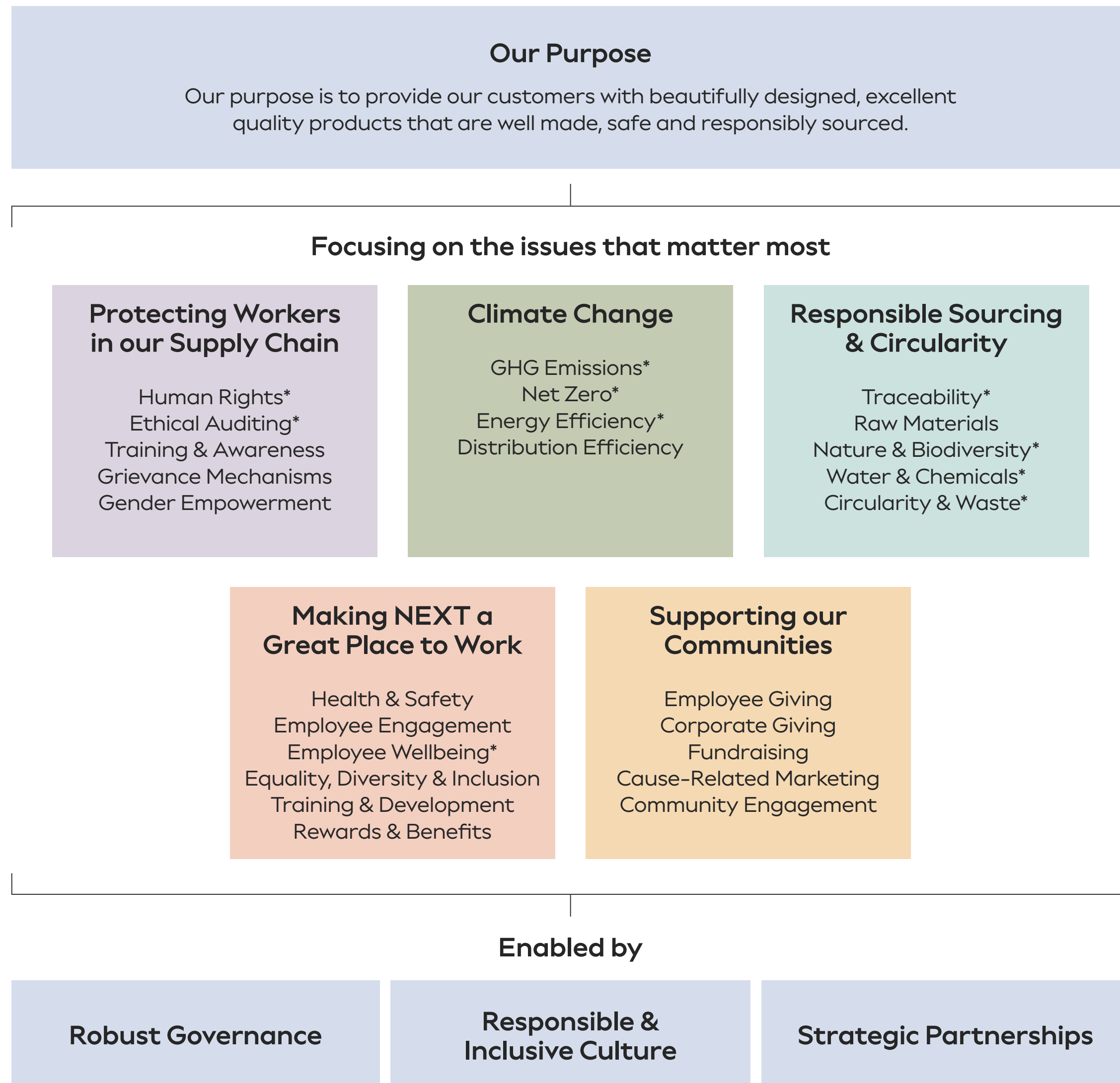
Our success is due to the hard work of our approximately 50,000 Group employees. We support their health, safety, wellbeing, development and dignity, and encourage an inclusive culture where everyone is treated with respect. Our established Wellbeing Programme focuses on promoting good mental health, while employee-led networks champion the diversity of our people.

#### SUPPORTING OUR COMMUNITIES

Our business supports a diverse range of organisations, including registered charities and non-profit organisations, grassroots sports teams and community initiatives, through strategic collaborations, such as cause-related marketing, fundraising, product and cash donations.

#### ENABLING A RESPONSIBLE BUSINESS

Our ambition to operate responsibly is underpinned by processes and behaviours that build resilience, transparency, accountability and trust, including strong governance, regular stakeholder engagement, an inclusive culture, empowered employees, robust data, continuous improvement and collaborative partnerships.



\*Material topics are indicated with an asterisk.

# PROTECTING WORKERS IN OUR SUPPLY CHAIN

## Our Commitment

We will not tolerate any modern slavery in our business or within our supply chain. Our products should be made by workers who are treated fairly and whose human rights and wellbeing are respected.

## Our Approach

As the NEXT business has evolved to include wholly owned brands, licences and TP partners, we continue to review and enhance our approach and align minimum requirements across brands. We conduct a year-round programme of audits to drive continuous improvement and work collaboratively with peers, suppliers and local partners across our global supply chain to address shared challenges.

This section focuses on the progress we have made during the year in protecting workers in our supply chains, and with providers of goods and services not for resale for NEXT own brand and licensed products, as well as TP partner brands: JoJo Maman Bébé, FatFace, Joules and Reiss.








**i** This page contains terms defined in [Key Terms appendix](#).

### OUR FOCUS AREAS:

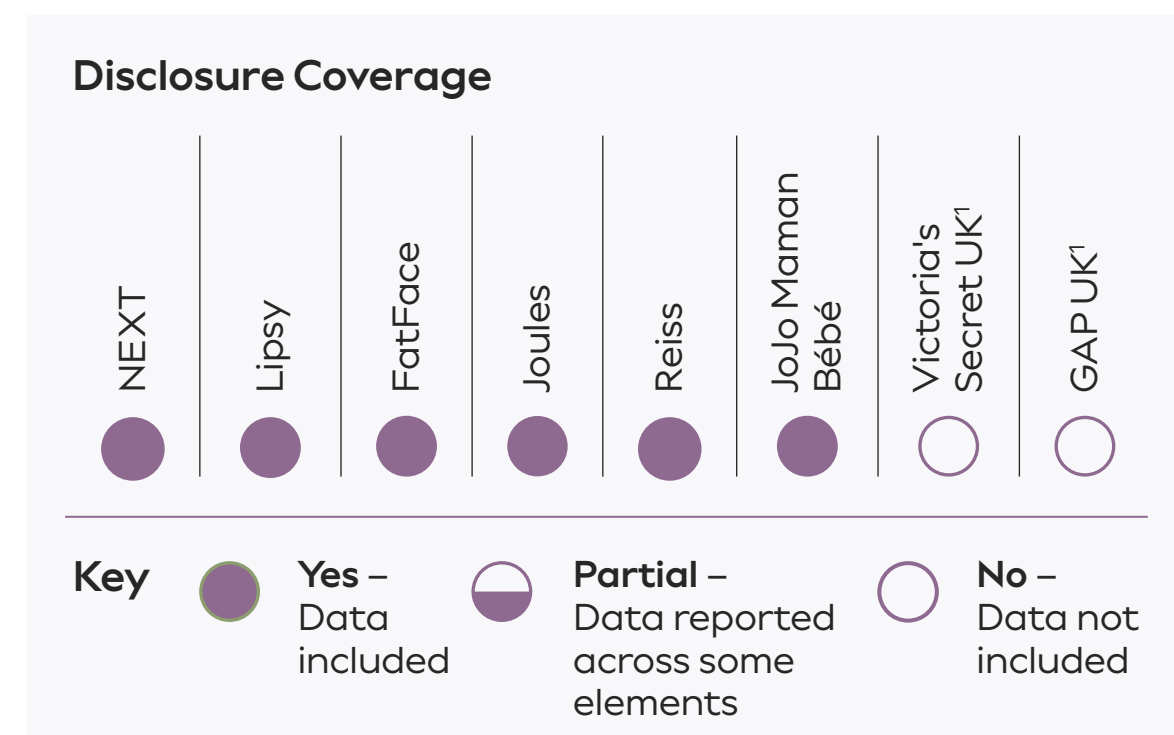
- HUMAN RIGHTS
- ETHICAL AUDITING
- TRAINING & AWARENESS
- GRIEVANCE MECHANISMS
- GENDER EMPOWERMENT

### KEY PROGRESS HIGHLIGHTS:

-  Invested in a new digital audit report platform to support improved depth and efficiency in risk management
-  Fostered closer engagement with four UK labour providers, with a focus on training and ensuring robust standards are in place
-  Marked ten years of partnership in India with local NGO, Aider
-  Initiated a new social dialogue programme in manufacturing sites in Cambodia and Vietnam to help improve worker-management relations
-  Included NEXT factories in industry and academic research on heat stress impacts on workers in Bangladesh and India

**i** This page contains terms defined in [Key Terms appendix](#).

**OUR APPROACH CONTINUED**

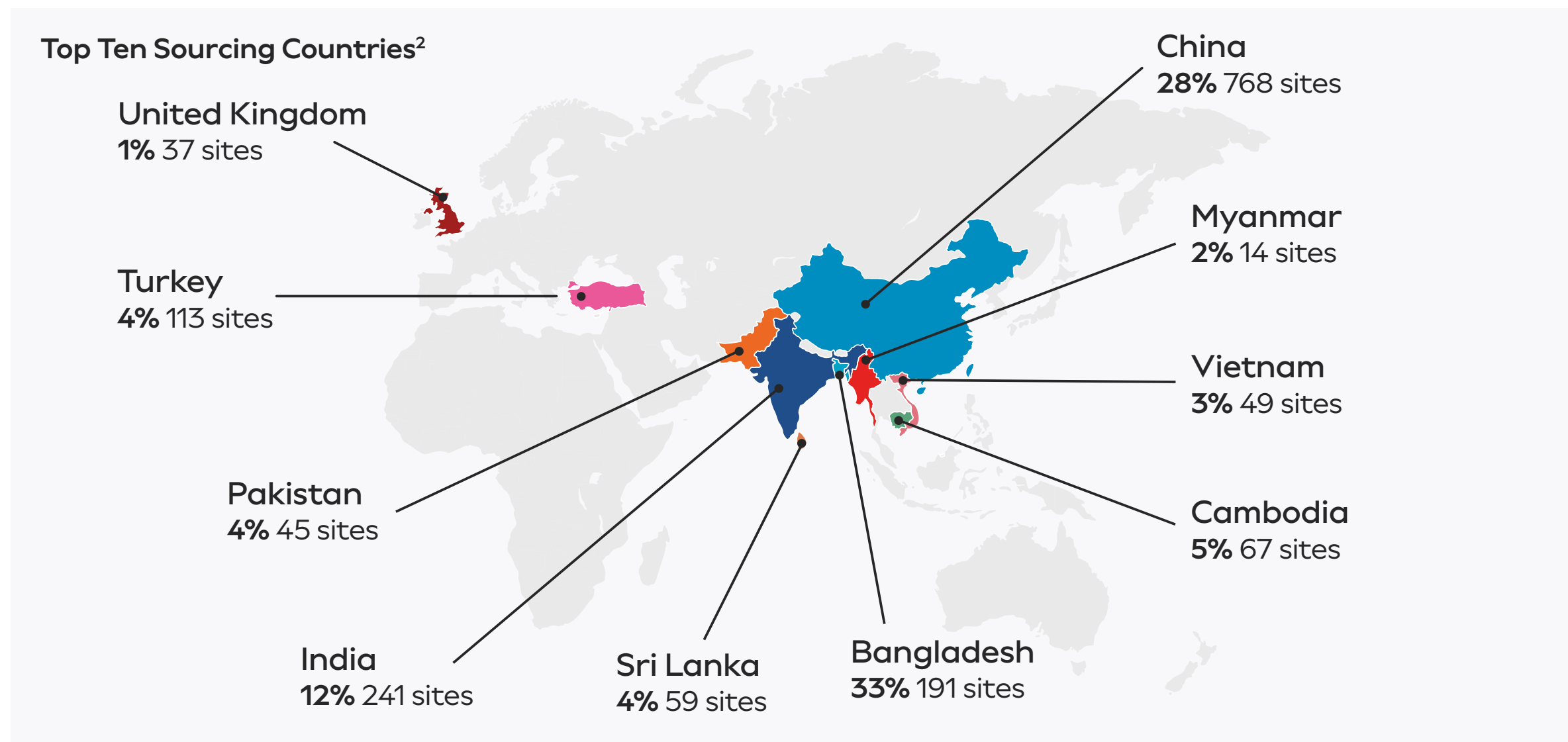


From raw material sources to final products, our supply chain comprises five tiers. In 2025/26 we sourced NEXT branded products from Tier 1 and 2 factories in 33 countries.

We believe that the violation of human rights anywhere in our operations is unacceptable and we deal firmly with any infringements identified in our supply chain. We uphold all internationally recognised human rights principles encompassed in the Universal Declaration of Human Rights and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. See [P.62](#) for more information. ➔

<sup>1</sup> NEXT owns 51% of Victoria’s Secret UK and GAP UK businesses, which have exclusive franchise rights to run the brands in the UK and Ireland. NEXT does not audit their factories nor manage their supply base.

<sup>2</sup> This map depicts the location of Tier 1 and Tier 2 supplier factories for NEXT and wholly owned brands, and Tier 1 supplier factories for FatFace and Joules. It excludes Reiss and JoJo Maman Bébé. Figures represent the percentage of the value of our business (by cost) and the number of factories per country.



Our in-house Code of Practice (COP) team of 53 managers, ethical specialists and auditors, based in key sourcing locations around the world, supports the protection of workers in our supply chain through audits, engagement and projects and programmes, including:

- Ensuring our COP Auditing Standards are up to date. These set out minimum requirements for suppliers and factories regarding worker safety, human rights, employment and working conditions, wages, freedom of association, working hours, prevention of forced labour and access to grievance mechanisms
- Inducting, training and supporting suppliers and factories to ensure they are aware of our expectations and auditing standards, compliance with which is a contractual condition of business for all product suppliers. We expect suppliers to carry out and provide evidence of due diligence prior to proposing a site for NEXT

- Auditing our Tier 1 factories before production commences. We operate an approach of continuous improvement, rather than ‘pass or fail’.
- Developing Corrective Action Plans (CAPs) where we find areas for improvement. A CAP is agreed with the supplier and factory management, with follow-up reviews to monitor progress. We want to help suppliers resolve issues, but will not continue to work with them without their demonstrable willingness to improve
- Delivering training initiatives for employees, suppliers, and workers in our supply chain to develop knowledge and awareness
- Holding supplier conferences and regular meetings to share best practices and build relationships.

For more information on our audit approach, see [P.12](#) and our [Modern Slavery Statement](#). ▶

**Partnerships**

We collaborate with these organisations to identify and tackle challenges in our global supply base, share knowledge and best practice across the garment manufacturing industry, while helping to find solutions:

**Ethical Trading Initiative**

**Unseen**

**ACT**

We also work with in-country partners to help identify, manage and deliver programmes for our supplier and worker communities, including:

**MUDEM, Turkey**

**AIDER, India**

**SAVE, India**

**BCC, Morocco**

**Phulki, Bangladesh**

**RSC, Bangladesh**

Read more in [Partnering for Change](#) ➔



### Our Approach to Salient Risks

This year we refreshed the assessment of our salient risks—those arising from our activities or business relationships that could cause the most severe negative impacts. We incorporated the wider NEX T Group activities, including those of our Distribution, Warehousing and Total Platform operations as well as our Tier 1, 2, 3 Suppliers and key sourcing countries and commodities. We identified risks by considering the severity and scale of each and how difficult it would be for us to put right any harm, as set out in the UN Guiding Principles Reporting Framework. We engaged key stakeholders in this process, including NGOs, industry organisations, and other business areas. Although all are human rights focused, some of these salient risks also relate to other corporate responsibility issues, including climate change, and these are managed across multiple functions of the business.

### A Local Approach

NEX T’s COP team mostly live and work in our sourcing territories and benefit from an enhanced understanding of local context. They work closely with external specialist organisations and other brands that share our supplier base, to stay informed about emerging risks and issues. Their activities are supported by a suite of digital tools and data platforms that provide insights to shape strategic priorities and actions.

### Flexible and Frequent Contact

COP teams carry out country and supplier due diligence, maintaining a timetable of frequent meetings, site and factory visits and audits. In 2025, we revised our Supplier Assessment Questionnaire to enhance due diligence during onboarding and hold suppliers accountable to our standards. Having our own teams means we have a high level of flexibility around the type and frequency of audits, and we can quickly adapt our approach to managing issues as needed.

Recognising the risks of sourcing from Myanmar, we audit a small number of long-term partner factories every eight weeks and provide access to effective grievance mechanisms. We also engage suppliers through our Product teams and maintain strong relationships with other customer brands and businesses. For details on our approach to the Xinjiang Uyghur Autonomous Region (XUAR) of Western China, please see our [Modern Slavery Statement](#).

We give each of our suppliers an audit category rating – from 1 to 6 – to denote how effectively each site manages and responds to risks. If a score of 6 is given, follow-up audits are conducted quickly to monitor improvement. Actions taken to understand and resolve challenges include:

- In-person meetings with the factory and supplier to agree appropriate actions and timeframes
- Engaging with external stakeholders, such as third-party experts, where appropriate
- Discussions with internal product teams
- Unannounced interim visits to monitor progress of improvements.

For examples of this year’s key challenges, actions and achievements linked to our salient risks, please see the case studies on [P.13](#) and [P.14](#) also our [Modern Slavery Statement](#).

### POLICIES SPOTLIGHT

We have an extensive set of policies to address key issues for protecting the workers in our supply chain available on our Online Supplier Portal, including:

- ▶ [NEXT Code of Practice Principle Standards and Auditing Standards](#)
- ▶ [Modern Slavery Guidance](#) and our [Modern Slavery Statement](#)
- ▶ [Migrant Labour Policy](#) – following the Employer Pays Principle to ensure migrant workers are treated with respect, in accordance with our Principle Standards and applicable local laws
- ▶ [Child Labour Policy](#) – requirements for managing, remediating and specific actions for involving specialist stakeholders to support until a child reaches legal working age
- ▶ [Wage Retention Policy](#)
- ▶ [Shared Premises Policy](#)
- ▶ [Critical Issues Assessment](#)
- ▶ [Site Tour Checklist](#) – for use prior to an audit, so the COP team can offer guidance and support
- ▶ [Heat Stress Policy](#) – outlines guidance on potential risks and mitigation in relation to workplace heat stress impacts.

**i** This page contains terms defined in [Key Terms appendix](#).

## 2025/26 Progress and Actions

### Auditing

In 2025 we invested in a new digital reporting platform, SafetyCulture, to enhance our audit process. This enables our team to capture findings on-site using technology to improve efficiency, enhance data analytics and generate actionable insights. It supports faster resolution of local issues, identification of quick wins and systemic challenges, and more strategic, larger-scale interventions aligned with salient risks.

We continued work with TP partners FatFace, Reiss, Joules and JoJo Maman Bébé in our COP approach and have been gathering information on Tier 2 supplier sites ahead of auditing priority sites in 2026. We have also maintained regular meetings of our 'TP Brands COP Forum' throughout the year to cascade information and share best practice.

In September 2025 we reviewed and updated Egypt's country risk assessment to support expanded sourcing from the country throughout the year.

### COP Audit Ratings

For more about our audit approach, see [P.13](#).

- During 2025/26, the COP team carried out 2,708 audits; 99% were unannounced
- 48 sites rated as category 6 were disengaged
- Across audits, we identified 42 cases of modern slavery-related risks. Of these, 9 cases have been successfully remediated, 12 cases have ongoing remediation plans and 21 have been disengaged. Timeframes for corrective action vary by factory.

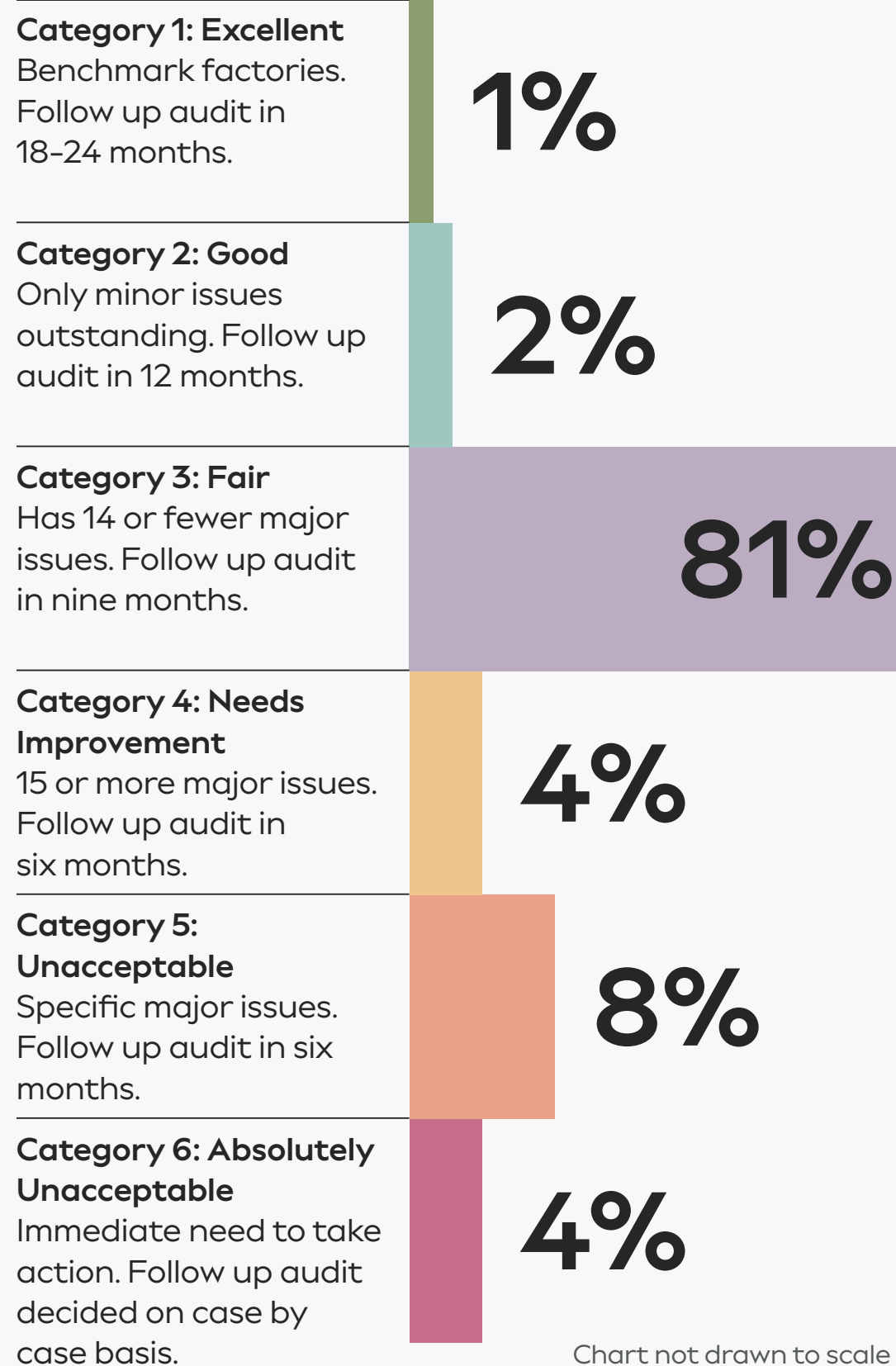
AUDIT TYPES	2025/26	2024/25	2023/24
Total audits carried out	2708	2402	2416
% unannounced	99%	95%	96%
<b>Number of audits by TP Partner</b>			
JoJo Maman Bébé	48	70	
Joules	78	94	
Reiss	109	57	
FatFace	81	36	



### COP Audit Outcomes

**2,708**  
AUDITS COMPLETED IN 2025/26

Percentage of 2025/26 audits achieving each of our six COP audit category ratings:



### Engagement

We hold conferences, training and in-person presentations for suppliers to share activities and progress updates with the global COP team, as well as build management skills, capacity and resilience. We also continue to hold regular interactive training sessions for NEXT employees via our COP workshop, covering our audit approach, modern slavery and the importance of supporting COP goals.

In 2025/26, our modern slavery e-learning training was completed by 2,347 NEXT UK employees.

In addition, 109 employees attended our COP workshop. As part of our work to engage suppliers this year, we also held:

- A supplier conference in Italy, attended by 24 participants
- UK supplier events, attended by 16 participants.

#### SPOTLIGHT

**ENGAGEMENT WITH UK LABOUR PROVIDERS**  
As part of our enhanced due diligence engagement with our UK labour providers, the COP team supported our business teams to embed ethical practice questionnaires into labour tenders and set expectations on due diligence. Building on a January 2025 event with key warehousing and distribution labour providers, we held six additional meetings in 2025 to foster collaboration, insight-sharing, and ongoing development.

2025/26 PROGRESS AND ACTIONS CONTINUED

Collaboration with Partners

We collaborate with partners to help us understand the complex challenges global supply chains face. For example, NEXT is participating in the ETI's new working group on state-imposed forced labour (see [Partnering for Change](#) →). This 'Community of Practice', facilitated by Global Rights Compliance, will run throughout 2026, providing sessions for peer businesses in the garment sector. Knowledge and best practice insights will be cascaded within our internal teams.

As part of our work with the ETI's Just Transitions Group, we have formalised and rolled out heat stress guidance and conducted online briefings for suppliers. NEXT factories in Bangladesh and India are also hosting research projects on the impacts of heat stress on worker efficiency with teams from Cornell University and NYU Stern School of Business. We expect outputs from this research to be finalised in 2026 and will incorporate key insights into policy updates and supplier briefings. Please see our TCFD statement for other climate-related risks in our [Annual Report](#). ▶

This year we engaged 15 additional Label third-party brands through a questionnaire and one-to-one in-depth discussions to understand their approach to ethical compliance. We aim to provide assistance to those brands where there is an opportunity to build knowledge and awareness.

**CHALLENGE SPOTLIGHT**

**FREEDOM OF ASSOCIATION (FOA) RIGHTS IN TURKEY**

FoA continues to be a challenging issue to address within our supply chain in Turkey, one of our top ten sourcing countries. Despite ongoing efforts, reports of FoA breaches persist, reflecting the complex environment in which the industry operates. Geopolitical factors such as tariffs, along with the shifting global supply chain landscape and competition from emerging markets further exacerbate the issue. These pressures can create issues for workers looking to pursue collective bargaining. To address these challenges, we work directly with suppliers, factories, unions and third-party organisations, aiming to strengthen dialogue, build capacity and drive improvements in workplace practices. Improved relations with unions on the ground in Turkey helps to mitigate risk and supports workers' fundamental rights to FoA.

Social Dialogue

We started a social dialogue programme in factories in Vietnam and Cambodia, including a Joules' factory. This brings together workers and management to help build trust and mutual respect, and to ensure workers' voices are heard through regular communication. We engaged an external industrial relations expert and tested the ETI's freedom of association tools, alongside its own flowchart developed last year.

Initial training, led by a third party expert, took place in Vietnam and included a definition of social dialogue and what it means for workers, why it is important in a factory setting, and the core elements of engagement. A similar training session is planned for Cambodia in early 2026.

Grievance Mechanisms and Worker Voice

Having a safe, accessible and fair way to raise concerns and seek remedy in the workplace is an important protective tool for people working in our supply chain. We have expanded the implementation of grievance mechanisms, including the TIMBY (This Is My Back Yard) App, to provide channels for workers to report issues. Grievance mechanisms are now in place across eleven of our top sourcing countries, with mechanisms rolled out in Vietnam and the UK for the first time in 2025/26. In Bangladesh, workers can raise grievances on work-related matters through the Ready-Made Garment Sustainability Council (RSC) Worker Complaints Mechanism.

Country	No. of Factories	Total Grievances Received	Resolved	In Progress
Turkey	47	41	36	5
Cambodia	15	9	9	0
Vietnam	13	15	8	7
Myanmar	15	24	23	1
India	110	45	43	2
Sri Lanka	19	60	47	13
UAE	1	0	0	0
Pakistan	12	27	24	3
UK	1	0	0	0
Morocco	7	6	6	0
China	2	0	0	0
<b>Total</b>	<b>242</b>	<b>227</b>	<b>196</b>	<b>31</b>

Child Labour

Our supply chain touches some of the world's more vulnerable communities: supporting children to receive schooling is a key strategy to build community resilience and help avoid child labour. We work with local expert partners to monitor and address these challenges (see more information in our [Partnering for Change](#) ▶ section). In 2025/26, one child labour case was identified in one factory in China. Please see our [Modern Slavery Statement](#) for more details. ▶

Gender Empowerment

In many of our top sourcing countries, women make up the majority of the workforce. Recognising and addressing the specific challenges they face in their working lives is part of our approach to developing and improving workers' conditions. In 2025/26 we:

- Continued a gender empowerment programme in three factories in Morocco delivered by local non-profit, Benkacem Consulting (BCC). We carried out a total of 54 training sessions across the participating factories on topics including literacy, stress management, health, and wellbeing, and distributed school kits to 37 children. We also rolled out the programme to six factories in Bangladesh, focusing on support and education for female workers and their children
- Partnered with non-profit Ethical Supply Chain Program (ESCP) in its Family-Friendly Spaces programme, along with another retailer to hold a family enrichment and education day for working parents and their children at two of our shared factories in China. 68 children attended and participated in games and activities in this worker wellbeing initiative.



**SPOTLIGHT**

**GENDER EMPOWERMENT IN BANGLADESH**

In December, we launched a new 12-month project with local partner, Phulki, designed to benefit around 1,200 workers across six factories operated by three suppliers in Bangladesh. The initiative focuses on empowering workers and strengthening workplace systems through:

- Capacity building of the anti-harassment committees
- Awareness training for workers and mid-level management on Gender-Based Violence and anti-harassment
- Awareness training on health and well-being initiatives
- A women’s leadership programme to enhance decision-making capabilities, financial literacy and self-confidence, promoting equal opportunities at work, home and in society
- Basic Training on Early Childhood Development for caregivers and childcare centre staff. An initial training session has already taken place for 99 attendees.

**CASE STUDY**

**Gender Empowerment:  
Ten years of Partnership  
with AIDER in India**

AIDER is a not-for-profit organisation based in New Delhi, India, whose mission is to transform the lives of those living in poverty, focusing on the empowerment of women and homeworkers. NEXT has been working in partnership with them since 2015 to support the wellbeing and education of women and their families.



The partnership has helped expand access to education, vocational training and direct pathways into employment for participants. Through targeted tuition, digital skills development and mentorship, young people from low-income households have been supported to complete qualifications and progress into professional roles, for example, within the local banking and apparel sectors.

Impact delivered in 2025/26 included:

- Enabling families to access government support and benefits, including helping 42 children into full-time education through the Indian free school scheme
- Delivering 34 female empowerment and community development sessions
- Organising medical camps reaching 75 women for breast cancer screening, 175 individuals for eye checks, and 79 for dental care
- Supporting local families through distribution drives of clothing (105), medicines (161), and Diwali sweets and gifts (200)
- Facilitating 164 Ayushman Bharat Health Account (ABHA) health cards for community members, expanding access to free healthcare services.

Over the past decade, NEXT’s partnership with AIDER has reached more than 28,000 factory workers and homeworkers, expanded education through computer training for 2,775 students (resulting in 257 job placements) and academic coaching and support for 474 learners, 1,198 sewing students and 510 daycare students. Over 1,855 people were equipped with financial literacy training and over 1,965 with domestic abuse awareness training. The programme has also delivered healthcare resources: supporting 2,400 eyecare patients, distributing 1,310 pairs of spectacles, and providing mammogram and gynaecology care to nearly 1,800 women.

**Looking Ahead**

- Extend NEXT Group Grievance Mechanisms to some Reiss supplier factories
- Use improved data from Safety Culture to identify small projects focused on “quick wins” in factories
- Better understand the impacts of environmental risks due to climate change on workers in our supply chain
- Collaborate with the ETI to establish a FoA project in Turkey.

# CLIMATE CHANGE

## Our Commitment

We are committed to minimising our environmental impact by reducing the carbon intensity of our activities and the natural resources we use.

## Our Approach

Climate change is a significant global challenge and addressing it requires collective action. We are committed to playing our part by taking a whole value chain approach to climate risk and mitigation. In our own operations, we prioritise efficiency, including energy efficiency of our sites and offices and the operations of our owned delivery fleet, as well as switching to renewable energy.

As a fashion, homeware and beauty retailer, most of our greenhouse gas (GHG) emissions result from Scope 3 supply chain activities.

We engage in sector initiatives such as Cascale, Textile Exchange and the Zero Discharge of Hazardous Chemicals (ZDHC) programme and collaborate with supply chain partners to help reduce the impact of their operations. You can read more about this activity in [Responsible Sourcing and Circularity](#). →

Our Scope 1, 2 and 3 carbon reduction targets have been set in alignment with the SBTi approach and methodology. Our Scope 1 and 2 target is consistent with efforts to limit the global average temperature increase to 1.5°C above pre-industrial levels.





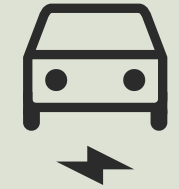


**i** This page contains terms defined in [Key Terms appendix](#).

### OUR FOCUS AREAS:

- GHG EMISSIONS
- NET ZERO
- ENERGY EFFICIENCY
- DISTRIBUTION EFFICIENCY

### KEY PROGRESS HIGHLIGHTS:

-  52% reduction in Scope 1 and 2 emissions compared to a 2016/17 baseline
-  Rolled out Active Energy Management to all NEXT stores with Building Management Systems (BMS)
-  Trialled an Optiburner<sup>1</sup> retrofit in our Doncaster warehouse resulting in a saving of 17% of the gas used for heating
-  Refurbished and remoulded Heavy Goods Vehicle (HGV) tyres across our fleet, saving over 6.5 tonnes of rubber versus new tyres
-  Extended our employee salary sacrifice scheme for electric vehicles, with strong uptake to date.

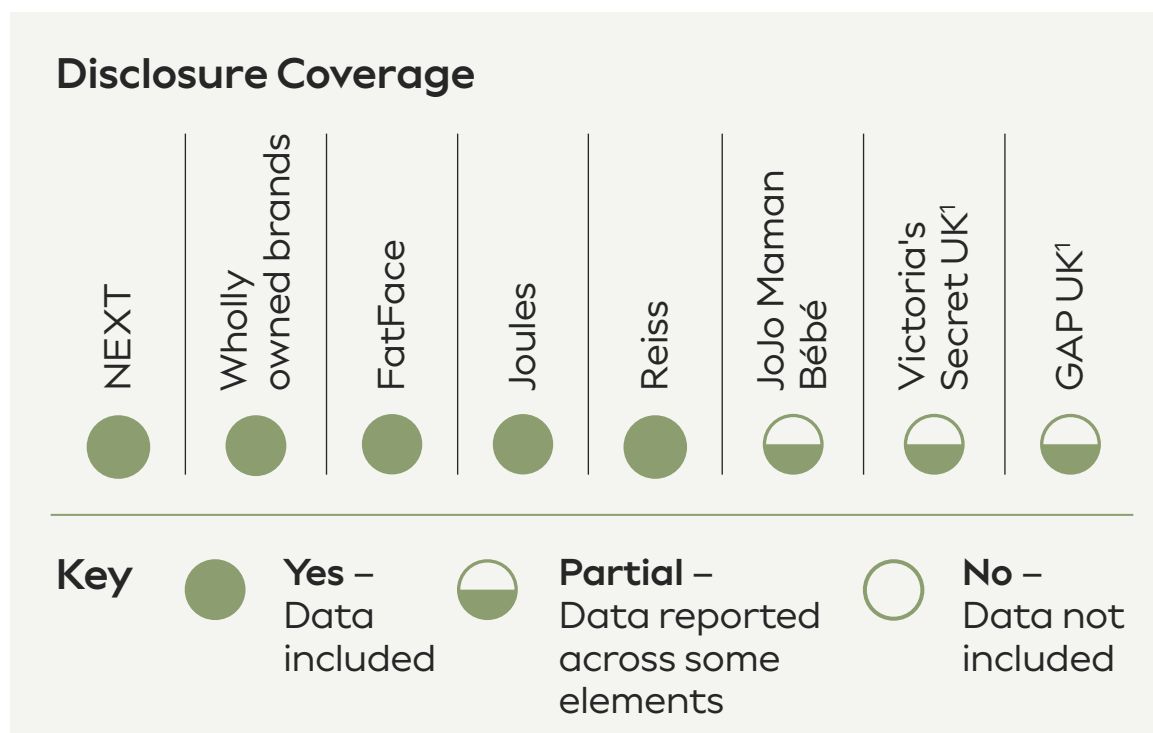
<sup>1</sup>An Optiburner is an intelligent retrofit device that optimises the performance of commercial heating systems by modifying the burner's firing pattern to reduce fuel consumption and emissions while extending the boiler's lifespan.

**i** This page contains terms defined in [Key Terms appendix](#).

**OUR APPROACH CONTINUED**

We want everyone at NEXT Group to feel empowered to reduce our carbon footprint, so we take an approach that enables the whole business to contribute to decarbonisation by building knowledge, prioritising efficiency and exploring commercially viable innovation:

- 1. Simplify energy and emissions reporting** – streamline processes to ensure quality and consistency of data across functions and brands
- 2. Identify opportunities** – empower teams to identify opportunities to reduce carbon emissions through training and upskilling with clear guardrails. For example, see carbon literacy workshop, [P.20](#) →
- 3. Assess opportunities** – prioritise the most effective actions by evaluating initiatives using criteria such as return on investment or pay-back. For example, see the Optiburner trial, [P.19](#) →
- 4. Take action** – implement initiatives that deliver measurable carbon reductions and business benefits. For examples, see Building Management Systems expansion and tyre remoulding, [P.19](#). →



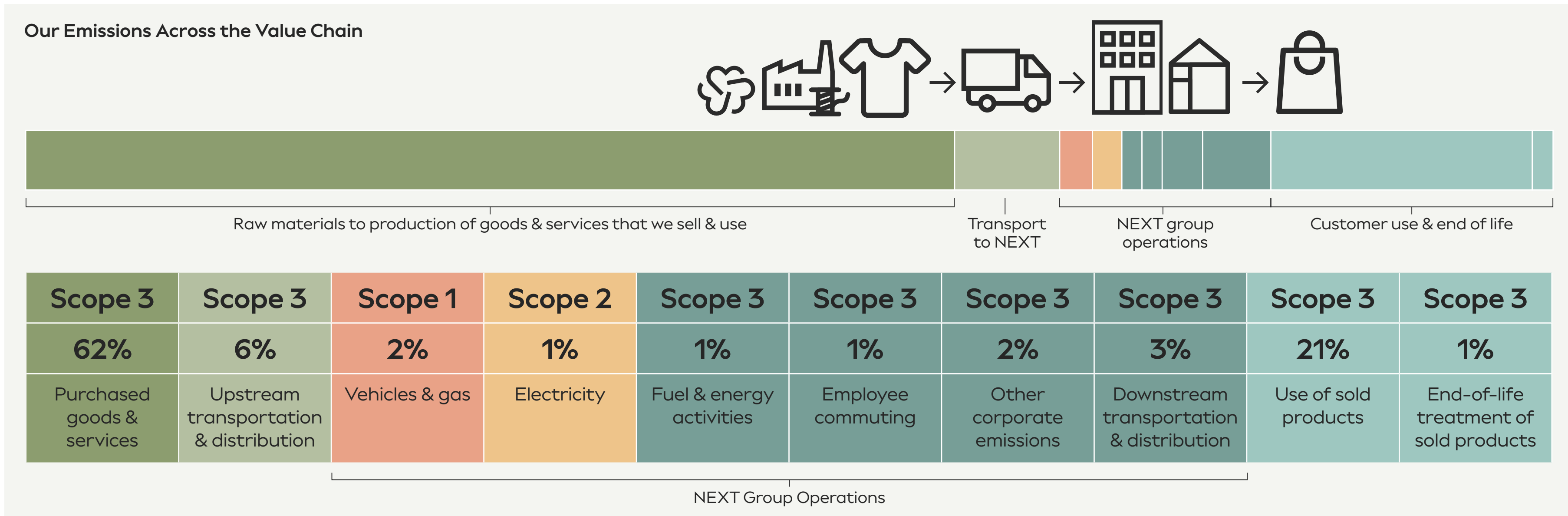
**Our carbon reporting boundary incorporates NEXT brand operations, plus those businesses where we have majority ownership.**

**Our Emissions Across the Value Chain**

Our carbon footprint covers the Group's impact from raw materials to the final customer and end of product life. Our biggest impacts come at either end of our value chain: purchased goods and services (62%) and downstream use of sold products (21%).

**Scope 2 Emissions: Market-Based and Location-Based**

In addition to the location-based figure required by UK legislation (and most GHG benchmarks), we also calculate a market-based figure that reflects our purchase of renewable energy. This market-based figure can be shown in voluntary reporting if certified renewables are purchased. As members of RE100<sup>2</sup>, our approach is informed by the RE100 quality criteria and GHG Protocol guidance.

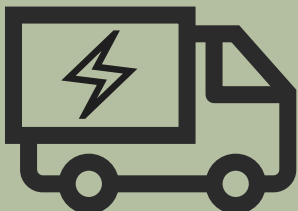


<sup>1</sup> NEXT owns 51% of Victoria's Secret and GAP UK businesses, which have exclusive franchise rights to run the brands in the UK and Ireland. NEXT does not audit their factories nor manage their supplier base.


<sup>2</sup> RE100 requires renewable electricity use claims to be based on generation occurring in the same market for renewable electricity that use is claimed in. This includes the single market in Europe. Revised RE guidance (2022) provided grandfathering provisions for contracts with operational commencement dates before 1 January 2024, allowing for the UK to continue to be recognised within the single market in Europe. The operational commencement dates of our contracts occurred prior to 1 January 2024; therefore, we have applied the grandfathering provisions when calculating our market-based emissions.

**i** This page contains terms defined in [Key Terms appendix](#).

## Targets and Progress

Target	Progress
<p><b>55%</b> Reduce Scope 1 and 2 absolute carbon emissions by 55% by 2030 against a 2016/17 baseline</p>	<p><b>-52%</b> Achieved 52% reduction of our absolute Scope 1 and 2 emissions <b>A</b></p>
<p><b>40%</b> Reduce Scope 3 carbon emissions by 40% by 2030 against a 2019/20 baseline per £1m sales</p>	<p><b>-33%</b> Achieved 33% reduction of our Scope 3 emissions per £1m sales</p>
<p><b>100%</b> 100% renewable electricity for our global operations by 2030</p>	<p><b>98%</b> 98% of electricity for global operations in 2025/26 was renewable</p>
<p> Electrify our owned company car and van fleet by 2030 where realistically possible</p>	<p>As of January 2026, we have 1102 company cars in our UK fleet (2024/25: 967; 2023/24: 858), of which 516 (47%) are fully electric (2024/25: 336; 35%; 2023/24: 212; 25%). We have 445 charging points across our network (2024/25: 363; 2023/24: 360), with 73 at Head Office*</p>

### MEASUREMENT METHODOLOGY

Our approach to measuring our global direct carbon footprint aligns with the GHG Protocol Corporate Accounting and Reporting Standard and RE100 reporting parameters. We adopt the conventional approach in calculating our carbon emissions through the collection of primary, secondary, or tertiary data in their source units (e.g. kilowatt- hours (kWh), litres (L), kilograms (kg), kilometres (km), etc.). The consumption figures relating to each energy source are converted into carbon. NEXT's [Carbon Assurance Reporting Principles & Methodology](#) can be found [here](#). 

This year is a 53-week financial year. In alignment with this, our carbon data covers 53 weeks.

## Our Climate Action Progress 2025/26

### SCOPE 1 AND 2

We have seen a slight increase in our Scope 1 emissions against last year of 2% overall. This has been driven largely through increases in fuel consumption by our retail distribution fleet and our new liquefied petroleum gas (LPG)-fuelled steam tunnel in our rework operation at our E3 warehouse. The distribution increases have been driven by increases in the number of sites covered through adding FatFace retail distribution.

This year has seen reduced natural gas consumption, following the closure of the Toftshaw site last year and a significant reduction in our refrigerant gas loss, contributed to by the closure of a site in Sri Lanka. These changes have lessened the impact of the increased fuel consumption.

Our Scope 2 emissions have improved by 17% overall, benefiting from a 14% decrease in the carbon intensity of the UK grid, alongside the closure of some sites which has offset the small increase in our electricity consumption.

### RENEWABLE ENERGY


The electricity we purchase directly for our UK and Ireland operations is 100% renewable, backed by the Renewable Energy Guarantees of Origin (REGOs) scheme and Guarantees of Origin (GOs) scheme<sup>1</sup>.

**A** This data was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's report on [P.64](#). NEXT's 2026 Reporting Principles and Criteria can be found [here](#).

### SCOPE 3

This year we have seen sales growth, increasing our absolute Scope 3 emissions however we have been successful in further reducing the intensity of our sales achieving -33% against our 2019/20 baseline, an improvement on our progress last year of -29%.

Purchased Goods continue to be our biggest category of impact and we continue to focus on our Responsible Sourcing approach to support further reducing our intensity. This is especially important as we see a shift in our fibre mix towards natural fibres, which can be more carbon intensive.

Across other categories we have benefited from decreases in emissions factors across upstream and downstream distribution and business travel. For distribution, optimising efficiency is a core principle to help us decrease the intensity of sales growth, see [P.19](#) for more. 

The graphic on [P.16](#)  shows a breakdown of our Scope 3 emissions sources.

\*Excluding Octopus Electric Vehicles scheme; see [P.19](#).

<sup>1</sup> The UK Renewable Energy Guarantees of Origin (REGO) scheme and Europe's Guarantees of Origin (GO) scheme are regulatory frameworks that issue certificates verifying that a defined quantity of electricity has been generated from renewable sources.

### NEXT Group Absolute Global CO2e Emissions

NEXT Group CO2e Emissions	2025/26 Tonnes	2024/25 Tonnes	% Change
Scope 1	43,541 <b>A</b>	42,619 <b>RS</b>	2%
Scope 2 – Location Based	35,068 <b>A</b>	42,152	-17%
Scope 3	2,548,670	2,420,519 <b>RS</b>	5%
<b>Total Carbon</b>	<b>2,627,279</b>	<b>2,505,290 <b>RS</b></b>	<b>5%</b>
<b>Scope 1</b>	<b>43,541 <b>A</b></b>	<b>42,619 <b>RS</b></b>	<b>2%</b>
Gas Heating (Stores, Offices, Warehouses)	6,968	7,231	-4%
NEXT-Owned Distribution Vehicles	33,406	32,007	4%
NEXT-Owned Cars	1,685	1,686	0%
Building (Diesel Oil, Refrigerant Gases)	948	1,594 <b>RS</b>	-41%
Machinery (LPG)	533	101	428%
<b>Scope 2 - Location Based</b>	<b>35,068 <b>A</b></b>	<b>42,152</b>	<b>-17%</b>
NEXT Group Purchased Electricity	35,068	42,152	-17%
<b>Scope 3</b>			
<b>Scope 3 - Subtotal Subject to Assurance</b>	<b>107,417 <b>A</b></b>	<b>98,033 <b>RS</b></b>	<b>10%</b>
Downstream Transportation and Distribution	91,902	76,203 <b>RS</b>	21%
Business Travel	14,851	21,150	-30%
Waste Generated in Operations	664	680	-2%
<b>Scope 3 - Subtotal Not Subject to Assurance</b>	<b>2,441,253</b>	<b>2,322,486</b>	<b>5%</b>
Purchased Goods and Services	1,641,113	1,512,724	8%
Use of Sold Products	538,657	521,318	3%
Upstream Transportation and Distribution	145,372	170,634	-15%
Employee Commuting	38,941	42,905	-9%
Fuel and Energy Related Activities	22,871	23,149	-1%
End of Life Treatment of Sold Products	30,441	30,286	1%
Capital Goods	23,858	21,470	11%

### NEXT Group Global Scope 1 and 2 CO2e Emissions

	2025/26 Tonnes	2024/25 Tonnes
Scope 1	43,541 <b>A</b>	42,619 <b>RS</b>
Scope 2 – Location Based	35,068 <b>A</b>	42,152
Scope 2 – Market Based	2,429 <b>A</b>	3,756
<b>Total Scope 1 and 2 – Location Based</b>	<b>78,608 <b>A</b></b>	<b>84,771 <b>RS</b></b>
<b>Total Scope 1 and 2 – Market Based</b>	<b>45,970 <b>A</b></b>	<b>46,375 <b>RS</b></b>
Outside of Scopes <sup>1</sup>	2	0
<b>Intensity metric</b>		
Tonnes of CO2e/total sales (£m) – Location Based	11 <b>A</b>	13
Tonnes of CO2e/total sales (£m) – Market Based	6 <b>A</b>	7

### NEXT Group Global Energy Usage

	2025/26 kWh	2024/25 kWh	% Change
Gas Usage	38,076,249 <b>A</b>	39,435,841	-3%
Electricity Usage	188,023,255 <b>A</b>	191,774,438	-2%
Total Other Energy Usage <sup>2</sup>	156,000,127	148,767,148	5%
<b>Total Energy Consumption</b>	<b>382,099,631 <b>A</b></b>	<b>379,977,427</b>	<b>1%</b>

<sup>1</sup>This figure refers to CO2 emissions from the combustion of biogas. This is outside of the mandatory reporting boundary of SECR.

<sup>2</sup>For more information on our energy use and energy efficiency, please see our [Annual Report](#) for our SECR disclosure.

**A** This data was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's report on [P.64](#). NEXT's 2026 Reporting Principles and Criteria can be found [here](#).

**RS** Restated from prior year. See the paragraphs on restatements above.

### Carbon Data Restatements

#### SCOPE 1

During the year an issue with Reiss' third party air conditioning contractor was identified whereby incorrect data had been submitted. This error accounted for 714 tCO<sub>2</sub>e, a -2% variance of total Group Scope 1 and -31% of the buildings emissions category. We have since worked with our third party contractors to ensure this issue does not reoccur.

#### SCOPE 3

An error in data received from our third party haulier last year caused the weight of products being sent to our Middle Eastern hub to be overstated. This error has been corrected resulting in a restatement of -10% of Downstream Transportation and Distribution, -8% of the assured Scope 3 subtotal. It is not material to our total Scope 3 (-0.35%) but this has been restated for consistency.

## 2025/26 Actions

### Efficiency

#### Energy Efficiency

This year we have focused on improving energy efficiency across all areas of the business, enabling us to maximise the performance of our assets, cut waste, reduce costs and deliver emissions savings. We continue to make submissions to the Energy Savings Opportunity Scheme (ESOS) and apply an efficiency and commercial viability lens to any resulting opportunities.

#### During the year we:

- Rolled out our Active Energy Management approach across all NEXT stores with Building Management Systems (BMS) to ensure that heating, ventilation and cooling (HVAC) equipment is working correctly, switching on during trading hours and off during non-trading hours. We also upgraded our BMS controllers at NEXT Head Office
- Expanded our BMS energy optimisation programme to one additional Victoria's Secret UK store. The programme delivers benefits averaging 6% energy saving
- Trialled a new Optiburner retrofit in our Doncaster warehouse, aiming to reduce gas use and heat the building more efficiently. This has resulted in a 17% energy saving
- Continued to install high efficiency LED lighting and replace Generation 1 LEDs at end of life across our retail store estate including NEXT and Victoria's Secret UK stores.

#### Distribution Efficiency

Our distribution network serves our retail stores and online customer deliveries for both NEXT and third-party branded products. We aim to use our vehicles as efficiently as possible by focusing on optimisation of delivery schedules and driver training.

47% of our UK online customers choose to have their order delivered to a retail store for collection and prefer to return unwanted orders in-store as well. We maximise efficiencies by using double-deck trailers where possible for deliveries to our UK distribution centres and stores, which can transport up to twice as many products as single-deck trailers, and with better fuel efficiency. When vehicles return from stores to warehouses, they back-haul waste to our recycling centre as well as carry returned items and collections from suppliers, maximising the efficiency of our logistics.

We operate to a very strict schedule where we only pick up and move what is required. This maximises vehicle space to minimise the number of our vehicles on the road at any one time while ensuring each trip carries as much as possible.



#### ELECTRIFYING THE FLEET

While cost and infrastructure constraints continue to pose challenges to the rapid scaling of electric vehicles (EVs) across our fleet, a milestone achieved this year was the introduction of our first electric Large Goods Vehicle (LGV). This electric tractor is based at our Hemel Hempstead site and delivers into central London on a daily basis.

Identifying commercially and logistically viable EV solutions to incorporate into our operations is complex, but we continue to explore opportunities for integrating suitable vehicles of all sizes.

We also offer an employee salary sacrifice scheme with Octopus Electric Vehicles to help make switching to an EV more accessible. The scheme removes barriers like the need for large upfront deposits, offers flexible monthly deductions, access to a wide range of vehicles, and charging support through either a home charger or public charging credit. Uptake has been strong, with 257 vehicles already in use and another 31 currently on order. This scheme is separate to our owned company cars.

#### SPOTLIGHT

##### TYRE EFFICIENCY

Our teams look to improve efficiencies from our owned fleet, including extending tyre lifespan. Some HGV tyres are treated on site. Offsite, our participation in Continental's ContiLifeCycle programme enables steel axle tyres to be remoulded, reducing resource use and carbon emissions. Worn tyres are x-rayed at Continental's site and hot-retreaded, restoring them close to new. Retreading uses significantly less rubber, steel, energy and water than new tyres, reducing costs and emissions while supporting a circular tyre lifecycle. Our Delivery and Retail fleets together used 217 remoulds, saving over 6,510kg rubber and 14,756 litres oil versus 217 new tyres.

Average savings are calculated and vary between tyre sizes and applications. Source: <https://btmauk.com/retreading/benefits/>



## 2025/26 Progress and Actions

### Engagement and Partnering



#### SPOTLIGHT

##### DEVELOPING CARBON LITERACY AT NEXT GROUP

This year, we ran a Carbon Literacy® workshop facilitated by experts from one of our key logistics partners, Kuehne + Nagel, a Carbon Literate Organisation (which recognises an organisation's first step in building a low-carbon culture through staff training and leadership commitment). The workshop engaged colleagues across Logistics at NEXT to take ownership of their functional areas, helping them understand where carbon emissions arise in the business and how their everyday actions might help reductions.

### Employee Travel

We continued to support our employees to travel more sustainably, reducing solo car travel where possible.

**Our dedicated Travel2Work team co-ordinates a variety of programmes and information for employees, including the following schemes:**

- Commute2NEXT to help staff find car or commute-sharing buddies. Employees who travel to Head Office without driving can claim a daily e-voucher (increased from £2 to £6 this year) to spend on campus
- Leicester area bus discounts
- Free staff shuttle buses linking Head Office campus and key sites with Leicester city centre. New shuttles linking with Nottingham and Coventry were started this year
- A partnership with ModeShift, a not-for-profit that encourages sustainable travel. All NEXT UK sites have travel plans rated at least good, with seven sites rated excellent. This year, Joules sites were brought into the scheme.

### Driver Training

Training our drivers is a priority for overall fleet efficiency and safety.

**We operate a number of initiatives such as:**

- A multi-seater training vehicle which supports team training
- One-to-one training to improve driving style to help reduce accidents and promote fuel efficiency
- Driver performance analysis against planned route, distance and fuel used, with monthly coaching with underperforming drivers to help improve driver style
- Our LGV Driving Academy, which brought 29 new drivers into the business this year
- Post-accident training with drivers to gain further understanding of the incident and reduce repeats.

**In addition to training and assessments, we support our drivers with:**

- An early warning system for lane departure and other hazards
- Advanced Emergency Braking System (AEBS) fitted as standard to help reduce the danger of a forward collision through automatic braking
- The Next Driver of the year award has just been reintroduced in January 2026 and this will recognise and reward the most efficient LGV and Van driver nationally. We also continue to reward bonuses to our driver colleagues on a quarterly basis based on their driving styles performance.



### Benchmarks and Partnerships

We work with a range of partners to collaborate on industry-wide climate issues and benchmark our progress, including:

British Retail Consortium (BRC)



Climate Group's EV100



Climate Group's RE100



Read more in our [Partnering for Change](#) section →



CASE STUDY

**Decarbonising our Supply Chain**

The majority of our emissions come from our upstream supply chain. We continue to explore initiatives to help drive decarbonisation, strengthen the integrity of our data and enhance our carbon reporting. We prioritise initiatives that have the greatest potential to deliver carbon reduction and that also make good business sense.

We are excited to be supporting an independent needs assessment for an ambitious new initiative in Bangladesh aiming to drive country-level grid decarbonisation led by the Apparel & Textile Transformation Initiative (ATTI), a joint programme launched by the International Apparel Federation (IAF) and the International Textile Manufacturers Federation (ITMF). This manufacturer-driven initiative has significant potential for impact and driving widespread change. We are looking forward to collaborating with ATTI and similar organisations in future to maximise the impact that NEXT can make.

Alongside this, through our Next Sourcing office in Bangladesh, we are participating in a one-off project with ETI: 'Promoting Just Transition and Environmental Sustainability in the Bangladesh Ready Made Garment Industry'.

This nine-month project is working with three of our factories to accelerate decarbonisation and the transition to renewable energy, in line with the International Labour Organization (ILO) Just Transition principles, to ensure that the shift towards renewable energy is fair and inclusive for workers.

This project offers opportunities for factories to develop their own customised decarbonisation and renewable energy transition roadmaps and share learnings across the apparel and textiles industry.

Our Responsible Sourcing Approach focuses on sourcing environmentally better raw materials, including those with a lower carbon impact, which continues to support the decarbonisation of our purchased goods.

This year, we piloted Worldly's Facility Data Manager (FDM) with a select group of suppliers to improve understanding of supply chain consumption data. Despite significant effort, supplier engagement with the FDM was challenging due to limited site visibility, the time required to complete the assessment, and the need for guidance and support to help suppliers understand and complete the reporting requirements. This project highlighted the complexity of textile supply chain data collection and the limits of our direct influence as a customer.

# Looking Ahead

- Continue to explore opportunities for commercially viable EVs, with particular focus on sharing learnings with peers and across sectors
- Support the team at Joules to implement travel initiatives for colleagues.

# RESPONSIBLE SOURCING AND CIRCULARITY

## Our Commitment

Our products must be of excellent quality, safe, functional, fit for purpose and free from harmful substances. In addition, our goal is to offer products from raw materials and supply chains that deliver improvement across environmental and social risks and increase traceability and verification. We are also exploring ways to design for circularity, extending product life and reducing waste.

## Our Approach

We recognise that sourcing raw materials carries environmental and social risks, such as deforestation, water stress and greenhouse gas emissions.

In 2018, we identified and set targets for key raw materials\* aiming to move to sources that help manage these risks and have defined this as our 'Responsible Sourcing Approach'.

This section outlines progress to date towards those targets for NEXT own-brand products and, where relevant, licensed brand products manufactured by NEXT.

Our progress depends on continued innovation, collaboration with suppliers and peers and improved data from supply chain partners.

Over the past 12 months we have expanded collaboration with Joules, Reiss, FatFace and our wholly owned brands to align policies and share best practice and this section includes examples of activities by our TP partners, including Reiss and Joules.



Neutral Regular Fit Long Sleeve T-Shirts: 100% Cotton. See [P.63](#) for more details.

**i** This page contains terms defined in [Key Terms appendix](#).

### OUR FOCUS AREAS:

TRACEABILITY & SUPPLY CHAIN







RAW MATERIALS

NATURE & BIODIVERSITY

WATER & CHEMICALS

CIRCULARITY & WASTE

### KEY PROGRESS HIGHLIGHTS:

- 
**Traceability & Supply Chain:** Sourced our first Physical Better Cotton products, traceable to the country of origin
- 
**Raw Materials:** Sourced 69% recycled polyester, for NEXT own-brand products, having met our 50% target early, in 2024/25
- 
**Raw Materials:** Menswear is purchasing certified organic cotton through an existing programme with Arvind
- 
**Nature & Biodiversity:** Began migrating all timber data to a new EU Deforestation Regulation (EUDR) compliance platform
- 
**Water & Chemicals:** Completed a new supply chain water risk assessment, identifying priority regions for exploring future action
- 
**Circularity & Waste:** Launched a trial take-back model with Salvation Army Collection Ltd.

\*Cotton, Polyester, Wool, MMCFs, Timber, Leather and Feathers.

**i** This page contains terms defined in [Key Terms appendix](#).

OUR APPROACH CONTINUED

Priority Focus Areas



Isotracer Laboratory, Dunedin, New Zealand.

Traceability & Supply Chain

- We work to increase supply chain transparency for better visibility of emissions and water use while also reviewing our impact on biodiversity and ecosystems
- For NEXT brand, we avoid sourcing from areas that do not meet our standards by:
  - Setting out sourcing requirements, approved fibre producers, and any region or country restrictions in our consolidated supplier policy guide
  - Deploying systems that capture supplier information to support materials traceability
  - Keeping abreast of industry best practices to improve the verification of chain of custody of materials through the supply chain (traceability)
  - Using industry platforms that provide visibility of supply chain impacts. For more information, see our [Partnering for Change](#) section. →



Organisation Better Cotton Initiative, Khaula Jamil. Location: Rahim Yar Khan, Punjab, Pakistan. 2019.

Raw Materials

- We provide clear sourcing guidance for Product teams, suppliers and third-party brands. For our Responsible Sourcing policies, see [P.27](#). →
- Our primary raw materials (cotton, polyester, MMCFs, wool, leather and timber) used in NEXT brand apparel and home textiles have individual sourcing targets
- We work to ensure best practice standards are adhered to when sourcing raw materials from animals; for example, 100% of feathers and down used for filled products are certified by a third-party standard (e.g., Responsible Down Standard), and all merino wool is from non-mulesed<sup>1</sup> sources.

<sup>1</sup>Non-mulesed sources means those which do not condone live lamb cutting.



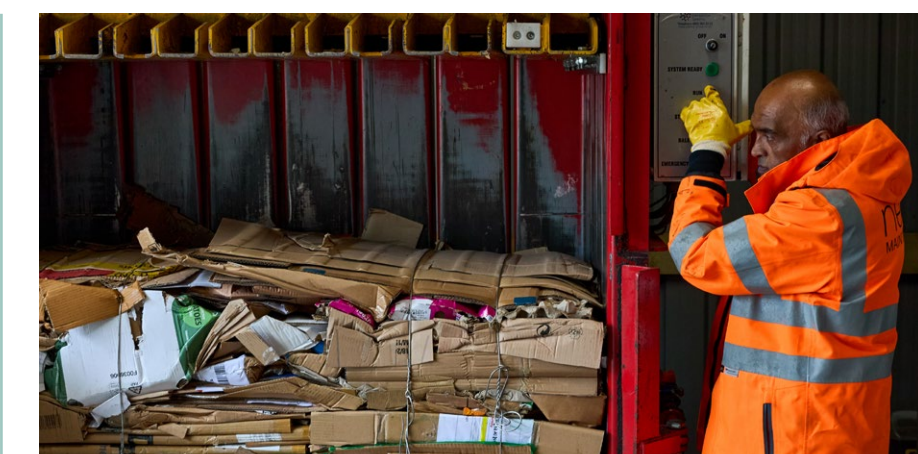
Nature & Biodiversity

- This is an emerging area of focus for our business that is deeply interconnected with other existing focus areas and activities
- We continue to prepare for the EU Deforestation Regulation (EUDR), which will come into effect on 30 December 2026
- Where possible, we explore working with partners to reduce the environmental impact of our raw materials.



Water & Chemicals

- We encourage our suppliers to improve water efficiency, using tools like the Higg Facility Environment Module (FEM)
- NEXT is a signatory to the Zero Discharge of Hazardous Chemicals (ZDHC) Roadmap to Zero programme and we commit to adopting and implementing relevant ZDHC tools to eliminate hazardous chemicals from the fashion industry value chain. This covers NEXT own brand and licensed products, where manufactured by NEXT
- We are members of the Leather Working Group (LWG), whose environmental audit standards assess the impact of leather manufacturing. One of LWG's core focus areas is improving chemical management
- Read our [Chemicals Policy here](#). →



Circularity & Waste

We have three areas of focus:

- Waste:**
  - We remain committed to reducing our operational waste, recycling materials where possible and improving the efficiency of our packaging.
- Business Models:**
  - Circular business models aim to keep materials at their highest value for as long as possible through reuse, repair, resale and recycling. Read about some of our long-standing related partnerships in [Partnering for Change](#) → and in [Supporting our Communities](#) →
  - We are exploring new business models to understand how our products are managed at their end of life, see our programme with SATCol on [P.31](#). →
- Product Development:**
  - We are reviewing opportunities to embed sustainability at the start of the product journey, beginning with design and working with external specialists to help enhance existing processes.

**i** This page contains terms defined in [Key Terms appendix](#).

# Traceability & Supply Chain

We are committed to improving supply chain transparency to better understand emissions, water use, and our biodiversity impacts.

## 2025/26 Actions

Through the year, we have been working with partners and suppliers. Efforts have focused on improving data capture, collaborating with external experts and gaining deeper insights into how best to motivate and engage our suppliers. We continue to publish a list of suppliers to Tier 3 on our corporate website.

### In 2025/26 we:

- Maintained Brand Content Claim Standard (CCS) certification by Textile Exchange for NEXT own brand, with Joules also achieving CCS certification
- Continued working to align TP partners' supply chain data into our approach to Worldly and ZDHC. This year, Reiss joined Cascale to help them with a review of chemical, water and waste processes in their supply chain in 2026
- Hosted a supply chain expectations meeting engaging 350 supplier participants to build capability to align with NEXT standards
- Begun sourcing Physical BCI Cotton (traceable back to country of origin) by sourcing our first orders, which will launch in 2026
- Continued our partnership with Oritain who forensically verify the origin of products and raw materials. For 2026, this partnership will encompass our wholly owned brands, products made under licence, and Joules. In the event that products fail testing, this helps us identify cotton fibres sourced from banned regions and provides an opportunity to work with suppliers to remedy any issues
- Onboarded TextileGenesis to help address traceability back to fibre producers for MMCFs, which is challenging due to the complexity of global supply chains. TextileGenesis is a digital traceability platform that tracks textiles from fibre origin to finished product, providing verified provenance, supply chain transparency and support for product claims.

## Engaging Our Suppliers

### CASCALE AND WORLDLY

Cascale owns and develops the Higg Index tools, available exclusively on the Worldly platform. We continue to onboard suppliers to complete the Higg FEM to help measure our supply chain impact. NEXT has maintained Progressive membership for the second year. During 2025, we onboarded 608 Tier 1 sites and 620 Tier 3 sites which represents 70% of participation by business volume. This data covers NEXT own-brand and licensed brand products, where manufactured by NEXT. Our aim is to engage the top 90%<sup>1</sup> of declared manufacturing sites in completing the Higg FEM to access factory-level data.

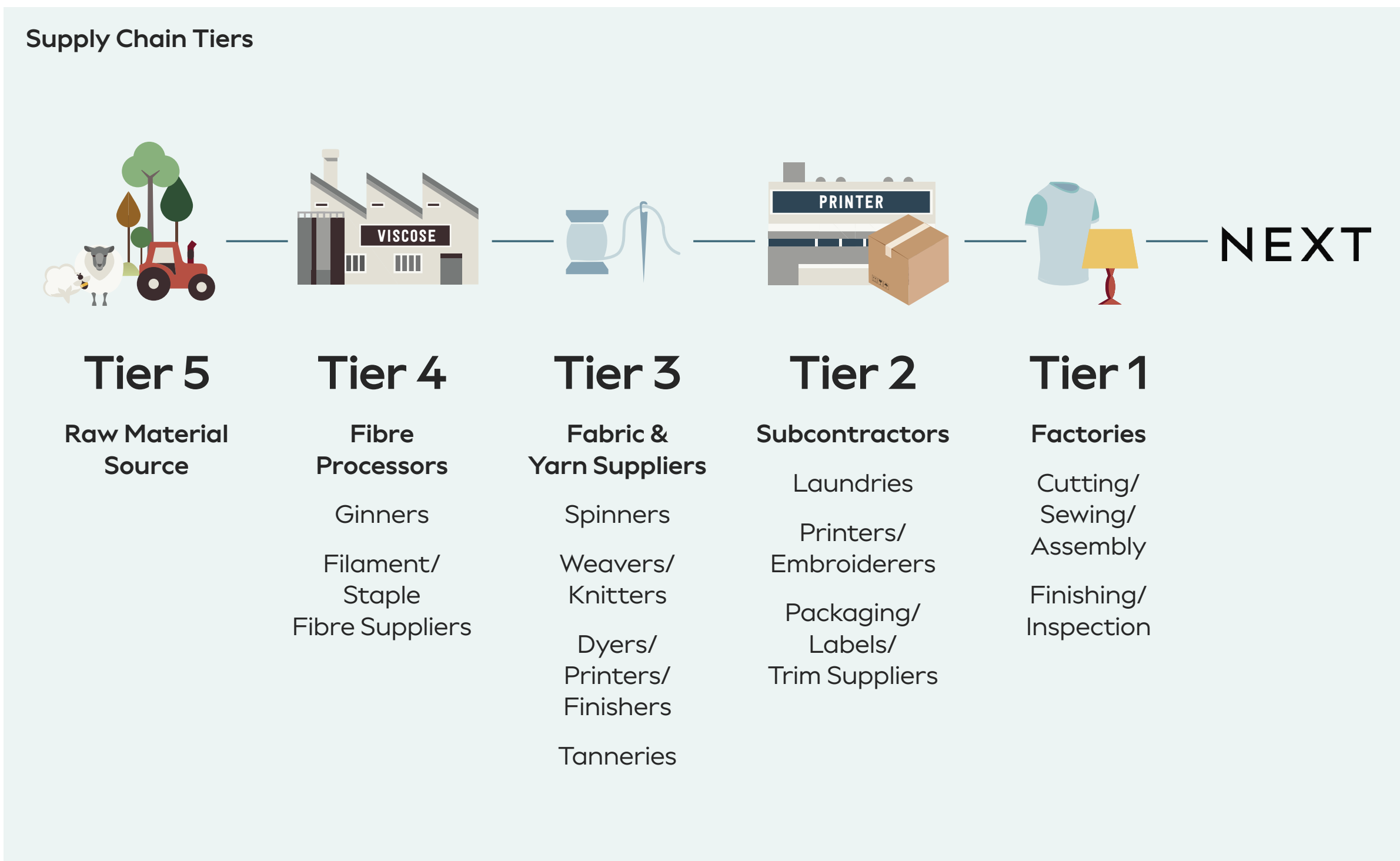
NEXT uses the Brand and Retail Module (BRM) to evaluate our status and prioritise efforts on salient ESG topics. We have completed the BRM since 2019 and share our assessment with our strategic partners.

### SPOTLIGHT

#### BUILDING KNOWLEDGE ON RESPONSIBLE SOURCING

We continue to build sustainability knowledge across the business through targeted training. In-person workshops, monthly webinars and e-learning cover preferred materials, supply chain processes and green claims, reaching buying teams, fabric technologists, licensing teams, new starters, our wholly owned brands and Joules. Third-Party brands are also trained on the NEXT Green Claims policy.

A sustainability forum, with representatives from each of the International NEXT Sourcing Teams, shares best practice and identifies opportunities for improvement.



<sup>1</sup>Top 90% of sites by volume of product supplied excluding upholstery.

**i** This page contains terms defined in [Key Terms appendix](#).

# Raw Materials

## OVERARCHING SOURCING AMBITION

To source 100% of our key raw materials in line with our Responsible Sourcing approach by 2030.

This means for each key raw material we have identified options which are independently verified as having improved environmental and/or social benefits vs the conventional alternative and we prioritise third-party certified materials.

## PROGRESS

NEXT Product teams have been working hard to increase percentages of responsibly sourced materials throughout the business. We have made good progress on the more accessible aspects of responsible sourcing and are now tackling more complex verification and availability challenges. During 2025/26, 82% (2024/25: 65%; 2023/24: 59%) of the tonnage of cotton, polyester, MMCFS and wool for NEXT brand textiles, footwear and accessories met our Responsible Sourcing criteria. For leather, 99% of the finished leather tanneries we source from completed an LWG Audit.



Organisation Better Cotton Initiative, Yuyang Liu. Location: Weixian, Hebei, China. 2019.

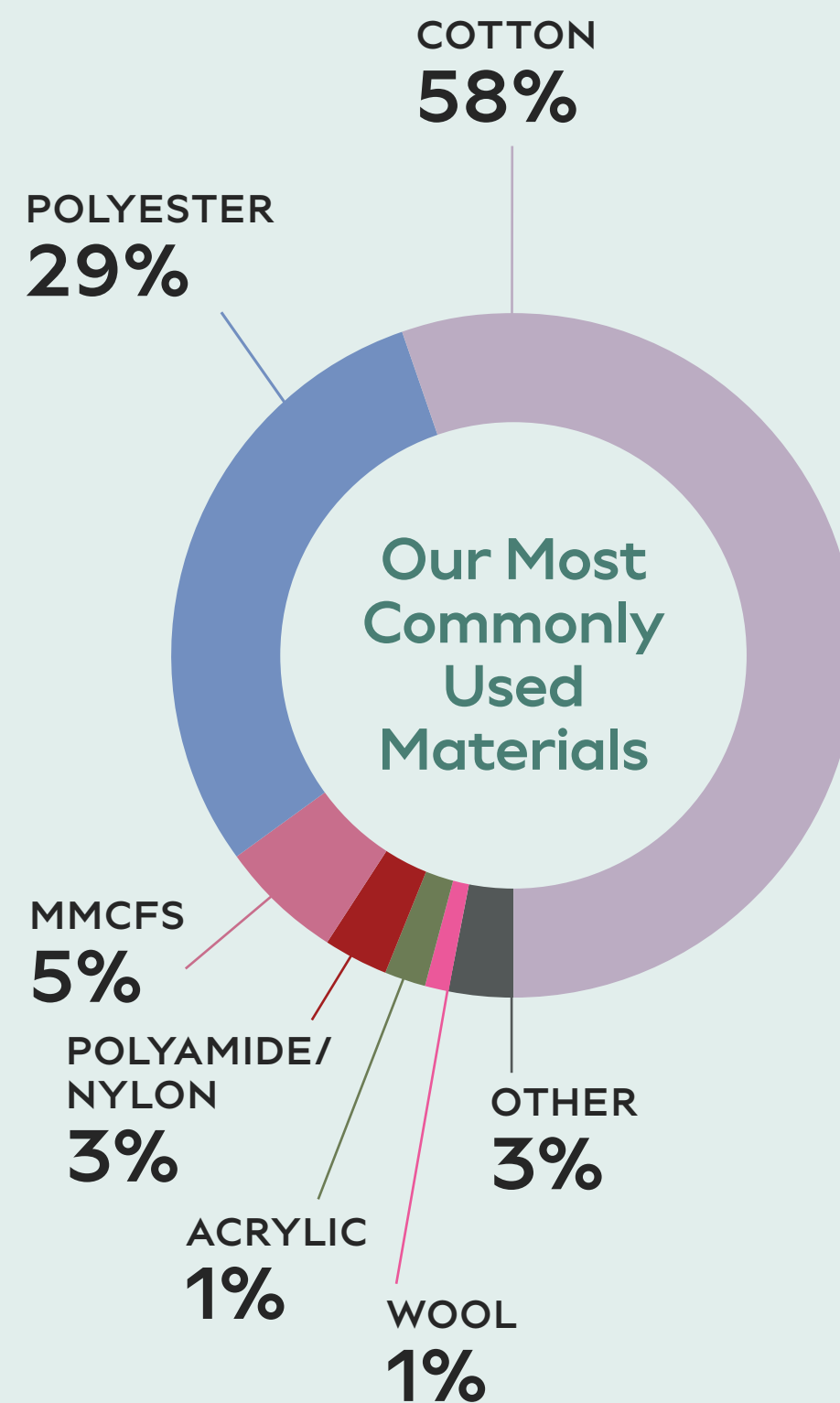
## SCOPE, METHODS AND VERIFICATION

**Textile fibres:** Textile fibre data covers NEXT own-brand products only and excludes furniture and upholstery. Our reporting is based on the material weight and sourcing data captured by our product teams during product development and procurement. This is due to the complex nature of retail supply chains and verification. The business is committed to evolving our traceability and verification processes, whilst investigating new technologies to ensure our reported progress is both transparent and fully reconciled. The specifics of how we measure each fibre will be addressed within each section.

**Non-textiles:** Leather and timber data covers NEXT own-brand and NEXT manufactured products ('Licenced'). This is because the management of these materials is operationally integrated. The leather target is calculated by percentage of finished leather tanneries that have undergone a Leather Working Group (LWG) audit. The timber target is calculated by percentage of unique wood sources and order value from responsible and certified sources as defined in our policy. We report home division data for the timber target, as it reflects our most significant timber-use area.

Trims are excluded from the calculations.

During 2025/26, we sourced a wide range of raw materials. Our total Textiles footprint for Next Brand only (excluding furniture and upholstery) is demonstrated below:

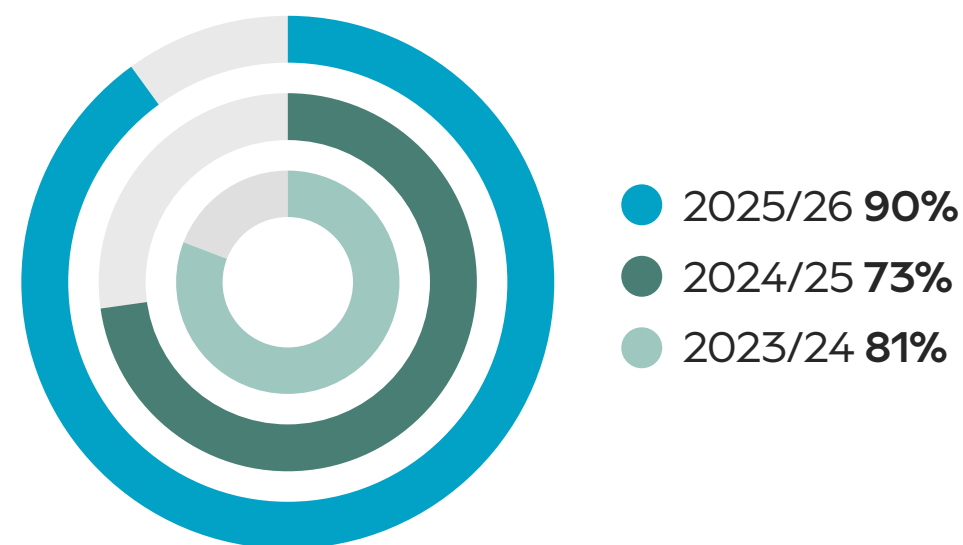


White Ecrú Premium Crew Neck Jumper: 100% wool. See [P.63](#) for more details.

**i** This page contains terms defined in [Key Terms appendix](#).

## Targets, Progress and 2025/26 Actions

### Cotton



**TARGET**  
Source 100% of cotton in line with our Responsible Sourcing approach by 2025.

**PROGRESS**  
During 2025/26, we sourced 90% (2024/25: 73%; 2023/24: 81%) of our total cotton through responsible routes. 85% (2024/25: 69%; 2023/24: 78%) was Better Cotton (mass balance); 5% U.S. Cotton Trust Protocol; less than 1% other responsible cotton including organic cotton and organic in conversion, recycled cotton and Supima.

**2025/26 ACTIONS**  
We have made significant progress toward our 100% cotton target, achieving 90% in the last financial year.

The remaining 10% is due to a combination of factors. Our sourcing records show that another 8% of Cotton has been sourced through BCI mass balance and we are working to match our items and BCI transaction IDs.

The final 2% is due to factors that make a true 100% challenging, such as:

- Small components and low percentages of cotton in blended materials and products such as Footwear and Accessories
- Small order quantities where our influence over the entire supply chain is limited
- The use of stock fabrics.

We are reviewing these challenges to see what is realistically possible and may exclude some of them from our target in future reporting years.

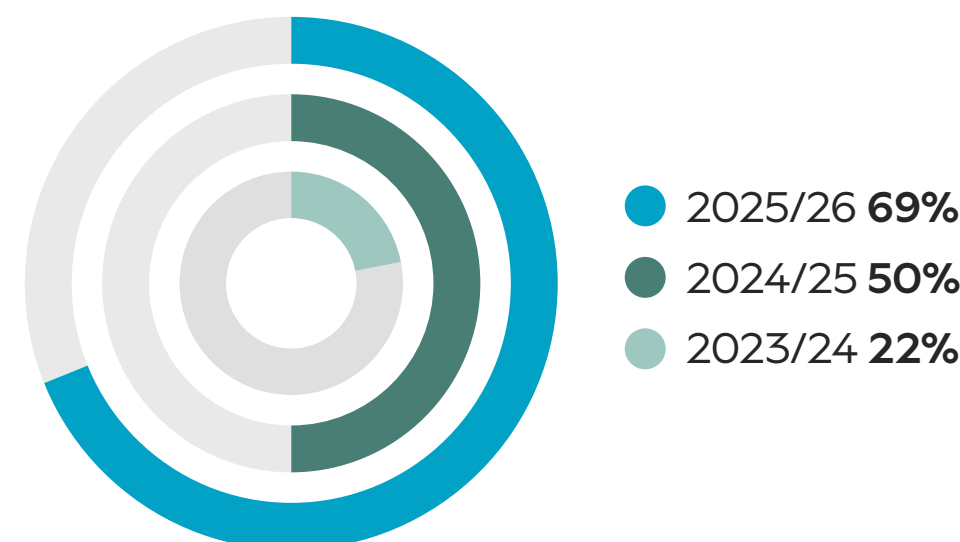
The cottons we define as delivering our Responsible Sourcing approach can be seen in our [full policy here](#). →

**The U.S. Cotton Trust Protocol**  
The U.S. Cotton Trust Protocol provides verified environmental metrics for participating U.S. cotton growers and enables supply chain traceability through digitally recorded transaction data. In 2025/26, 5% of our cotton was tracked through the U.S. Cotton Trust Protocol, compared to 4% in 2024/25.

**Better Cotton Initiative (BCI)**  
BCI cotton (mass balance) remains the foundation of our responsibly sourced cotton. Building on this, we are increasing our use of Physical BCI Cotton to enhance traceability. In 2025, we successfully piloted sourcing 77 tonnes across our Newborn, Kidswear and Womenswear divisions; these products will launch in 2026 and we will continue to work with our supply chain to expand Physical BCI Cotton across more products.

**BETTER COTTON INITIATIVE (BCI)**  
The reported volume of cotton sourced through the Better Cotton Initiative (BCI) Mass balance system is calculated through matching our items and BCI transaction IDs. We also carry out a volume reconciliation check, including our total cotton footprint and the lint volume on the BCI platform.

### Polyester

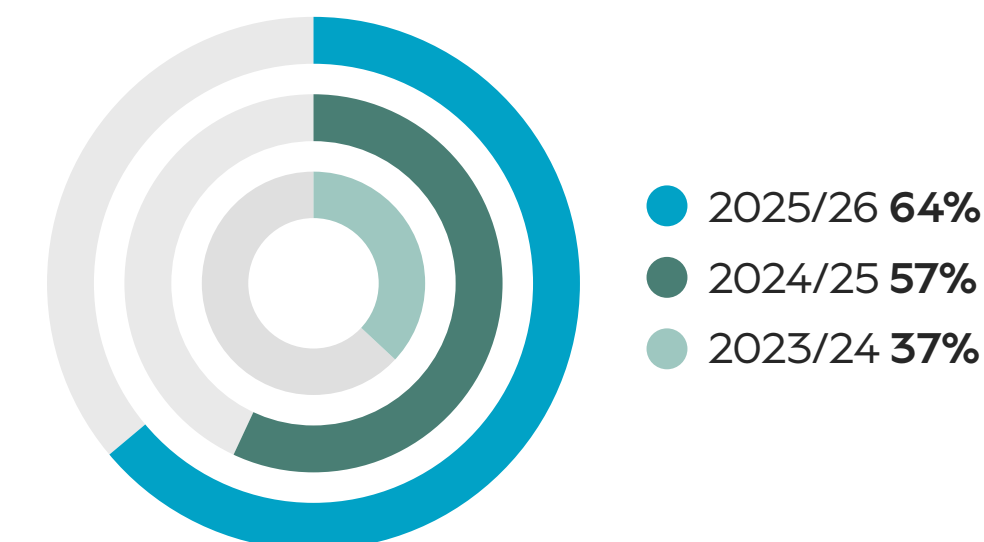


**TARGET**  
50% of polyester to be from recycled sources by 2025; 85% by 2028 and 100% by 2030.

**PROGRESS**  
During 2025/26, we sourced 69% recycled polyester, having met our 50% target early in 2024/25. Home, Menswear and Childrenswear are the biggest users of Polyester and have all increased sourcing of recycled polyester compared to last year.

**2025/26 ACTIONS**  
We focused on scaling our impact through ongoing education and engagement of our suppliers and product teams. We have also engaged with textile-to-textile recyclers to investigate the integration of next-generation recycling technologies, building the necessary foundations to transition toward a fully closed loop textile system.

### Man-made Cellulosic Fibres (MMCFs)



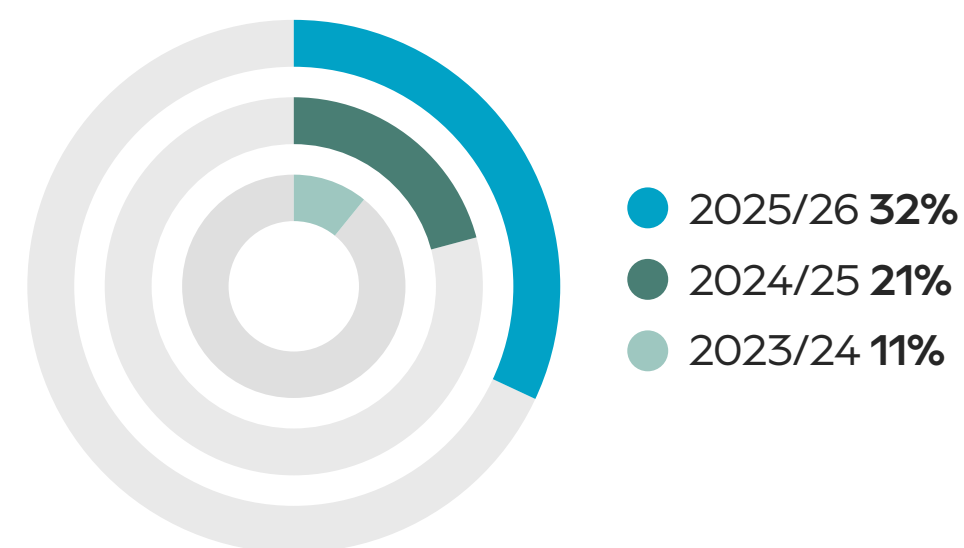
**TARGET**  
70% of MMCF fibres to come from branded sources that move beyond meeting our minimum requirements by having both verification and traceability by 2025 and 100% by 2028.

**PROGRESS**  
During 2025/26, we sourced 64% (2024/25: 57%; 2023/24: 37%) of our MMCF fibres through these branded routes. Traceability back to fibre producers remains challenging, however we have onboarded Textile Genesis to help address this: a digital traceability platform that tracks textiles from fibre producer to finished product, providing supply chain transparency and support for product claims. Through our MMCF policy, we are committed to sourcing from Canopy Green Shirt rated suppliers and those committing to closed loop production.

**2025/26 ACTIONS**  
We focused on scaling our impact through ongoing education and engagement of our suppliers and product teams. We held three training days with fibre producer, The Lenzing Group, at their Grimsby site, to help our teams learn more about their approach to production of MMCFs.

**i** This page contains terms defined in [Key Terms appendix](#).

## Wool



### TARGET

50% of wool sourced meets Responsible Sourcing criteria which includes several third party verified sources, such as certified to Responsible Wool Standard (RWS) by 2025; 75% by 2028 and 100% by 2030. To read our Animal Welfare policy, see the policy spotlight box on this page

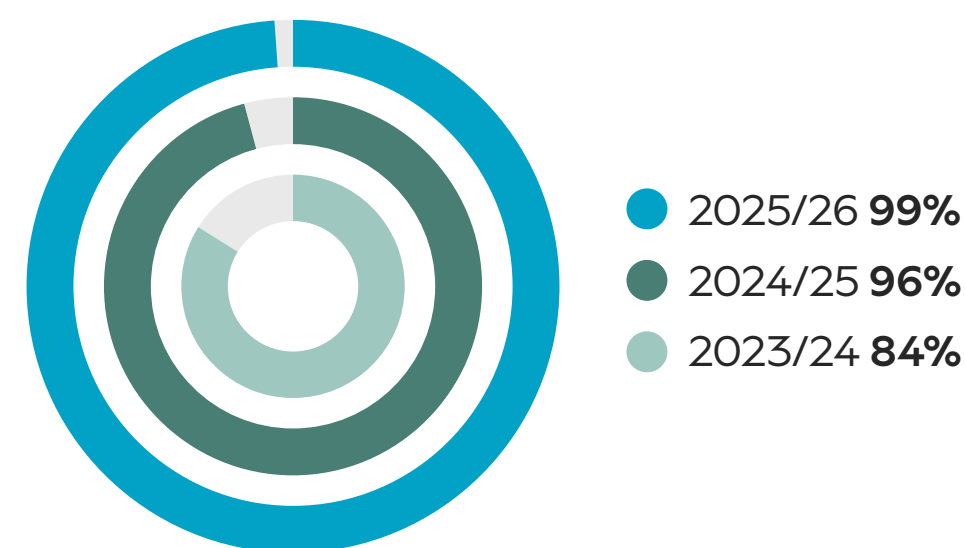
### PROGRESS

During 2025/26, 32% of wool (2024/25: 21%; 2023/24: 11%) met our criteria.

### 2025/26 ACTIONS

In clothing areas we have made good progress. However, our biggest current challenge is Home products, specifically rugs. Increasing sourcing of wool in line with our Responsible Sourcing approach continues to be a key focus for all teams and the Home team are working closely with our suppliers to continue progress towards the 2028 target.

## Leather



### TARGET

100% of finished leather tanneries have undergone an LWG audit by 2025.

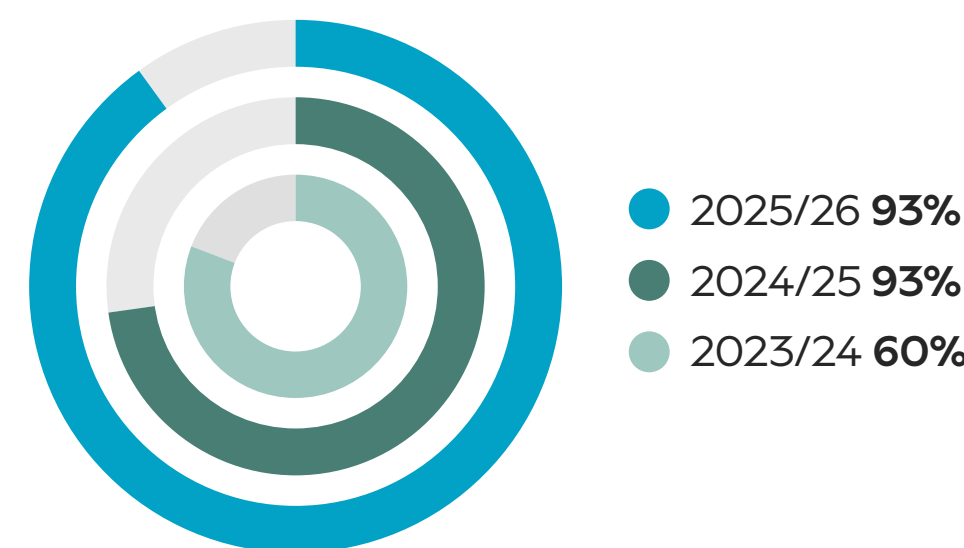
### PROGRESS

During 2025/26, 99% of finished tanneries we use for footwear, clothing, leather accessories and upholstery for NEXT brand and licensed brand products manufactured by NEXT have undergone an LWG audit.

### 2025/26 ACTIONS

We are reviewing our governance approach through enhanced due diligence to meet our target for finished tanneries in 2025/26. For further information on the criteria for leather, please see [next.co.uk/materialapproach](https://next.co.uk/materialapproach).

## Timber



### TARGET

100% of timber from responsible or certified responsible sources by 2025.

### PROGRESS

During 2025/26 93% of timber for NEXT brand and licensed brand products manufactured by NEXT was from sources meeting our certified or responsible criteria (as set out in our [policy](#)) (2024/25: 93%; 2023/24: 60%). Of the remaining 7%, circa 5% is Mango wood, sourced from smallholders. We are exploring solutions to address this with the Home team, and potential external partners.

### 2025/26 ACTIONS

- We continue to work with our suppliers to collect and assess timber traceability data, mitigate risks through working with third party expertise and corrective action plans, and conduct due diligence to monitor compliance with our policy

We partnered with World Forest ID in the Timber ID Alliance (for more, see [P.28](#))

We continue to prepare for the EU Deforestation Regulation (EUDR) (see [P.28](#))

## Feathers and Down

Our Animal Welfare policy requires filled products to be certified to a third party standard such as the Responsible Down Standard (RDS). We met our target previously and this is now a minimum requirement.

### POLICIES

Comprehensive policies guide our Product and Sourcing teams in their approach, including:

- ▶ [Responsible Sourcing guidelines](#)
- ▶ [Cotton Sourcing Policy](#)
- ▶ [MMCF Policy](#)
- ▶ [Animal Welfare Policy](#)
- ▶ [Chemicals Policy](#)
- ▶ [Timber Sourcing Policy](#)



**i** This page contains terms defined in [Key Terms appendix](#).

# Nature & Biodiversity

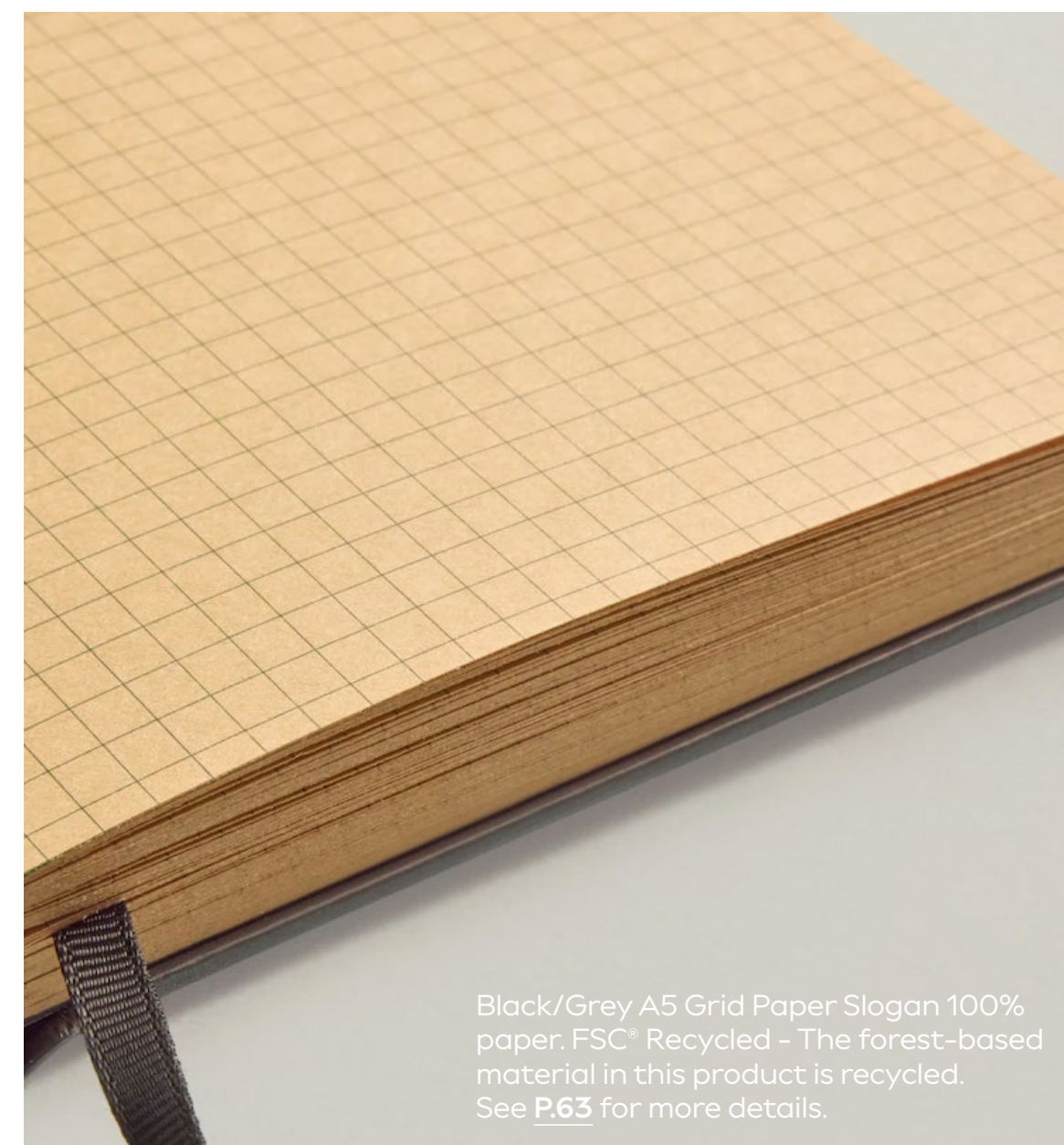
This is an emerging area of focus for sustainability in our business. It links to several other strategic priorities and work is already underway. Tackling nature and biodiversity issues together makes commercial sense and will deliver better results.

Our approach focuses on working to promote nature-positive practices across our supply chain and operations, including our sourcing of forest-derived materials, and aiming to improve soil health through the use of preferred naturally-derived fibres, starting with cotton. We aim to preserve water resources by improving efficiency, supporting core textile wet processors' engagement with ZDHC, and working with The Microfibre Consortium (TMC) to support testing and research on microfibre pollution. Where animal-derived materials are sourced, we work to ensure adherence to best practice standards (see our Animal Welfare policy, [P.27](#) →). We are also exploring circular business models with the aim of reducing reliance on virgin fibres, see [P.31](#) for more →.

## Progress and Actions 2025/26

### Deforestation

In readiness for the EUDR, we are working to obtain geolocation data across NEXT products in collaboration with our supply chain partners. A new compliance platform enables us to trace relevant commodities used in our products to the plot of land they are procured from, using satellite imagery checks and chain of custody documentation. Our new deforestation policy will launch in 2026 to support this. We are also reviewing other forest-linked commodities, such as leather, to identify further opportunities to strengthen our current policies.



Black/Grey A5 Grid Paper Slogan 100% paper. FSC® Recycled - The forest-based material in this product is recycled. See [P.63](#) for more details.

We worked with World Forest ID as part of the Alliance for Wood ID Testing to verify document-based origin claims using stable isotope ratio and multi element analysis – proven techniques in the food and textile sectors. It is an innovative initiative that provides access to testing capabilities for forest-connected products across the industry.

The study we were involved in examined the geographic origin of timber in a range of products, with NEXT contributing to birch and oak projects since February 2024. Published results from the birch study are helping to scientifically verify and improve traceability data accuracy. [You can read the results here.](#) ▶

### SPOTLIGHT

#### ARVIND ORGANIC COTTON PROJECT

We continue to explore new partnerships and projects which address nature and biodiversity challenges. Over the past four years, our Menswear division has supported the supplier, Arvind, in a project which transitioned 2,200 hectares of conventional cotton crop to organic cotton crop. The project has involved 2,000 farmers, offering a range of training programmes focusing on organic practices, soil health management, and compliance with organic certification standards. Throughout the programme, Arvind has monitored the positive impact of changing to organic practices across a range of environmental metrics including energy, water and greenhouse gas emissions.



Organisation: Better Cotton Initiative, Khaula Jamil. Location: Rahim Yar Khan, Punjab, Pakistan. 2019.

**i** This page contains terms defined in [Key Terms appendix](#).

# Water & Chemicals

The textile industry is water- and chemical-intensive, with large quantities used in fibre production, dyeing, finishing and washing processes. With more frequent and intense weather events around the world putting pressure on freshwater resources, we have a responsibility to promote careful water stewardship, particularly where suppliers operate in water-stressed regions. Equally, managing chemical use and avoiding harmful discharges is essential to protect ecosystems, workers and surrounding communities. We are looking to improve our support to suppliers to help manage and conserve water and chemicals effectively and strengthen the resilience and sustainability of our supply chain.

## Progress and Actions 2025/26

### Water

#### Water in our Direct Operations

While our direct operations are not major consumers of water, we have continued to review our sites and increase the number of them with Automatic Meter Reading (AMR) technology. This helps us investigate out-of-hours water use to identify and resolve any leaks to help reduce water consumption.

Global water consumption for 2025/26 is 567,486m<sup>3</sup> (2024/25: 562,135m<sup>3</sup>). This data covers NEXT, Reiss, Joules and FatFace stores, operations and buildings.



Wastewater being treated at an effluent treatment plant (ETP).

#### CASE STUDY

### Building our Approach to Water Stewardship

In 2025/26 we carried out an updated water risk assessment, incorporating both NEXT own sites, Tier 1, 2 and 3 sites; as well as key cotton sourcing regions. Previously, the focus had been on risks at key wet processing factories (dyers, printers and laundries) in our supply chain; however, we recognised a need to include owned sites and extended our assessment to the top 90% of our Tier 1 and Tier 3 sites.

Following a more comprehensive risk assessment using the WWF Water Risk Filter, we have mapped facility exposure to water-related risks—including scarcity and flooding—across each river basin in order to identify priority locations and suppliers for engagement. We currently use ZDHC and Worldly's FEM to provide factory-level data on supply chain water performance. High-priority regions identified in this assessment include India, Pakistan and Bangladesh, and we are exploring potential programmes and partnerships to address these risks.

## Chemicals: ZDHC

#### TARGET

By 2025, all our core<sup>1</sup> textile wet processors will be fully engaged with ZDHC.

#### PROGRESS

During 2025/26, we onboarded 627 wet processors to the ZDHC programme, 300 of which are core<sup>1</sup> wet processors. This represents 84% by product volume.

#### 2025/26 ACTIONS

Through the year we have implemented new onboarding processes which we are confident will enable us to reach our remaining core wet processors over the next 12 months.

We have continued to actively monitor the Chemical Inventory (InCheck reports) and Wastewater (ClearStream reports) from our wet processing sites to provide insight into our supply chain's chemical management, and work with our suppliers to identify opportunities to improve and prevent pollution events.

See our [Chemicals Policy](#)  for more information on our chemical management requirements.

<sup>1</sup>Core refers to our top 90% of wet textile processors and declared wet processors by volume of products supplied, excluding upholstery.

**i** This page contains terms defined in [Key Terms appendix](#).

# Circularity & Waste

Circularity is part of our Responsible Sourcing approach to lower the environmental impact of our activities. For NEXT this means exploring opportunities to design, produce and sell products that minimise waste, and help to keep materials at their highest value and in use for longer.

This year we enhanced our Circularity strategy to identify three foundational pillars:

### Product Development and Design

Incorporating circular principles into designs and product commissions, starting with product recyclability.

### Circular Business Models

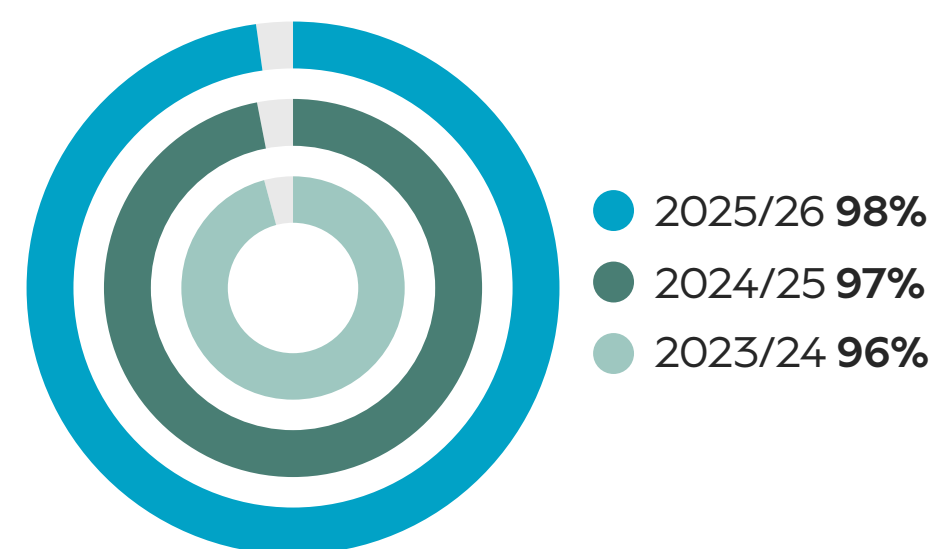
Consolidating existing and developing new circular business models—those which keep materials in use for longer through strategies such as reuse, repair and resale.

### Waste

Reducing our operational waste, including packaging waste, wherever possible and reducing materials which cannot be recycled.

## Progress and Actions 2025/26

### Waste



### Operational Waste

#### TARGET

Divert at least 95% of operational waste from landfill.

#### PROGRESS

During 2025/26, we diverted 98% of our waste materials to recycling, reuse or energy recovery (97% in 2024/25; 96% in 2023/24).

#### Waste Global

Materials Diverted for Recycling and Energy Recovery

General Waste Sent to Landfill

#### Total Waste

% Diverted from Landfill

### 2025/26 ACTIONS

- We continue to improve our packaging to protect products in transit, align with the UK Plastics Pact, and abide by incoming legislation such as Extended Producer Responsibility (EPR) and help customers recycle through our On-Pack Recycling Label (OPRL) scheme membership
- Our new Waste Working Group brings together colleagues from across functions to review policies, optimise and develop new waste streams for faulty stock
- We are developing a Waste Streams centralised Directory—a self-service platform to help guide disposal routes for different materials. The initiative has already created value through a new route to recycle metals, and the team is reviewing all potential textile recycling routes as technology and scalability become possible.

### Recycling: Carrier Bags, Courier Sacks and Hangers

We separate recyclable materials in our retail stores for processing at our in-house recycling centre and work closely with our waste contractor and packaging suppliers to improve efficiency, including reprocessing plastic transit packaging into new clear bags and recycling cardboard from our stores and warehouses.

Customers pay a small charge for carrier bags (see more in Supporting our Communities, [P.40](#)) and we encourage them to return their carrier bags and courier sacks for recycling. Both contain at least 30% recycled material and can be dropped off at in-store collection points. We also close the loop on clothes hangers, collecting them for reuse or recycling them into new hangers.

In 2025/26 2,015 tonnes of courier sacks and plastic bags were collected for recycling.

In 2025/26 600 tonnes of hangers were collected for recycling or reuse (2024/25: 602 tonnes).



	2025/26 Tonnes	2024/25 Tonnes	% Change
Materials Diverted for Recycling and Energy Recovery	41,360 <b>A</b>	34,690	19%
General Waste Sent to Landfill	930	904	3%
<b>Total Waste</b>	<b>42,290 <b>A</b></b>	<b>35,594</b>	<b>19%</b>
% Diverted from Landfill	98% <b>A</b>	97%	1%

**A** This data was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's report on [P.64](#). NEXT's 2026 Reporting Principles and Criteria can be found [here](#).

**i** This page contains terms defined in [Key Terms appendix](#).

## Business Models

We launched an online take-back scheme in partnership with Salvation Army Trading Company Ltd (SATCoL). Using guidance on the [NEXT website](#), customers can generate a QR code to send their unwanted clothing, handbags and shoes to a SATCoL facility where they will be sorted for resale in charity shops or further processing at a recycling facility. This partnership helps us to extend the useful life of products and reduce product waste. The profits raised from resale of donated items will be given to The Salvation Army, to continue to support vulnerable people across the UK.

## Product Lifecycle Management

This forms part of our Circular Business Models strategy through which we aim to manage unsold and returned stock to preserve both commercial value and useful life. Our approach falls into three categories:

- 1. Never sold** – products not sold at full price are first offered through our online or in-store sales or Clearance routes, and then to authorised third party wholesalers. We also donate products to charity partners for direct reuse by people in need (see [P.40](#) in [Supporting our Communities](#) →), or for resale to generate funds
- 2. Returned as faulty** – all returns are inspected, with insights fed back internally to help suppliers eliminate the root cause of future faults. Items are then either resold through our Clearance routes or donated to charity partners for reuse, or passed to authorised third party wholesalers
- 3. Online returns** – a significant proportion of online purchases are returned to us in line with customers' rights under the Distance Selling Regulations. Returned items are inspected, refurbished and resold where possible.

## Product Development and Design

Microfibre pollution, for example from washing products during use, is an ongoing challenge for the whole textile industry. We continue to work with The Microfibre Consortium (TMC), with a NEXT Group representative on their Advisory Board and contribute to research identifying high-risk areas of fibre fragmentation.



Stone Natural Regular Fit Long Sleeve Oxford Shirt: 100% Organic Cotton. See [P.63](#) for more details.

## Partnerships and Memberships

These critical partnerships and collaborations help us make progress on all aspects of responsible sourcing and circularity:

Textile Exchange



The Microfibre Consortium (TMC)  
Microfibre 2030 Commitment & Roadmap



Leather Working Group



ZDHC – Roadmap to Zero



WRAP UK Textiles Pact



WRAP UK Plastics Pact



Forest Stewardship Council



The On-Pack Recycling



Read more in our [Partnering for Change](#) section →

# Looking Ahead

- Work with Textile Genesis to improve the traceability of MMCFs
- Launch our new deforestation policy
- Launch the Waste Streams Centralised Directory to the wider NEXT Group
- Hold 'design for recyclability' workshops with Product and Design teams, facilitated by third party expertise
- Review the learnings from our take back textile programme.

# MAKING NEXT A GREAT PLACE TO WORK

## Our Commitment

We want to provide an environment where our workforce is:

- Safe, supported and respected
- Treated fairly and taken care of
- Listened to
- Motivated to achieve their full potential.

## Our Approach

We value the diverse backgrounds, experiences and abilities which contribute to our success. To ensure we attract, retain and develop the very best people, we continue to create an inclusive and inspiring environment where individuals feel valued and respected, and where they can thrive and achieve their full potential.

This section reports predominantly on the progress of our Great Place to Work activities at NEXT, WOBL, and Joules, with references to our TP partner brands Reiss and FatFace.



### OUR FOCUS AREAS:

- HEALTH & SAFETY
- EMPLOYEE ENGAGEMENT
- EMPLOYEE WELLBEING
- EQUALITY, DIVERSITY & INCLUSION
- TRAINING & DEVELOPMENT
- REWARDS & BENEFITS.

### KEY PROGRESS HIGHLIGHTS:

- 
**Enhanced employee engagement and introduced more tailored initiatives** to different age groups and communities, using improved data granularity
- 
**Delivered a renewed approach to employee listening** through a new provider, achieving a Group engagement score of 75%, outperforming UK and global fashion retail benchmarks
- 
**Updated our approach to Health and Safety through to 2029**
- 
**Launched Connected**, a new programme of training to foster inclusivity and a more multigenerational approach.

OUR APPROACH CONTINUED

Together We Are NEXT

Our Together We Are NEXT employee-led communities—Able, Uniformed Services, Pride, and Unity—champion LGBTQIA+ issues, cultural diversity, current and former military personnel and disability at NEXT. Community leads meet regularly to discuss programmes, address issues and engage the wider business. Learn more at careers.next.co.uk.

This year we introduced new tools designed to support the growth and development of our employee-led communities and ensure activities are accessible, representative and impactful for colleagues:

- An employee-led review using a self-assessment template to help assess consistency, progress, value to the community represented and opportunities for growth
• Inclusive frameworks for communications and learning and development
• An inclusive events guide, providing a practical check list for planning, venues, communications, speaker guidance and more.



Partners

We are proud to partner with a wide range of expert organisations to help us deliver our Great Place to Work programmes, provide subject matter expertise and support for our teams, including:

Aviva (Digicare+)



BUPA



Business in the Community



Charles Cameron



CoppaFeel!



The Duke of Edinburgh's Award



GenM



Westfield Health



Wealth at Work



Wellbeing of Women



Read more in our Partnering for Change



POLICIES AND CHARTERS

Some of the policies and charters we deploy across NEXT to support our commitment to our people:

- ▶ Mental Wellbeing Charter: encourages an environment where mental wellbeing is discussed openly to eliminate stigma, fear or discrimination.
▶ Health & Safety Policy
▶ Disability Confident: Level 2 employer, taking extra steps to ensure disabled people get fair and equal opportunities at employment
▶ Race At Work Charter

## 2025/26 Actions

### Employee Engagement

NEXT has well-established employee forums for each business area: elected representatives attend meetings throughout the year with directors and senior managers. These encourage open discussion on business issues, policies and the working environment. Some of the resulting new initiatives include:

- An updated Family Leave policy offering increased financial support, including enhanced maternity and adoption pay, plus a flexible return-to-work package for those returning early
- An extension of our partnership with WorkBabyLife, offering more free tailored support sessions to expectant and new parents, and
- Improved employee support throughout Family Leave, including better communication and check-ins, clearer guidance and more effective tools for line managers.

#### SPOTLIGHT

##### LISTENING TO OUR EMPLOYEES

Regular dialogue with employees helps us build trust, understand team motivation and satisfaction, assess workplace culture and identify improvements to support better productivity, wellbeing, innovation, customer service and retention—contributing to making NEXT a great place to work. We conduct an annual listening survey, Your Voice Counts, across NEXT teams, including wholly owned brands, GAP UK and Victoria’s Secret UK (Head Office and Retail) and Joules.

This year, we partnered with WorkL to deliver the survey, chosen for their expertise in the UK retail sector. The new survey is shorter, more user-friendly, and provides enhanced benchmarking against both UK and global businesses. Results focus on six core areas of engagement and happiness: Wellbeing, Empowerment, Information Sharing, Reward & Recognition, Satisfaction and Pride in the Company.

NEXT Group achieved an overall engagement score of 75%, significantly outperforming both the UK (64%) and global (68%) fashion retail benchmarks. Empowerment and Job Satisfaction emerged as the strongest themes, while Reward and Recognition, although lowest scoring, still met industry comparisons.

Across demographics, scores remain consistently strong. Employees aged 65+ reported the highest engagement (82%), wellbeing (83%) and job satisfaction (84%). Engagement was also notably high among ethnic minority groups, with Black/African/Caribbean/Black British and Arab employees both scoring 80% engagement. Asian/Asian British employees stood out for Pride (82%) and Job Satisfaction (82%), while female employees scored slightly higher than male employees across all six areas, particularly in Empowerment and Job Satisfaction (both 79%).



This new approach not only sharpens our understanding of what drives engagement but also enables us to design more tailored initiatives for different employee groups.

Employee Engagement Survey	2025/26
Group Engagement Score <sup>1</sup>	75%
Retail Engagement Score <sup>2</sup>	76%

##### FATFACE EMPLOYEE ENGAGEMENT

This year, FatFace successfully recertified as a B Corp, increasing its score from 80.4 to 89.1 in just 12 months. In their annual employee engagement survey, 82% of colleagues said they value the company’s B Corp status, while 88% agreed that sustainability is important to the company culture.

This helped FatFace secure a place on the 2025 Sunday Times Best Places to Work list, alongside a Highly Commended recognition in the 2025 Sunday Times Best Places to Work for Women.

##### REISS EMPLOYEE ENGAGEMENT

Reiss saw employee engagement across Head Office and Retail teams continue to reflect encouraging results: Head Office showed strong participation (92%) and engagement (66%), with particularly high scores for pride in working for Reiss and positive Line Manager relationships. Retail results similarly indicated strong engagement (68%), with a standout ‘Belonging’ score (87%), and significant year-on-year improvements in Manager respect and employee clarity around how to be successful in their role.

<sup>1</sup> Benchmark for UK Fashion Retail industry: 64%

<sup>2</sup> Benchmark against the Global Fashion Retail Industry 68%

## CASE STUDY

## Advancing our Multigenerational Approach

At NEXT, one of our strengths lies in attracting and retaining multi-generational teams, with individuals at different stages of life bringing their diverse perspectives and experiences. This year, we have started work on two major new programmes aiming to build understanding of the importance of nurturing this strength within the business.

**Connected** is a layered programme designed to build generational intelligence and enhance collaboration across generations. Through this, we aim to equip managers and individuals with the skills to adapt and thrive, future-proofing NEXT as workforce demographics evolve over time. Combining initiatives at every level, we deliver the programme through three key areas:

- **Awareness** - digital learning to deepen understanding of roles and expectations
- **Internal Development** - embedding themes of performance, wellbeing, leadership, emotional intelligence and inclusivity into existing and new development initiatives, such as Focus on Feedback, Leading with Strengths and Inclusive 100
- **External Partnership** - collaborating with specialists GenZCoach to bring fresh insights.



**'This initiative helps give early-career employees the chance to develop valuable life skills beyond the workplace.'**

GenZCoach use a 'Generational Intelligence Wheel' (covering communication, expectations, culture, leadership, growth, and feedback) to identify performance gaps. Our results showed strengths in 'Growth & Development', with opportunities in 'Feedback' and 'Expectations & Alignment' for clear objectives, transparent communication, recognition of contributions, career progression and regular, constructive feedback.

As the largest retail partner of the **Duke of Edinburgh (DofE) Award**, we are proud to be building on this longstanding partnership by establishing our own internal DofE programme for employees. Launched in Q4 2025, this initiative helps give early-career employees the chance to develop valuable life skills beyond the workplace, with the opportunity to achieve a Gold Award while working at NEXT.

Developed specifically for our employee base, we benefit from tailored programme design and administration, targeted outreach to encourage participation – particularly for those from less advantaged backgrounds – and structured support and mentorship. The programme is integrated into our existing employee development framework, with opportunities to tell compelling stories to highlight the achievements and impact of our participants.

## Health, Safety and Employee Wellbeing

We want NEXT to be a safe place for everyone, with a culture that enables all our employees to maintain good mental wellbeing. Our safety objectives focus on three pillars:

- Health, Safety and Wellbeing engagement and communication
- Developing our Health and Wellbeing offer for our employees
- Ensuring a safe workplace, with a focus on key risks.

Please see our [Health and Safety Policy](#) for more information. ▶

## Health and Safety

We review our Group safety statement and objectives every three years, including programmes for each division of the business. We have compiled a new set of these to 2029, including closer integration with Joules and other TP partner brands.

Across the business we have a comprehensive process to report accidents. Incidents involving colleagues or customers, are logged, classified by type and cause, and investigated to understand any lessons to be learned. The most common type of accidents are slips, trips and falls.

We have been focusing on strengthening our health and safety culture in the NEXT Distribution & Warehousing (NDL) division through targeted training and engagement. 200 senior leaders have completed the National Examination Board in Occupational Safety and Health (NEBOSH)-accredited Certificate in Health and Safety Leadership Excellence, designed to embed long-term behavioural change and grow a culture of shared responsibility for safety. We have also been delivering roadshows for our Retail teams on customer service and safety. We will explore further partnerships with health and safety experts to build on this progress.

Accident Rates	2025/26
Employees (Retail) <sup>1</sup>	10.41
Employees (NDL) <sup>1</sup>	3.79
Customers (Retail) <sup>2</sup>	1.35



<sup>1</sup> Per 100,000 hours worked.  
<sup>2</sup> Per 100,000 transactions.

## Wellbeing

We continue to offer a comprehensive wellbeing programme of benefits, resources for support and awareness, events and on-site assets to help support psychological safety alongside physical health. This spans NEXT, Joules and wholly owned brands. Our Mental Wellbeing Charter, available on [wellbeing.go.next](#) ▶, promotes open conversations to reduce stigma and discrimination in the workplace.

**Benefits** available across the business, include:

- A network of 160 trained Mental Health First Aiders in all divisions supported by regular manager training, and a new employee e-learning course
- Digicare+ Workplace, providing a Digital GP, annual health check, free sessions with a menopause expert, lifestyle and health resources and an Employee Assistance Programme offering independent counselling. We also provide lifestyle checkpoint machines which move across our different sites
- In 2025/26, we expanded the Head Office onsite GP service to Distribution and Warehousing (NDL) teams at E3, South Elmsall, our largest location, extending access to an additional 8,000 employees
- Launch of Westfield Health’s Surgery Choices, a new private health insurance plan covering over 60 procedures, for over 5,000 employees across NEXT
- Roll out of the My NEXT Benefits platform to all NEXT teams—a central portal where all employees can access, review, and sign up for benefits—with an 90% active user rate
- Extended family leave support following Your Voice Discussions’ employee feedback (see [P.34](#)).

**Awareness and support** include a wide range of online and in-person tools and support available to colleagues, including women’s health partnerships with GenM (covering menopause) and Wellbeing of Women (covering a range of subjects, including menstrual health). This year we launched the Period Symptom

Checker, with free sanitary products for employees across all areas of the business. We also offer a range of cancer awareness and support services, including a trial of a mole check clinic and a breast cancer awareness campaign, including a Breast and Chest Fest event at Head Office with CoppaFeel!. Read about the new Together with NEXT lingerie collaboration with the charity in [Supporting Our Communities](#) on [P.42](#). →

**Events and on-site assets** include an extensive series of year-round online and in-person wellbeing activities at Head Office, retail, online and warehouse locations. Assets and activities include Hydration stations offering flavoured water, healthy Nutrition and Hydration advice, a Digital Detox Time Out day and the expansion of Radio NEXT, our in-house radio station, which supports engagement across our major UK warehousing and logistics sites. To read more about the range of ongoing wellbeing programmes on offer, see [wellbeing.go.next](#).

Wellbeing Performance	2025/26
Number of Mental Health First Aiders	160
Number of Managers Receiving Mental Health Training	330
Wellbeing.go.next Views	78,095
New Digicare+ Enrolments in 2025/26	2,809

## Financial Wellbeing

New partnerships were started with Wealth at Work, to pilot retirement and early career financial education, and Charles Cameron, to provide free mortgage advice and tools for employees. Following initial positive feedback and strong engagement, the pilots will be evaluated in 2026.

## Equality, Diversity and Inclusion (EDI)

We are an equal opportunities employer and offer career opportunities without discrimination. We treat all employees fairly regardless of gender, gender reassignment, sexual orientation, marital status, race, colour, nationality, religion, ethnic or national origin, age, disability or union membership status.

We believe that a diverse and inclusive working environment is vital to the success of our business and to support the health and wellbeing of our employees. We continue to run mandatory EDI training for new starters and all our managers to explore unconscious bias, inappropriate behaviour, discrimination and harassment, and provide guidance on how to positively influence the behaviour of others.

### SPOTLIGHT

#### DEMOGRAPHIC DATA COMPLETENESS

We have aligned employee demographic and disability records in the NEXT Enterprise Portal with the national census, enabling easier comparison with national data. Employees have a "prefer not to say" option, alongside clear messaging on why providing this information is important to help us better understand and support our teams and to inform inclusive decision-making. In phase two, we aim to track key outcomes such as attrition, salary reviews, promotions, performance and talent progression by demographic group.

This year, actions included:

- A new approach to developing inclusion in Retail, with the launch of e-learning courses, 'Working Together Respectfully' and 'Leading with Inclusion', together with a face-to-face inclusive leadership training workshop for store managers
- The introduction of Inclusive 100 – a pilot leadership programme for 100 managers, designed to build inclusivity and collaboration across multigenerational teams. Using an Inclusive Leadership Accelerator, leaders are assessed on five 'Cs' – Courageous, Challenger, Creator, Curious and Commercial – and receive tailored recommendations to develop more inclusive behaviours and help them progress along business and individual leadership maturity scales
- The launch of 'Mentor Me', a new pilot mentorship programme in Head Office. Feedback from the first cohort of 24 mentors and mentees has been very positive, contributing to personal learning and growth
- Engaging with Business in the Community's Opening Doors campaign to improve our inclusive recruitment processes to unlock untapped, diverse talent (see Inclusive Recruitment, [P.38](#)) →

Gender Diversity	2025/26	2024/25
Female % of Total Employees	70%	70%
Female % of Senior Management	55%	52%
Female % of the Board	33%	33%
<b>EDI training numbers:</b>		
Managers	125	376
New Starters	601	2,741

To read more about our gender diversity, please see our [Gender Pay Gap report](#) ▶ and our [Annual Report](#). ▶





### Inclusive Recruitment

Attracting diverse talent brings fresh perspectives, drives innovation and strengthens our workforce for future growth. It also helps us reflect the communities we serve, enhancing our ability to meet their needs. In partnership with Business in the Community’s (BITC) Opening Doors campaign, we have worked to remove barriers for disadvantaged groups, guided by five principles: building inclusive partnerships, ensuring clear language on job descriptions, skills-focused recruitment, accessibility and eliminating bias.

This year, we updated our job adverts, streamlined recruitment tests, enhanced manager bias training, and improved overall candidate experience. Our engagement included organisations such as Stonewall, Department for Work and Pensions, Hatfield Prison, Hidden Disabilities Sunflower, and Shaw Trust. Our achievements included Bronze Forces Covenant accreditation, seven Armed Forces career events supporting 192 veterans into the recruitment pipeline, outreach to over 34,000 students, and expanding targeted placements and apprenticeships. This included the Hatfield Project, now in its sixth year recruiting ex-offenders from HMP Hatfield in Doncaster to three sites in our NDL division.

	2025/26
Respect in Retail Training Numbers	5,639
No. of Apprenticeships completed	62
Number of Interns	9
LGV Driver Academy training completions	2

### Training and Development

We believe that offering relevant learning and development opportunities will help our employees to feel valued, equip them to carry out their roles to the best of their ability and support them in developing their career at NEXT. We want to make sure that everyone can access and enjoy our range of development tools and training, so they can achieve their full potential, whatever their individual needs are. We have training teams in each area of the business that support:

- Job role-specific training covering technical, operational and skills training
- Tailored training to address both employees’ individual needs and specific business requirements
- Health and safety, first aid and manual handling training to help ensure our employees work in a safe environment.

### Apprenticeships and Interns

Our apprenticeship programmes continue at pace: we now have 249 apprenticeships in place and 36 apprenticeship programmes ranging from warehouse operations and retail roles through to Masters-equivalent programmes. We welcomed nine interns to spend six weeks of the summer at Head Office to get a taste of the business.

### Local Schools, Colleges and Universities

Teams in our Distribution division continue to work with schools in the vicinity of our Yorkshire warehouses to help bring alive different career opportunities within the business. Through recruitment workshops, careers fairs and site visits, students get a glimpse of where support and development offers could take their future careers. Year-round, Product teams visited universities to give presentations and attend graduate career fairs.

### Reward, Fair Pay and Employee Share Ownership

We believe in rewarding all employees with fair and competitive salaries, along with the opportunity to gain additional pay in the form of a bonus depending on the Company’s financial (or in some cases, store or individual) performance. We also operate a Sharesave scheme to encourage employees to own shares in NEXT.

## Looking Ahead

- Continue to deliver, respond to and learn from feedback from our Connected programme
- Run the second round of our Compelling Culture diagnostic, measuring our inclusion progress across all demographics
- Reopen our cycle to work scheme, offering up to £2,500 for bikes and accessories
- Extend Health & Safety training to senior leaders in retail.

# SUPPORTING OUR COMMUNITIES

## Our Commitment

We want to support causes that make a real difference. We particularly focus on supporting charities and organisations that have an impact in the countries and communities we source from and operate in.

## Our Approach

While we support a broad range of charities in a variety of ways, we aim to develop longer-term, strategic partnerships with a select number of partners – particularly in the local communities surrounding our Leicester Head Office and our Warehousing and Distribution sites – where we can work together to develop mutual value, leveraging each other’s assets and skills and creating more sustainable impact. By partnering with groups that are dedicated to causes we are passionate about, we can create more meaningful and effective collaborations.

Teams support our charity partners through product donations, personal payroll giving or sharing their professional expertise and time. Our Charity Committee

meets four times a year to oversee the distribution of donations to ensure they meet our Charitable Giving policy. Each of our business areas is given an annual charity budget and engages with their teams to determine how funds are distributed.

We also raise funds through the redistribution of carrier bag levies. Our charity partners provide our colleagues with valuable opportunities for education, awareness-raising, meaningful self-development and team building, through creative campaigning and fundraising for causes which they care about.

This section reports predominantly on NEXT only, with reference to WOBL where relevant.



### OUR FOCUS AREAS:

- EMPLOYEE GIVING
- CORPORATE GIVING
- FUNDRAISING
- CAUSE-RELATED MARKETING
- COMMUNITY ENGAGEMENT

### KEY PROGRESS HIGHLIGHTS:

- 
**Awarded Partnership of the Year** for our partnership with Anthony Nolan and **Sustainability Partner of the Year** for our partnership with British Heart Foundation
- 
 Established seven new Together With NEXT collaborations, selling unique clothing and homeware items to raise funds and awareness for key charity partners aligned to our business diversity and inclusion agenda
- 
**Supported a diverse range of over 356 organisations through 2025**, including registered charities and non-profit organisations, as well as grassroots sports teams and community initiatives
- 
**Made a total charitable contribution of £3,060,470\***

\*This total includes: Financial Support (Grants & Donations), All Gift in Kind Donations, Charity Link Sales (including 'Together with NEXT' Product, Charity Christmas Cards, Bouquet of the Month Charitable contributions) and GAYE Employee contributions.

## 2025/26 ACTIONS

### Charitable Donations

To ensure we measure our total community contribution, we calculate the value of our non-financial contributions from products donated by the business. This figure is added to our financial contributions, to arrive at a total sum for the year. Our charity and sponsorship programme is made up of donations to over 356 organisations including:

- Registered charities and non-profit organisations
- Local youth amateur sport teams, especially where there is direct employee involvement
- A variety of local and national groups and organisations – we primarily help those that have charitable status; however, we occasionally support a small number of those without.

NEXT plc has Offered Financial Support to:	2025/26 £
Registered Charities & other organisations (Cash Grants & Donations)	1,299,130
Total Gift in Kind Donations	1,550,010
Charity Link Sales (including 'Together with NEXT' Product, Charity Christmas Cards & Bouquet of the Month)	163,750
Employee Fundraising	23,775
GAYE/Payroll Giving	23,805
<b>Total Charitable Donations</b>	<b>3,060,470</b>

## EMPLOYEE GIVING

### PAYROLL GIVING

We offer a scheme that is available to all UK-based employees and allows them to make tax-efficient donations to any UK registered charity. During the year, our employees donated around £23,805.28 to charities of their choice.

### EMPLOYEE FUNDRAISING

Our Giving at NEXT website – <https://giving.go.next/home> – supports employees to make contributions to chosen charities such as taking part in sustainability and wellbeing challenges, volunteering in their own personal time, or through payroll giving. The website is also open to the public.

### SPOTLIGHT

#### BRITISH HEART FOUNDATION 2025 SUSTAINABILITY PARTNER OF THE YEAR AWARD

We were proud that our partnership with BHF was recognised with their Sustainability Partner of the Year award. Over the past 18 years of fundraising and ten years of retail collaboration, together we have raised over £3.2 million, including £2.2million in furniture donations alone. These efforts have helped divert 511 tonnes of furniture from the waste streams, with over 16,000 items donated to BHF stores and over £1 million raised through Christmas card sales, staff giving, and product collaborations.

## CORPORATE GIVING

### COMMUNITY SUPPORT THROUGH GIFTS IN KIND

We receive many requests from schools, charities and other organisations supporting children and families in low-income communities – for example, from areas across Leicester and Doncaster, local to our Head Office and Warehousing sites. In response to these, and in support of our ambition to divert items from landfill, we continue to identify products that otherwise may have been disposed of and offer them to these organisations for reuse and to create value for their mission.

Throughout 2025/26 we donated £36,110 worth of stock as raffle prize boxes. A total of 1,372 raffle prize boxes were donated, 150 of which were responding to requests from NEXT colleagues to help them raise money for their chosen charities and organisations.

### FATFACE CHARITABLE GIVING

This year FatFace donated over 9000 winter coats to UK school children through the No Cold Child campaign.

Partnering with the charity, Parentkind, coats were sent to those children most affected by the cost-of-living crisis in 300 UK towns and cities.

Now in its sixth year, FatFace continues its partnership with Shelter, the charity that supports and advocates for people experiencing homelessness, donating over £500,000 since 2019.

FatFace also supports local charities through clothing donations from the [FatFace Foundation Shop](#).

## Cause-related marketing

### TOGETHER WITH NEXT

Our strategic charitable collaboration, Together With NEXT, continues to be successful. We work with charities to create exclusive designs for our fashion and homeware product ranges, raising both awareness of societal issues and much-needed funds for the charities.

In 2025/26 we continued supporting Terrence Higgins Trust, Anthony Nolan and The King's Trust's Change a Girl's Life campaign and launched new collaborative product collections with CoppaFeel!, Help for Heroes, LOROS Hospice, Missing People and The Azaylia Foundation. 100% of profits from these products go to the charities.

### Recycling and Reusing Products

We continue our long-standing partnerships with a range of organisations to help customers recycle and reuse products, including bulky home furniture such as mattresses and sofas, which can be difficult for them to manage at end of life. Read more about our work with British Heart Foundation (BHF), Clearabee, Doncaster Refurnish and The Furniture Recycling Group in [Partnering for Change](#).

### Carrier Bags

NEXT continues to encourage our customers to reduce carrier bag use and we offer a reusable bag, containing a minimum of 30% recycled material, for customers to purchase. Proceeds raised go to our nominated charities across England, Scotland and Wales. In Northern Ireland, proceeds are paid to the Government who use them to fund environmental projects. See more on carrier bags in [Responsible Sourcing and Circularity](#).

CASE STUDY

### Supporting the work of Anthony Nolan

We were delighted when our partnership with Anthony Nolan was honoured with their Corporate Partnership of the Year award at the 2025 Anthony Nolan Supporter Awards. This recognises the dedication of everyone involved in this vital collaboration, but especially our Unity employee-led community, who champion it throughout NEXT.

Fewer patients from ethnic minorities who need a stem cell transplant have a suitable donor already registered: together with Anthony Nolan, we are aiming to address this inequality. The connection to the community at our Leicester Head Office site is highly relevant—the city is one of the UK’s most ethnically diverse and Leicester Hospital leads research for the charity.

**‘The connection to the community at our Leicester Head Office site is highly relevant—the city is one of the UK’s most ethnically diverse and Leicester Hospital leads research for the charity. Attendees at the awards event met donors, fundraisers, and families whose bravery and support make Anthony Nolan’s lifesaving work possible.’**

Attendees at the awards event met donors, fundraisers, and families whose bravery and support make Anthony Nolan’s lifesaving work possible. Unity also visited their clinical laboratory and research centre in London, seeing firsthand the work involved in matching patients and donors and ongoing scientific research. The visit highlighted the importance of diversifying the donor register, inspiring our team to continue efforts to expand sign-ups.

We relaunched the Together with NEXT ‘Tiny but Mighty’ baby sleepsuit as well as the NEXT Flowers Charity Bouquet of the Month in support of Anthony Nolan to coincide with Cord Blood Awareness Month in July.



CASE STUDY

### Supporting communities around our warehousing and distribution sites

Our NEXT Warehousing and Distribution (NDL) sites employ around 9,200 people, mainly in South and West Yorkshire, and have worked hard to take their support of local communities to the next level, ‘walking the talk’ as responsible local employers.

This year, they have supported 33 local charities with over 1,000 volunteer hours and donations, raffle prizes, food and stock—helping to tackle poverty and engage youth, while improving employability skills and highlighting career opportunities to young people. They provided direct support to local groups including Soup4EM Community Fridge and Kitchen, Tiny Hands Baby Bank, and Bag Fairies Clothing Bank, with some 3,000 items of clothing donated and funding provided for improved facilities for Soup4EM.

Educational outreach engaged 39 schools and colleges through events such as career fairs, employability sessions and mock interviews. These reached around 15,000 students—the majority coming from local schools. The NDL team also supports special educational needs students from Barnsley College with their new and second-hand clothing shop, Reloved Boutique, providing stock, fixtures and retail advice, with plans to deliver sessions on CV writing and interview skills in 2026.



These efforts have been recognised externally, with NDL earning the Barnsley College Emerging Partner Award 2024/25 which celebrates organisations that, over a short time, have had the biggest impact on the college’s young people. They also won the York Cares Golden Moment Award for their support with the Working Wardrobe initiative, donating more than 1,100 items to help students dress for success in job interviews.

NDL also partners with Help for Heroes, the Armed Forces Covenant and the Career Transition Partnership to support veterans transitioning to civilian life. The team achieved Armed Forces Covenant Bronze accreditation and are aiming for Silver in 2026. Ex-forces employees play an active role in these efforts, helping grow the pipeline of ~192 veterans for NDL roles to date.

CASE STUDY

**CoppaFeel!**

CoppaFeel! is the UK's only youth-focused breast cancer awareness charity—on a mission to get every 18-24-year-old checking their chest.

They want all young people to know the signs of breast cancer and go to their GP if they notice any changes that are not normal for them. When breast cancer is diagnosed early, treatments are more effective, and survival rates are higher.

We kicked off the partnership with a fun series of events for our employees at the Head Office site and created the Everglow collection – a range of lingerie, including bras, knickers and pyjamas all featuring star, moon and heart designs. 100% of the profits, including a guaranteed 14% of the net sales, go to CoppaFeel! to continue its life-saving mission.



CASE STUDY

**Supporting the Retail Trade with the Retail Trust and the Fashion & Textile Children's Trust**

The Retail Trust cares for and protects the lives of people working in retail, supporting them with advice on health, wellbeing, financial guidance and career development. We in turn support them with an annual donation, helping the charity provide vital support to the wider retail community – including NEXT employees.



**'A charity dedicated to supporting the children of people who work in the British fashion and textile industry through providing grants to help improve wellbeing.'**

A highlight of this year was working together on a redevelopment project at the Hugh Fraser Retirement Estate in Glasgow—one of the Trust's five supported living estates for retired retail workers. NEXT teams led the interior design of the new community hub, donating furniture and materials to bring the space to life. The hub now offers vital local support for people with long-term health needs, and the project was recognised with a Community Impact Award at the East Renfrewshire Chamber of Commerce Awards.

We also support the Fashion & Textile Children's Trust (FTCT) – since 1853, a charity dedicated to supporting the children of people who work in the British fashion and textile industry through providing grants to help improve wellbeing. Along with an annual donation, we signpost their information and resources for colleagues on our giving site, raise awareness through Radio NEXT, and aim to dispel any stigma around asking for help. In December, our annual 'Festive Fayre' at Head Office campus raised money in aid of the FTCT, who were onsite to answer colleague questions. The charity received all proceeds from stallholder bookings as well as funds raised by our festive raffle.

**Looking Ahead**

- Review and refine our current workflows for managing donations and partnerships, to create a more efficient system, allowing us to deploy our resources more effectively
- Introduce new processes to maximise our resources and improve how we track our community engagement and the long-term impact of our support
- Continue to build relationships with charities to help them achieve their targets, as well as harnessing their knowledge and resources to support NEXT colleagues where appropriate.

# GOVERNANCE AND ENGAGEMENT

## Our Commitment

We are committed to maintaining high standards of corporate governance, ensuring transparency, accountability, and ethical conduct across our operations.

## Our Approach

We aim to ensure that existing and emerging issues, risks and requirements for the business are carefully considered, assessed and appropriately acted upon. As a listed company, we adhere to the UK Corporate Governance Code and regularly review and update our policies to reflect best practices.

This section reports on our stakeholders, governance and materiality for NEXT and wholly owned brands. TP partners maintain their own governance structure and processes.



Navy Blue Long Sleeve Crew Neck T-Shirt: 100% Cotton. See [P.63](#) for more details.

**i** This page contains terms defined in [Key Terms appendix](#).

### OUR FOCUS AREAS:

GOVERNANCE

STAKEHOLDER ENGAGEMENT

### KEY PROGRESS HIGHLIGHTS:



We have updated our salient human rights risks.

## GOVERNANCE STRUCTURE

Our governance structure to support ESG-related activities is straightforward and simple to navigate, allowing emerging issues and matters for decisions to be escalated in an efficient manner.

As the Group continues to grow, our governance structure evolves as we integrate the activities of new companies and partners. Our approach provides the flexibility needed to support this and underpins the consistent application of our high standards across a growing business. See our [Annual Report](#) for more details. ▶



Accountable body	Role & responsibility	How information is shared & frequency
<b>Board</b> (Chaired by Chairman of the Board, attended by CFO and others)	<ul style="list-style-type: none"> <li>Delegates oversight of ESG matters to Audit Committee</li> <li>Receives updates about ESG matters</li> </ul>	<ul style="list-style-type: none"> <li>After each Audit Committee meeting (five per year)</li> <li>CFO attends Board meetings as ESG sponsor and manages information flows between the board and Audit Committee</li> <li>Receives updates as appropriate from the Remuneration Committee (see our <a href="#">Annual Report</a> for specific information) ▶</li> </ul>
<b>Chief Financial Officer (CFO)</b>	<ul style="list-style-type: none"> <li>Executive sponsor of ESG matters</li> <li>Receives updates on ESG from ESG Steering Group and other key stakeholders where needed</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly, through the ESG Steering Group</li> <li>Meets with members of the ESG Steering Group throughout the year</li> </ul>
<b>Audit Committee</b> (Chaired by Jonathan Bewes, attended by CFO)	<ul style="list-style-type: none"> <li>Monitors progress against climate-related targets and key performance indicators</li> <li>Reviews the Group’s ESG risks and opportunities</li> <li>Reviews the materiality of climate-related risk and its impact on the financial statements</li> <li>Monitors adherence to externally applicable sustainability codes and principles</li> <li>Makes recommendations on all ESG matters to the Board</li> </ul> <p>See our <a href="#">Annual Report</a> for more detail ▶</p>	<ul style="list-style-type: none"> <li>Receives updates from Head of Sustainability and Head of Ethical Trade</li> <li>Receives an advance ESG briefing report from the Head of Sustainability and/ or Head of Supplier Ethical Compliance before meetings</li> </ul>
<b>ESG Steering Group</b> (Chaired by Legal & Compliance Director, attended by Deputy Company Secretary, Head of Supplier Ethical Compliance, Head of Sustainability and other functions, as required)	<ul style="list-style-type: none"> <li>Focuses on reviewing ESG targets, responsible business workstreams, emerging ESG risks</li> <li>Reports and assesses ESG performance against peers</li> <li>Updates CFO and Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Meets quarterly to discuss, then presents information for consultation and direction to the CFO at Executive Committee meetings</li> </ul>

## ESG Accountability

The Board has delegated oversight of ESG activities to the Audit Committee, which is consistent with the Committee’s broader remit given the increasing focus on the potential risks and financial impacts associated with climate change, in particular. ESG is a standing agenda item at each Audit Committee meeting.

The Chief Financial Officer, Jonathan Blanchard, has responsibility for ESG matters, including climate and environment, human rights and modern slavery. He is the Executive sponsor of ESG activities and meets regularly with key members of the ESG Steering Group, receives updates throughout the year and is present at Audit Committee and Board meetings to discuss issues covered in the Corporate Responsibility Report, or ESG matters that arise, and make appropriate recommendations. Senior management are responsible for managing on a day-to-day business the climate risks and opportunities of the business. For more detail, please see the [Annual Report](#). ▶



**POLICIES, STANDARDS, CHARTERS**

- ▶ [Anti-bribery & Corruption](#)
- ▶ [NEXT Group Privacy & Cookie Policy](#)
- ▶ [NEXT PLC Privacy Policy](#)

**SUMMARY OF KEY AUDIT COMMITTEE ACTIVITIES THIS YEAR**

- Reporting and greenwashing are standing agenda items for ESG Steerco and CFO updates
- Discussions on:
  - Ethical issues
  - Progress towards responsible sourcing targets
  - TP partners' progress
  - NEXT Group's decarbonisation roadmap
  - Packaging Extended Producer Responsibility (EPR).

To read more, please see the [Annual Report](#). ▶

In the year ahead, NEXT's governance focus is to continue to build our data, review and update policies in the public domain and continue to embed ESG into our day-to-day business decisions. Topics for standing agenda item discussions include ethical compliance, decarbonisation progress, key projects and horizon scanning.

**Appropriate Skills**

The Nomination Committee is responsible for ensuring that the Board has appropriate knowledge and expertise to assess the ESG-related issues that NEXT Group faces in the short, medium, and longer term. To read more about the diversity of our Board and their key skills matrix, please see our [Annual Report](#) ▶. Audit Committee members, along with the CFO, are upskilled through pre-reading, discussions and the contributions of NEXT Group subject matter experts who attend meetings as required.

See [Responsible Sourcing and Circularity](#), and [Climate Change](#), for examples of how we continue to empower teams throughout the business with relevant ESG-related training and tools to support daily decision-making.

**Executive Remuneration**

Executive Directors do not have a specific ESG metric included in their performance-related pay, as the Remuneration Committee considers ESG initiatives to be well-integrated and deeply embedded in the Company's day-to-day operations, with strong, established behaviours across the business. However, the Committee retains the discretion to reduce variable pay in certain circumstances which could be evoked if a material ESG failure should occur. Please see our [Annual Report](#) for more information on the Remuneration Committee. ▶

**Governance and Risk Management**

A robust governance structure, clear risk management and internal controls framework are embedded throughout the business and are core to our Corporate Responsibility approach.

As part of the NEXT risk management process, detailed risk registers are maintained by 25 distinct operational and functional areas, where local business risks are identified, assessed and managed. Specific corporate responsibility risks are recorded, considered and managed as part of this process. In addition, the impacts of corporate responsibility risk factors are included, where appropriate, in the NEXT plc Directors' assessment and review of NEXT's principal risks.

NEXT's principal risks and information on our climate risk identification and scenario analysis are detailed in the Strategic Report section of our latest [Annual Report](#), where you can also read our [Taskforce on Climate-related Financial Disclosures statement](#). ▶

**Legal Compliance**

During the year we had no environmental or health and safety prosecutions and no work-related fatalities relating to NEXT employees.

**Data Security**

Data governance is managed through a robust data protection and information security framework. NEXT Group's Privacy & Cookie Policy outlines the scope of how personal data is processed, the lawful bases for processing and individual rights regarding the control of their data. Information security systems are subject to regular, risk-based internal audits, with findings reported to the Board and Audit Committee. This approach ensures appropriate lawful processing and accountability in the management and protection of consumer and employee data.



# Stakeholder Engagement

## Our Approach

We have a wide range of stakeholders, and we know that the long-term success of our business relies on maintaining effective engagement with them to help understand and respond to their interests. Our teams play an important role in managing our stakeholder engagement in a proactive, respectful, open and professional manner. This dialogue helps inform our strategy, mitigate risk, and drive responsible decision-making at every level, including the Board.

The Board are continually updated on relevant stakeholder concerns and insights through reports, such as workforce engagement surveys and key customer feedback trends. These are considered in the Board’s assessment of risks (such as supply chain disruption or market sentiment) and informs the allocation of resources.

Our key stakeholders and engagement activities are summarised in the table on this page.



\*Stakeholders listed in alphabetical order

## Key Actions for 2025/26:

This report is informed by the material issues identified through our materiality assessment, which assessed the importance of ESG issues to key stakeholders and the impact of these issues on our business. In 2024 we completed a Double Materiality Assessment, which allowed us to identify our business impacts, risks and opportunities (IROs) through two lenses: the impact of sustainability issues on the business (financial materiality) and the impact of NEXT’s business activities on society and the environment (impact materiality).

### Material Issues




- Climate Change
- Energy
- Pollution
- Biodiversity (Deforestation)
- Operational Waste
- Employee Health and Wellbeing
- Workers in the Value Chain
- Customer Health and Safety
- Customer Data Privacy
- Corruption and Bribery

Key Stakeholders*	Examples of How We Engage
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Customer feedback via online messaging and communication with NEXT Customer Contact Centres, including store visits</li> <li>• Direct customer contact and market research</li> <li>• Monitoring customer returns.</li> </ul>
<b>Environmental and Civil Society</b>	<ul style="list-style-type: none"> <li>• Visits and meetings with Environmental Non-Governmental Organisations (eNGOs)</li> <li>• Representation on trade association working groups, such as British Retail Consortium (BRC) Climate Action Roadmap or WRAP’s Textiles Pact. See <a href="#">P.49</a> for more. →</li> <li>• Participation in relevant surveys.</li> </ul>
<b>Local Communities</b>	<ul style="list-style-type: none"> <li>• Direct community contact including supplier visits</li> <li>• Support and collaboration with a range of charities to assist their ongoing work (for example, around our NDL sites we donate product and staff time to food and clothing banks)</li> <li>• Response to requests for product donations and assistance. See <a href="#">P.40</a> for more. →</li> </ul>
<b>Local, Devolved and National Government and Regulators</b>	<ul style="list-style-type: none"> <li>• Responses to Parliamentary Committees’ inquiries (for example, Environmental Audit Committees)</li> <li>• Meetings and dialogue with trade associations, such as BRC</li> <li>• Local MP meetings.</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Meetings, investor and shareholder roadshows, and the AGM</li> <li>• Response to queries and requests for information</li> <li>• Investor benchmarks and sustainability rankings (for example MSCI, CDP). See <a href="#">P.7</a> for our ratings this year. →</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Supplier visits and meetings at NEXT offices and their factories</li> <li>• NEXT COP supplier audits</li> <li>• Online workshops, meetings and presentations.</li> <li>• For examples of how we engage our suppliers, see <a href="#">P.12</a>. →</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Direct employee contact at Head Office, store visits and warehousing</li> <li>• Training workshops and development programmes</li> <li>• Conferences and workforce communication forums (for example, Your Voice Discussions)</li> <li>• Workforce engagement surveys (for example, Your Voice Counts). See <a href="#">P.34</a> for more. →</li> </ul>













# APPENDICES




## Partnering for Change




In this section, you can find some examples of collaborative work with partners to drive meaningful progress towards our goals.






Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>STRATEGIC PARTNERS</b>			
<p><b>Accord / RSC</b> Strategic Partner</p> 	<p>We are signatories to the International Accord for Health and Safety in the Textile and Garment Industry Agreement, which commenced in September 2021. The Ready-Made Garment Sustainability Council (RSC) performs factory inspections in Bangladesh focusing on: fire risk, electrical installations and structural condition of buildings.</p> <p>Find out more at <a href="https://internationalaccord.org">internationalaccord.org</a></p>	<p>We engage with Accord and RSC who inspect our supply base factories and conduct training for workers on safety requirements and how to raise concerns about unsafe workplaces.</p> <p>To read more about our actions in 2025/26, please see our <a href="#">Modern Slavery Statement</a></p>	<p><a href="#">Protecting Workers in our Supply Chain</a></p> <p>→</p>
<p><b>Unseen</b> Strategic Partner</p> 	<p>Unseen is a UK-based NGO providing the UK-wide Modern Slavery and Exploitation Helpline. Through sponsoring the hotline, we gain insight of potential modern slavery risks and how forced labour situations are being reported.</p> <p>Find out more at <a href="https://unseenuk.org">unseenuk.org</a></p>	<p>Membership of the Unseen Portal is a valuable tool which allows us to monitor potential modern slavery concerns flagged through the helpline to provide early insight to potential issues relating to NEXT.</p> <p>To read more about our actions in 2025/26, please see our <a href="#">Modern Slavery Statement</a></p>	<p><a href="#">Protecting Workers in our Supply Chain</a></p> <p>→</p>
<p><b>This Is My Back Yard (TIMBY)</b> Strategic Partner</p> 	<p>TIMBY is a digital platform focused on promoting transparency, accountability, and monitoring within supply chains, particularly addressing issues related to ESG concerns. It empowers workers, organisations, and communities to document and report grievances such as labour rights violations, environmental harm, and other ethical issues.</p> <p>Find out more at <a href="https://timby.org">timby.org</a></p>	<p>We work with TIMBY as one of our implementation partners to establish grievance mechanisms, by using their digital tool across our supply chain in multiple countries. We have launched this initiative in Sri Lanka, Turkey, the UAE, Pakistan, Vietnam, Cambodia, Myanmar, India and the UK.</p> <p>To read more about our actions in 2025/26, please see <a href="#">P.13</a> in this report and our <a href="#">Modern Slavery Statement</a></p>	<p><a href="#">Protecting Workers in our Supply Chain</a></p> <p>→</p>



INTRODUCTION	OUR APPROACH	PROTECTING WORKERS IN OUR SUPPLY CHAIN	CLIMATE CHANGE	RESPONSIBLE SOURCING AND CIRCULARITY	MAKING NEXT A GREAT PLACE TO WORK	SUPPORTING OUR COMMUNITIES	GOVERNANCE AND ENGAGEMENT	APPENDICES
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Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>STRATEGIC PARTNERS</b>			
<p><b>Business in the Community (BITC)</b> Strategic Partner</p> 	<p>BITC is an organisation focused on responsible business practices, advocating for positive change including diversity, sustainability and community engagement.</p> <p>Find out more at <a href="https://bitc.org.uk">bitc.org.uk</a> </p>	<p>NEXT is engaged with BITC to support initiatives aimed at improving social and environmental responsibility in business, including employee wellbeing and diversity and inclusion.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Worked on the Opening Doors campaign to improve our inclusive recruitment processes to unlock diverse talent</li> <li>• Hosted the East Midlands Board meeting and a networking lunch at Head Office to showcase the work we do at NEXT and on a community level within the East Midlands</li> <li>• BITC visited and facilitated sessions with our employee-led communities to develop and improve our ways of working together.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> 
<p><b>Cascale and Worldly</b> Strategic Partners</p> 	<p>Worldly is the leading sustainability and supply chain intelligence platform for the consumer goods industry. Cascale develops the Higg Index tools in collaboration with Worldly to create a global standardised approach for effectively measuring and evaluating the social and environmental impacts of value chains and products. We continue to onboard suppliers to complete the Higg Facility Environmental Module (FEM) to help measure our supply chain impact.</p> <p>Find out more at <a href="https://cascale.org">cascale.org</a> </p>	<p>NEXT has been a member since 2021. We have been using the Higg Index Tools since 2019 for our supply chain sites to help us understand our supply chain's impact.</p> <p>To read more about our actions in 2025/26, please see <a href="#">P.24</a> </p>	<p><b><u>Responsible Sourcing &amp; Circularity</u></b></p> 
<p><b>Zero Discharge of Hazardous Chemicals (ZDHC)</b> Strategic Partner</p> 	<p>ZDHC is a global initiative that works to eliminate hazardous chemicals from the apparel, textile, leather, and footwear supply chains, by promoting sustainable chemical management practices to protect workers, customers and the environment, and providing tools like the ZDHC Manufacturing Restricted Substances List (MRSL) and their Roadmap to Zero Programme.</p> <p>Find out more at <a href="https://roadmaptozero.com">roadmaptozero.com</a> </p>	<p>In addition to NEXT's own Restricted Substances Standards which bans or sets limits for harmful chemicals used in or during the manufacture of our products, Next follows the ZDHC MRSL. As a ZDHC Signatory, we are committed to implementing the ZDHC MRSL Sustainable Chemical Management Framework. Where relevant we also use ZDHC guidelines, platforms and solutions that support Roadmap to Zero Programme implementation (including the ZDHC MRSL, Wastewater and Sludge Guidelines, Air Emissions Guidelines, and the fibre guidelines, including MMCF Guidelines).</p> <p>To read more about our actions in 2025/26, please see <a href="#">P.23</a>  and <a href="#">P.29</a> </p>	<p><b><u>Responsible Sourcing &amp; Circularity</u></b></p> 

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>STRATEGIC PARTNERS</b>			
<p><b>The Microfibre Consortium (TMC)</b> Strategic Partner</p> 	<p>The Microfibre Consortium convenes a global community of organisations, leading the way toward mitigating fibre fragmentation from textile design, development and manufacturing through science-led action.</p> <p>Find out more at <a href="https://microfibreconsortium.com">microfibreconsortium.com</a> ▶</p>	<p>In 2018, NEXT joined TMC to collaborate on solutions to minimise microfibre release into the environment. We provide resources from our in-house laboratory to test fabrics and report fibre shedding results which are helping TMC to conduct in-depth analysis of industry data and work towards robust solutions in design, development, and manufacture. NEXT is also represented on the TMC Advisory Group.</p> <p>NEXT is a signatory of the Microfibre 2030 Commitment - a global commitment to work towards zero impact from fibre fragmentation from textiles to the natural environment by 2030. The Microfibre Roadmap details the path forward and the specific steps we will take to meet our commitment, setting out clear milestones.</p> <p>In 2025/26 we:</p> <ul style="list-style-type: none"> <li>• Donated proceeds from our carrier bag sales towards the development of a new TMC Fabric Shedding Evaluation Tool, to enable better-informed material selection, encourage enhanced fabric design and performance with fibre fragmentation in mind and help accelerate the implementation of mitigation actions across the supply chain.</li> </ul>	<p><b><u>Responsible Sourcing &amp; Circularity</u></b></p> <p>→</p>
<b>INDUSTRY MEMBERSHIPS</b>			
<p><b>ACT</b> Industry Membership</p> 	<p>ACT is an initiative in the garment sector that provides a means of negotiating living wages, better working conditions and productivity improvements. ACT member brands commit to supporting productivity improvements and reviewing their internal buying practices and impact on workers.</p> <p>Find out more at: <a href="https://actonlivingwages.com">actonlivingwages.com</a> ▶</p>	<p>As an ACT member, NEXT has made purchasing practice commitments including:</p> <ul style="list-style-type: none"> <li>• Fair terms of payment</li> <li>• Better planning and forecasting</li> <li>• To undertake training on responsible sourcing and buying</li> <li>• To practice responsible exit strategies.</li> </ul> <p>To read more about our actions in 2025/26, please see our <a href="#">Modern Slavery Statement</a> ▶</p>	<p><b><u>Protecting Workers in our Supply Chain</u></b></p> <p>→</p>
<p><b>British Retail Consortium (BRC)</b> Industry Membership</p> 	<p>BRC is a trade association representing UK retailers. BRC's ethical experts work collaboratively on the welfare and treatment of workers in the retail supply chain to develop and agree ways of working.</p> <p>Find out more at: <a href="https://brc.org.uk">brc.org.uk</a> ▶</p>	<p>NEXT collaborates with BRC and its peer members on various retail industry matters, including climate and ethical sourcing, and to help keep abreast of relevant legislation, including human rights due diligence and modern slavery. The partnership aims to collectively achieve the retail sector's sustainability ambitions. We are a signatory to the BRC's Climate Action Roadmap.</p> <p>During 2025/26 we:</p> <ul style="list-style-type: none"> <li>• Have been actively involved in the Climate Action Delivery Group as a sub-sector lead on multi-platform retailers, as well as working groups on supplier data and EUDR.</li> </ul> <p>To read more about our actions in 2025/26, please see our <a href="#">Modern Slavery Statement</a> ▶</p>	<p><b><u>Protecting Workers in our Supply Chain</u></b></p> <p>→</p> <p><b><u>Responsible Sourcing &amp; Circularity</u></b></p> <p>→</p>


Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>INDUSTRY MEMBERSHIPS</b>			
<p><b>Ethical Trading Initiative (ETI)</b> Industry Membership</p> 	<p>The ETI is an alliance of companies, NGOs and trade unions, working collaboratively to ensure working conditions and rights of workers producing for the UK market meet or exceed international labour standards.</p> <p>Find out more at <a href="https://ethicaltrade.org">ethicaltrade.org</a> ▶</p>	<p>NEXT joined ETI in 2002 and continues to be a committed member. Through this community, we regularly engage with multiple stakeholders through meetings and working groups focusing on specific issues.</p> <p>To read more about our actions in 2025/26, please see <a href="#">P.13</a> → and our <a href="#">Modern Slavery Statement</a> ▶</p>	<p><a href="#">Protecting Workers in our Supply Chain</a></p> <p>→</p>
<p><b>The European Chamber of Commerce in Myanmar (EuroCham)</b> Industry Membership</p> 	<p>EuroCham serves as the voice of European business in Myanmar. Its focus is to advocate member interests and support European businesses in navigating Myanmar’s business climate.</p> <p>Find out more at: <a href="https://eurocham-myanmar.org">eurocham-myanmar.org</a> ▶</p>	<p>We have maintained our membership of this group since 2022 and receive regular updates from Eurocham on current issues as well as horizon-scanning for potential new areas of interest.</p> <p>During 2025/26 we have attended regular online garment sector meetings alongside country stakeholders.</p> <p>To read more about our actions in 2025/26, please see our <a href="#">Modern Slavery Statement</a> ▶</p>	<p><a href="#">Protecting Workers in our Supply Chain</a></p> <p>→</p>
<p><b>Armed Forces Covenant</b> Industry Membership</p> 	<p>The Armed Forces Covenant is a pledge made by businesses to support veterans, service members and their families in various ways, including employment opportunities and services.</p> <p>Find out more at <a href="https://armedforcescovenant.gov.uk">armedforcescovenant.gov.uk</a> ▶</p>	<p>NEXT has signed up to the Armed Forces Covenant, committing to providing support for our employee reserves and veterans.</p> <p>Our support in 2025/26 included:</p> <ul style="list-style-type: none"> <li>• Providing five days of paid leave for reservist duties</li> <li>• Demonstrating our status as a Forces-Friendly employer by celebrating key Armed Forces dates throughout the year, such as VE Day, D Day, Armed Forces Day, Reserves Day, VJ Day, and Armistice Day</li> <li>• Advertising NEXT roles on Forces job boards and participating in seven Forces career events.</li> </ul>	<p><a href="#">Making NEXT a Great Place to Work</a></p> <p>→</p>

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>INDUSTRY MEMBERSHIPS</b>			
<p><b>Department for Work and Pensions: Disability Confident Employer</b> Industry Membership</p> 	<p>Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.</p> <p>Find out more at <a href="https://gov.uk/government/collections/disability-confident-campaign">gov.uk/government/collections/disability-confident-campaign</a> ▶</p>	<p>In 2025/26 NEXT maintained Disability Confident Employer Level.</p>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>
<p><b>WRAP Textiles Pact &amp; UK Plastics Pact</b> Industry Membership</p>   	<p>WRAP's Textiles Pact is the UK's leading voluntary initiative supporting businesses and organisations within the fashion and textiles industry to transition to more sustainable and circular practices by the end of the decade.</p> <p>Find out more at <a href="https://wrap.ngo/take-action/uk-textiles-pact">wrap.ngo/take-action/uk-textiles-pact</a> ▶</p> <p>The UK Plastics Pact is a collaborative initiative uniting businesses and government to reduce plastic waste and build a circular economy. By setting clear industry targets, the Pact aims to keep plastic value within the economy, protect the natural environment, and promote sustainable packaging.</p> <p><a href="https://wrap.ngo/taking-action/plastic-packaging/initiatives/the-uk-plastics-pact">wrap.ngo/taking-action/plastic-packaging/initiatives/the-uk-plastics-pact</a> ▶</p>	<p>As a founding signatory partner, NEXT commits to the UN trajectory to reduce climate change by aiming for a 50% reduction in combined greenhouse gas emissions by 2030, limiting global warming to 1.5°C. We also aim to reduce the water footprint of new products sold by 30% and improve the sustainability of textiles across their lifecycle.</p> <p>NEXT is a member of the Textiles Pact Advisory Board, and continues to be part of all workstreams. Additionally, we have committed to be part of the Textiles Collection Project, which begins in 2026.</p> <p>We align to WRAP UK Plastics Pact targets which continue to support our work to reduce waste.</p>	<p><b><u>Responsible Sourcing &amp; Circularity</u></b></p> <p>→</p>
<p><b>Hidden Disabilities Sunflower</b> Industry Membership</p> 	<p>Hidden Disabilities Sunflower is an initiative that provides a discreet symbol for people with non-visible disabilities, allowing them to indicate that they may need additional support in public places and at work.</p> <p>Find out more at <a href="https://hdsunflower.com">hdsunflower.com</a> ▶</p>	<p>NEXT helps to amplify support to employees and customers with non-visible disabilities by promoting the Sunflower and offering additional assistance where needed. We are a disability-friendly and Sunflower-Friendly employer.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Implemented the Hidden Disabilities Sunflower across stores and offices</li> <li>• Raised awareness and encouraged staff to support individuals who may require additional help</li> <li>• Trained retail staff to support customers in store.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>


Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>INDUSTRY MEMBERSHIPS</b>			
<p><b>Climate Group</b> Industry Membership</p> <p><b>CLIMATE GROUP</b></p>	<p>Climate Group is a global non-profit organisation that works with businesses, governments, and other stakeholders to accelerate climate action and drive the transition to a low-carbon economy through initiatives like the RE100 and EV100.</p> <p>RE100 is a global initiative where companies commit to sourcing 100% of their electricity from renewable sources. EV100 similarly encourages companies to transition their fleets to electric vehicles to reduce carbon emissions.</p> <p>Find out more at <a href="https://theclimategroup.org">theclimategroup.org</a> ▶</p>	<p>NEXT became a signatory to Climate Group’s RE100 target in 2021 and to EV100 in 2022.</p> <p>Our targets are:</p> <ul style="list-style-type: none"> <li>• RE100: 100% renewable electricity for our global operations by 2030</li> <li>• EV100: We will electrify our owned company car and van fleet by 2030 in ‘advanced markets’ (as defined by The Climate Group) where realistically possible.</li> </ul>	<p><u>Climate Change</u></p> <p>→</p>
<p><b>Canopy</b> Industry Membership</p> <p></p>	<p>Canopy is a global non-profit organisation dedicated to transforming unsustainable supply chains in fashion textiles and paper packaging to protect the world’s Ancient and Endangered forests, climate and species. By working with over 1,000 companies, Canopy drives the shift towards low-carbon, circular solutions such as Next-Generation fibres made from waste textiles and agricultural residues instead of trees.</p> <p>Find out more at <a href="https://globalcanopy.org">globalcanopy.org</a> ▶</p>	<p>Canopy has an MMCF audit program, whereby producers conduct third-party audits to assess their risk of sourcing from Ancient and Endangered Forests. It also publishes an annual Hot Button Report, where MMCF producers are rated according to audit findings and other key performance criteria. Green shirts are awarded to those who have shown leadership on sourcing, have invested in the development of low impact Next Generation fibres that reduce pressure on forests, and supported forest conservation.</p> <p>In 2025/26:</p> <ul style="list-style-type: none"> <li>• NEXT continues to use Canopy’s audits to assess MMCF producers’ sourcing policies and through the NEXT MMCF policy, NEXT commits to sourcing from only Canopy Green Shirt-rated suppliers.</li> </ul>	<p><u>Responsible Sourcing &amp; Circularity</u></p> <p>→</p>
<p><b>Leather Working Group (LWG)</b> Industry Membership/ Certification</p> <p></p>	<p>LWG is a global multi-stakeholder organisation that promotes environmental best practices in the leather industry through its auditing standards, certifications, and efforts to improve transparency and sustainability in leather production.</p> <p>Find out more at <a href="https://leatherworkinggroup.com">leatherworkinggroup.com</a> ▶</p>	<p>Our target is to have 100% of the leather we use from LWG audited tanneries by 2025.</p> <p>To read more about our actions in 2025/26, please see <a href="#">P.25</a>. →</p>	<p><u>Responsible Sourcing &amp; Circularity</u></p> <p>→</p>

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
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**INDUSTRY MEMBERSHIPS**

<p><b>Textile Exchange</b> Industry Membership/Certification</p> 	<p>Textile Exchange is a global nonprofit driving beneficial impacts on climate and nature across the fashion, textile and apparel industry. They guide a growing community of brands, manufacturers and farmers toward more purposeful production from the very start of the supply chain.</p> <p>Find out more at <a href="https://textileexchange.org">textileexchange.org</a> ▶</p>	<p>In addition to being a member of Textile Exchange since 2020, NEXT holds Brand Certification across several Textile Exchange Standards.</p> <p>In 2025/26 we:</p> <ul style="list-style-type: none"> <li>Underwent an audit to maintain our Brand Certification which verifies that required evidence for product claims has been collected and managed in compliance with Textile Exchange standards. NEXT is certified to the GRS, OCS, RAS, RCS, RDS, RMS, RWS, certified by USB Certification, USB 006814. Verification of our status can be found on: <a href="https://textileexchange.org/find-certified-company">https://textileexchange.org/find-certified-company</a> ▶</li> <li>Continued to gather data and insights about responsible sourcing risks and opportunities through our engagement with Textile Exchange's resources and membership community.</li> </ul>	<p><b>Responsible Sourcing &amp; Circularity</b></p> <p>→</p>
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**CERTIFICATION AND RATINGS PARTNERS**

<p><b>CDP Ratings index</b></p> 	<p>CDP is a global non-profit organisation that encourages companies and cities to disclose their environmental impacts, particularly related to climate change, water security, and deforestation, to promote transparency and drive action on sustainability.</p> <p>Find out more at <a href="https://cdp.net/en">cdp.net/en</a> ▶</p>	<p>NEXT uses CDP's platform to disclose the NEXT brand's environmental impact and track progress towards our goals on climate, water and deforestation.</p> <p>See our ratings for 2025/26 on <a href="#">P.7</a>. →</p>	<p><b>Climate Change</b></p> <p>→</p> <p><b>Responsible Sourcing &amp; Circularity</b></p> <p>→</p>
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<p><b>Better Cotton Initiative</b></p> 	<p>The Better Cotton Initiative is a global not-for-profit organisation that promotes improving farming practices, reducing environmental impact, and enhancing livelihoods for communities in the production of cotton.</p> <p>Find out more at <a href="https://bettercotton.org">bettercotton.org</a> ▶</p>	<p>NEXT joined the Better Cotton Initiative in 2017. Expanding on this partnership, we have started to source our first products containing Physical BCI Cotton. Choosing Physical BCI Cotton NEXT supports BCI's work in providing farming communities with the tools, training, and support they need to continuously improve their practices.</p> <p>Find out more at <a href="#">Traceability - Better Cotton Initiative</a> ▶</p> <p>In 2025/26:</p> <ul style="list-style-type: none"> <li>NEXT sourced its first products made with Physical Better Cotton.</li> </ul>	<p><b>Responsible Sourcing &amp; Circularity</b></p> <p>→</p>
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Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
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**CERTIFICATION AND RATINGS PARTNERS**

**The Forest Stewardship Council (FSC) Initiative**



The Forest Stewardship Council® is an international nongovernmental organisation that promotes environmentally appropriate, socially beneficial, and economically viable management of the world’s forests.

Find out more at [fsc.org/en](https://fsc.org/en)

NEXT is a promotional licence holder (FSC® -N001602) and sources and sells FSC-certified products and packaging. Look for the FSC label on our FSC-certified products. We recognise the FSC system as a suitable way of demonstrating chain of custody and low risk of deforestation through the FSC-certified products and packaging we source.

**Responsible Sourcing & Circularity**



**LOCAL PARTNERS**

**AIDER**  
Local Partner



AIDER is an NGO based in New Delhi, India, whose mission is to transform the lives of those living in poverty – they especially focus on the empowerment of women and homeworkers.

Find out more at [aiderngo.org](https://aiderngo.org)

NEXT works with AIDER to support and protect vulnerable homeworkers and their families through:

- Running a creche for children of homeworkers in Badarpur, India
- Running a computer centre at the facility where students can access tutoring and study for computing certificates
- Providing skills training e.g. embroidery and sewing.

The COP team based in India make regular visits to the centre.

To read more about our actions in 2025/26, please see the case study on [P.14](#) and our [Modern Slavery Statement](#)

**Protecting Workers in our Supply Chain**



**Benkacem (BCC)**



BCC is a Moroccan NGO specializing in the promotion and training of youth and women in various fields, including empowerment, entrepreneurship, and capacity building.

Since 2023, we have partnered with BCC to launch a Gender Empowerment Programme aimed at enhancing both written and legal literacy for female workers across three of our factories. BCC has also partnered with us to provide an Effective Grievance Mechanism tool to factories in Morocco, providing workers with an accessible, secure and anonymous route to raise their grievances.

To read more about our actions in 2025/26, please see our [Modern Slavery Statement](#)

**Protecting Workers in our Supply Chain**



**Impactt**  
Local Partner



Impactt supports companies to have a positive approach to human rights in the supply chain, putting workers at the centre of what they do.

Find out more at [impacttlimited.com](https://impacttlimited.com)

To read more about our actions in 2025/26, please see our [Modern Slavery Statement](#)

Since 2022, Impactt has supported us with Child Labour remediation in Myanmar in relation to a historic case. Impactt maintained contact with 24 children until they reached 16 years old. One child is still being supported by them until they reach 16, with education and monthly stipends.

**Protecting Workers in our Supply Chain**



Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
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LOCAL PARTNERS

**KADAV Initiative**



KADAV is an NGO in Turkey which supports community work in areas such as gender-based violence, migrant women and female labour rights.

Find out more at [KADAV](#) ▶

During 2025/26, funding from NEXT has helped KADAV to carry out activities such as:

- Publication of a report on Fighting Child Marriage
- Support in high earthquake risk areas, including women's creative writing groups in Istanbul and Hatay and also activities focusing on women's needs in disaster situations
- Workshops and counselling to promote gender equality.

To read more about our actions in 2025/26, please see our [Modern Slavery Statement](#) ▶

Protecting Workers in our Supply Chain



LOCAL PARTNERS

**Social Awareness and Voluntary Education (SAVE) Local Partner**



SAVE is an Indian human rights non-profit organisation that has been campaigning against child labour and for the improvement of working conditions in the spinning mills and textile factories of South India since 1993. SAVE carries out developmental programmes to uplift socio-economically poor and marginalised communities.

Find out more at [savengo.org](#) ▶

In collaboration with a number of other brands, we support SAVE to enable them to run six resource centres operating in five districts across Tamil Nadu, where new mill workers are employed in significant numbers. This programme is focused in Tirupur and Dindigul—major hubs for the garment and spinning industries where large numbers of workers are employed. Two of these centres in Tirupur were set up exclusively as Migrant Resource Centres.

To read more about our actions in 2025/26, please see our [Modern Slavery Statement](#) ▶

Protecting Workers in our Supply Chain



**Phulki**



Established in 1991, Phulki is a non-profit organisation that aims to enhance the lives of disadvantaged communities and support the development of socioeconomic conditions of disadvantaged people. It has a key focus on childcare and early childhood development (ECD) in Bangladesh.

Find out more at [phulkibd.org](#) ▶

During 2025/26 we established the Gender Empowerment Programme (GEP) in Bangladesh, including six factories from three of NEXT's suppliers. See [P.14](#) to read more. →

Protecting Workers in our Supply Chain



**Anthony Nolan Local Partner**



Anthony Nolan is the charity that unites people and science to match stem cell donors to those with blood cancers and blood disorders in need of lifesaving transplants and treatments.





Find out more at [anthonymolan.org](#) ▶




NEXT partners with Anthony Nolan and our Unity at NEXT employee-led community as their chosen charity partner. We work together to help raise awareness of and diversify the Anthony Nolan stem cell donor register and support their vital work to raise awareness about the impact of blood cancers and blood disorders.





To read about our actions in 2025/26, see [P.41](#). →





Protecting Workers in our Supply Chain



Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>LOCAL PARTNERS</b>			
<p><b>Wellbeing of Women</b> Local Partner</p> 	<p>Wellbeing of Women is the women's health charity saving and changing the lives of women, girls and babies. Led by women's voices, Wellbeing of Women improves health and wellbeing across the life course through research, education and advocacy.</p> <p>Find out more at <a href="https://wellbeingofwomen.org.uk">wellbeingofwomen.org.uk</a> ▶</p>	<p>NEXT partners with Wellbeing of Women as part of our Wellbeing commitment and we support their work on women's health, particularly focusing on issues like reproductive health and menopause.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Celebrated our partnership on International Women's day and supported their Period Symptom Checker to help women manage and support their cycle, featuring this in all female toilets across the business</li> <li>• Wellbeing of Women attended our WellFayre, showcasing their resources to NEXT employees.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>
<p><b>Orchid</b> Local Partner</p> 	<p>Orchid is a charity that focuses on improving the quality of life for people affected by prostate, testicular or penile cancer through a variety of research, support and awareness programmes.</p> <p>Find out more at <a href="https://orchid-cancer.org.uk">orchid-cancer.org.uk</a> ▶</p>	<p>NEXT partners with Orchid as part of our Wellbeing commitment to help educate men to recognise the signs and symptoms of male cancers, raise awareness and help to potentially save lives.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Invited the Orchid team to Head Office for our 2025 WellFayre event.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>
<p><b>Scope</b> Local Partner</p> 	<p>We are Scope. We're here to create an equal future with disabled people. We campaign to transform attitudes to disability, tackle injustice and inspire action. We create opportunities and provide information and support that empowers. We are part of a powerful movement of disabled people, allies, organisations and businesses. And together, we will be unstoppable.</p> <p>Find out more at <a href="https://scope.org.uk">scope.org.uk</a> ▶</p>	<p>Scope is the chosen charity partner of our Disability and Carers employee-led community, Able at NEXT. Together, we aim to raise awareness about disability inclusion and promote conversations about equality in the workplace.</p> <p>In 2025/26 we:</p> <ul style="list-style-type: none"> <li>• Launched the partnership during Disability History Month. We used this opportunity to engage with our Able community about what it means to have partnered with Scope and what we hope to achieve together going forward.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>
<p><b>10,000 Black Interns</b> Local Partner</p> 	<p>The 10,000 Black Interns programme creates equity of opportunity for talented Black and Black heritage students and graduates across the UK, through access to paid internships with leading businesses across 30+ sectors. The 10KBI programme is operated by The 10,000 Interns Foundation, a registered charity whose mission is to create both equitable access to opportunity and experience in the workplace.</p> <p>Find out more at <a href="https://10000internsfoundation.com">10000internsfoundation.com</a> ▶</p>	<p>NEXT is a community member of The 10,000 Interns Foundation, supporting their mission and impact to create life-changing opportunities.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Placed four internship candidates into roles at NEXT.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>LOCAL PARTNERS</b>			
<p><b>Help for Heroes</b> Local Partner</p> 	<p>Help for Heroes supports members of the Armed Forces community to live well after service. From helping people with their physical and mental health, to giving people the support, skills, confidence, and knowledge to make a success of life in the civilian world.</p> <p>Find out more at <a href="https://helpforheroes.org.uk">helpforheroes.org.uk</a> ▶</p>	<p>NEXT collaborates with Help for Heroes to support and contribute to their work to increase the number of veterans and their loved ones they support. We aim to support and raise awareness about the career opportunities available to ex-service and reservists at NEXT, and the positive impact their skills have in the workplace.</p> <p>Key activities in 2025/26 included:</p> <ul style="list-style-type: none"> <li>• Forces-Friendly Employer Recognition: Celebrating key Armed Forces dates to acknowledge employees and demonstrate our status as a Forces-Friendly employer</li> <li>• Fundraising through Products: Launching three "Together with NEXT Help for Heroes" products as part of the 'Always Better Together' range, with 100% of profits going to the charity. Community Support: Providing volunteering hours, donating giveaways, and a Radio NEXT presence at the Manvers Lake Heroes 10K, helping Help for Heroes raise additional funds</li> <li>• Community Support: Providing volunteering hours, donating giveaways, and a Radio NEXT presence at the Manvers Lake Heroes 10K, helping Help for Heroes raise additional funds.</li> </ul>	<p><a href="#">Making NEXT a Great Place to Work</a></p> <p>→</p> <p><a href="#">Supporting our Communities</a></p> <p>→</p>
<p><b>Terrence Higgins Trust</b> Local Partner</p> 	<p>The Terrence Higgins Trust is the UK's leading HIV charity, providing support and resources to individuals affected by HIV).</p> <p>Find out more at <a href="https://tth.org.uk">tth.org.uk</a> ▶</p>	<p>NEXT partners with Terrence Higgins Trust and Pride at NEXT to promote awareness about HIV, supporting related campaigns and education initiatives in the workplace.</p> <p>In 2025/26, we:</p> <ul style="list-style-type: none"> <li>• Raised funds for the charity through our 'Be You' unisex t-shirts. This was the first time we launched the product in our top 20 stores as well as online</li> <li>• Promoted key dates such as World Aids Day and sold ribbons for Terrence Higgins Trust.</li> </ul>	<p><a href="#">Making NEXT a Great Place to Work</a></p> <p>→</p>
<p><b>GenM</b> Local Partner</p> 	<p>GenM is a collective of brands, retailers and manufacturers committed to enhancing the menopause experience. By introducing the MTick, a universal symbol for menopause-friendly products, GenM aims to improve product visibility and trust for those navigating menopause.</p> <p>Find out more at <a href="https://gen-m.com">gen-m.com</a> ▶</p>	<p>NEXT has partnered with GenM for over three years, working alongside their team to educate and promote awareness of the 48 symptoms of menopause and improve the 'menopause experience'. While much of our work has been focused on internally supporting NEXT colleagues, our mission is to enhance our customer experience too.</p> <p>In 2025/26, we:</p> <p>Collaborated with Gen M to launch a range of new vests and knickers that have been approved and awarded the MTick on point of sale material. This signifies that they meet criteria for factors such as fabric and breathability.</p>	<p><a href="#">Making NEXT a Great Place to Work</a></p> <p>→</p>

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>LOCAL PARTNERS</b>			
<p><b>USDAW</b> Local Partner</p> 	<p>The Union of Shop, Distributive and Allied Workers (USDAW) is a UK trade union that represents workers in retail, distribution, manufacturing, and service sectors. USDAW is committed to recruiting, organising, and representing workers to secure the best possible terms and conditions, providing support and protection at work.</p> <p>Find out more at <a href="https://usdaw.org.uk">usdaw.org.uk</a></p>	<p>USDAW and NEXT have a long-standing strategic partnership to facilitate the best possible terms, conditions and pay as well as supporting our distribution workforce.</p> <p>In 2025/26 we:</p> <ul style="list-style-type: none"> <li>Worked together, following ongoing changes to employment legislation, to secure better pay and innovative working practices within our warehouses.</li> </ul>	<p><b>Making NEXT a Great Place to Work</b></p> <p>→</p>
<p><b>Change 100</b> Local Partner</p> 	<p>Change 100 is a long-running UK internship programme that connects talented disabled students and recent graduates with inclusive employers. The programme focuses on developing skills, boosting confidence, and supporting young people as they transition into the workplace. Through tailored matching, disability-confident recruitment processes, and ongoing support for both interns and employers, Change 100 aims to break down employment barriers and strengthen disability inclusion across organisations.</p> <p>Find out more at <a href="#">Change 100   Ingeus</a></p>	<p>For the past 4 years, NEXT partnered with the Change 100 programme to offer high-quality, supported internships to disabled students and graduates. Through this collaboration, NEXT engaged in inclusive recruitment practices, took part in candidate shortlisting and interviews, and provided meaningful project-based work placements across several departments. The programme helped broaden NEXT's access to diverse emerging talent while giving interns valuable industry experience and tailored support. The relationship strengthened NEXT's commitment to disability inclusion and equitable early-career opportunities.</p>	<p><b>Making NEXT a Great Place to Work</b></p> <p>→</p>
<p><b>Gen Z Coach</b></p>	<p>Gen Z Coach is a specialist consultancy that helps businesses "future-proof" by unlocking the potential of early careers and the managers leading them to create thriving multigenerational teams</p> <p>Find out more at <a href="https://genzcoach.com">genzcoach.com</a></p>	<p>In 2025/26, in parallel with internal awareness and development initiatives, Gen Z Coach completed a diagnostic, presenting findings using their Generational Intelligence Wheel. It reflects six core areas to assess the effectiveness of NEXT's ability to lead, develop and retain multi-generational talent. They supported keynotes bringing their perspectives and helping us to highlight this important topic. We will now continue to roll out our internal blended education and learning solutions as part of our on-going Connected programme.</p>	<p><b>Making NEXT a Great Place to Work</b></p> <p>→</p>
<p><b>The Duke of Edinburgh's Award (DofE)</b></p> 	<p>NEXT has a longstanding partnership with the DofE and has established an internal programme for employees to work towards achieving their Gold Award, complementing work-based training.</p> <p>Results show that young people who do DofE experience positive impacts on their wellbeing, skills development, community ties and physical activity levels, as well as increased social value. A DofE programme builds essential skills, such as teamworking and leadership, helping participants thrive at NEXT and in the wider community.</p> <p>Find out more at <a href="https://dofe.org">dofe.org</a></p>	<p>In 2025/26, we recruited and enrolled 11 young people from all areas of NEXT, hosting a three-day induction for them to take part in activities, step outside their comfort zones, and build relationships, confidence and communication skills.</p> <p>In early 2026, they will re-group for two days of practical skills development before planning their final three-night outdoor expedition, to be held in September. After achieving their Award, they will attend a celebration event in Buckingham Palace Garden for Gold Award holders in 2027.</p>	<p><b>Making NEXT a Great Place to Work</b></p> <p>→</p>
<p><b>CoppaFeel!</b></p> 	<p>CoppaFeel! is the UK's only youth focused breast cancer awareness charity, on a mission to ensure all breast cancers in young people are diagnosed early and accurately.</p> <p>Find out more at <a href="https://coppafeel.org">coppafeel.org</a></p>	<p>See <a href="#">P.36</a> and <a href="#">P.42</a> for examples of our work with CoppaFeel! in 2025/26</p>	<p><b>Making NEXT a Great Place to Work</b></p> <p>→</p>

Organisation	Background and Benefits	Our Partnership and Activities in 2025/26	Report Section(s)
<b>LOCAL PARTNERS</b>			
<p><b>British Heart Foundation (BHF)</b></p> 	<p>British Heart Foundation is a charity with a vision for a world where everyone has a healthier heart for longer. They fund over £100 million of lifesaving research into cardiovascular disease each year; support people through access to health advice; provide training on CPR and place defibrillators in UK communities, and campaign for a healthier world.</p> <p>Find out more at <a href="https://bhf.org.uk">bhf.org.uk</a> ▶</p>	<p>BHF provide a free furniture collection service to NEXT customers, preventing unwanted items from entering the waste stream. Items are resold through their UK network of shops to raise funds for the charity.</p> <p>We have also rolled out BHF’s online RevivR CPR training to our employees, and installed defibrillators and blood pressure monitors throughout our sites and retail stores.</p> <p>In 2025/26 our partnership with BHF:</p> <ul style="list-style-type: none"> <li>• Was recognised by the award of BHF’s Sustainability Partner of the Year (see <a href="#">P.40</a>) →</li> <li>• Raised over £230,000 through customer furniture donations.</li> </ul>	<p><b><u>Making NEXT a Great Place to Work</u></b></p> <p>→</p>
<p><b>Clearabee</b></p> 	<p>Clearabee is the UK’s largest clearance company, offering ‘man and a van’ style waste removal, skip hire and services to businesses and homes. It diverts from landfill, on average, 95% of the waste it collects.</p> <p>Find out more at <a href="https://clearabee.co.uk">clearabee.co.uk</a> ▶</p>	<p>Clearabee provide an affordable furniture recycling service, collecting furniture, whatever its condition, from NEXT customers’ homes.</p> <p>In 2025/26 our partnership:</p> <ul style="list-style-type: none"> <li>• Enabled 600 customer items to be collected by Clearabee</li> </ul>	<p><b><u>Supporting our Communities</u></b></p> <p>→</p>
<p><b>Doncaster Refurnish</b></p> 	<p>Doncaster Refurnish is a small social enterprise, based in South Yorkshire, that collects, restores, and sells used furniture to provide affordable goods and to help low-income families. It aims to reduce waste by preventing furniture from going to landfill, and provides employment and training opportunities, particularly for those on the margins of the community.</p> <p>Find out more at <a href="https://refurnish.co.uk">refurnish.co.uk</a> ▶</p>	<p>In 2025/26 our partnership:</p> <ul style="list-style-type: none"> <li>• Diverted 359 tonnes of waste from landfill</li> <li>• Raised £665,317 to help the delivery of much-needed services in our shared community.</li> </ul>	<p><b><u>Supporting our Communities</u></b></p> <p>→</p>
<p><b>The Furniture Recycling Group (TFR Group)</b></p> 	<p>TFR Group specialises in recycling and rejuvenation of mattresses and beds to prevent them from going to landfill.</p> <p>Find out more at <a href="https://tfrgroup.co.uk">tfrgroup.co.uk</a> ▶</p>	<p>TFRG help NEXT customers to recycle their old mattresses when new ones are delivered.</p> <ul style="list-style-type: none"> <li>• In 2025/26 our partnership enabled:</li> <li>• 2,316 mattresses to be recycled.</li> </ul>	<p><b><u>Supporting our Communities</u></b></p> <p>→</p>

# Key Terms

Definitions of some of the key terms used throughout this report:

## 53-WEEK FINANCIAL YEAR

An accounting year made up of 53 weeks instead of the usual 52, used to keep financial reporting aligned with trading patterns and calendar weeks.

## CHAIN OF CUSTODY

How a material or product is tracked over time through every stage of the supply chain, giving evidence of the sequence of custody, control, and transfer. It aims to ensure transparency and to help validate raw materials.

## CIRCULARITY

An approach to production and consumption that aims to keep materials in use for as long as possible, by reusing, repairing, refurbishing, remanufacturing, and recycling them. Instead of the traditional 'take-make-dispose' model, circular systems aim to create a 'closed loop' where waste is minimised, and resources are continually repurposed.

## MATERIALITY

Identifying the issues that matter most to a business because they have the greatest environmental, social or financial impact.

## MODERN SLAVERY

A crime that includes forced labour, human trafficking, and exploitation, where people are coerced, controlled, or treated as property.

## POLLUTION

The introduction of harmful substances or energy into the environment, such as chemicals, waste, noise or heat, that causes adverse effects on human health and wellbeing, ecosystems or natural resources.

## PREFERRED MATERIALS

For each key raw material we have identified options which are independently verified as having improved environmental and/or social benefits versus the conventional alternative and we prioritise third-party certified materials.

## REGO AND GO SCHEMES:

The UK Renewable Energy Guarantees of Origin (REGO) scheme, administered by the Office of Gas and Electricity Markets (Ofgem), and Europe's Guarantees of Origin (GO) scheme, administered by the Association of Issuing Bodies (AIB) through the European Energy Certificate System (EECS), are regulatory frameworks that issue and manage certificates used to verify the renewable origin of electricity. These provide auditable evidence that a defined quantity of electricity has been generated from renewable electricity sources.

## RESPONSIBLE SOURCING

Aiming to provide trusted provenance and traceability back to source, and to procure key materials through certified routes with proven positive environmental and social impacts.

## RESPONSIBLE BUSINESS

Operating in a way that aims to be ethical, transparent, while considering impacts on people, communities, and the environment, as well as delivering long-term value.

## SCOPE 1 EMISSIONS

Direct greenhouse gas emissions from sources owned or controlled by a company, including on-site fossil fuel combustion and fleet fuel consumption.

## SCOPE 2 EMISSIONS - LOCATION-BASED / MARKET-BASED

Indirect greenhouse gas emissions from the electricity, heat, steam or cooling a company buys and consumes. Location-based reflects the average emissions intensity of grids in which energy consumption occurs, while market-based reflects emissions from electricity that has been chosen, such as renewable electricity.

## SCOPE 3 EMISSIONS

Indirect greenhouse gas emissions from sources not directly owned or controlled by a company, but related to activities across its entire value chain, both upstream and downstream of company operations.

## THIRD-PARTY VERIFICATION

The independent assessment of information, data or processes by an external organisation to confirm their accuracy, reliability and compliance with defined standards or criteria.

## TRACEABILITY

Having the verification of chain of custody of materials through the supply chain.

## TRANSPARENCY

Being open, clear, and honest about actions, decisions, and performance, so stakeholders can understand how we operate and make informed judgments.

## TREATED HONESTLY AND FAIRLY

Ensuring that people are dealt with in an openly respectful, unbiased way, with fairness in decisions, opportunities and outcomes.









## WET PROCESSOR

A wet processor is a manufacturing facility engaged in processing activities that involve using water as a fluid which contacts the product. Wet processing includes dyeing, finishing, printing, washing, and laundry.




Black Regular Fit Essential Crew Neck Cotton T-Shirt: 100% Cotton. See [P.63](#) for more details.

# UN Sustainable Development Goals (SDG) Index

Relevant UN SDG	Examples of Relevant NEXT Activities	See Page	Relevant UN SDG	Examples of Relevant NEXT Activities	See Page
<b>1 – NO POVERTY</b> 	<ul style="list-style-type: none"> <li>Working with suppliers to ensure that workers in NEXT supply chains are paid correctly</li> <li>Providing NEXT employees with financial wellbeing support</li> </ul>	<a href="#">P.9-14</a>  <a href="#">P.36</a>	<b>12 – RESPONSIBLE PRODUCTION &amp; CONSUMPTION</b> 	<ul style="list-style-type: none"> <li>Implementing our Responsible Sourcing Approach for key raw materials</li> <li>Providing customers with solutions to reuse and recycle products at end of life</li> <li>Consolidating existing and developing new circular business models</li> </ul>	<a href="#">P.22-31</a>  <a href="#">P.30, 31, 59</a>  <a href="#">P.30, 31</a>
<b>3 – GOOD HEALTH &amp; WELLBEING</b> 	<ul style="list-style-type: none"> <li>Implementing the United Nations Guiding Principles (UNGP) on Business and Human Rights to ensure workers have safe working conditions</li> <li>Providing health and wellbeing support to NEXT employees</li> <li>Implementing chemical management programmes with product related suppliers</li> </ul>	<a href="#">P.11, 62</a>  <a href="#">P.36</a>  <a href="#">P.23, 29, 48</a>	<b>13 – CLIMATE ACTION</b> 	<ul style="list-style-type: none"> <li>Working towards NEXT's Scope 1, 2 and 3 SBTi-approved targets</li> <li>Diverting waste from landfill for recycling, reuse or energy recovery</li> <li>Disclosing climate-related risks and opportunities through TCFD</li> <li>Signatories to BRC Climate Action Group; WRAP Textiles Pact; and The Climate Group's EV100 and RE100 initiatives</li> </ul>	<a href="#">P.15-21</a>  <a href="#">P.30-31</a>  <a href="#">P.7</a>  <a href="#">P.16, 49, 51, 52</a>
<b>5 – GENDER EQUALITY</b> 	<ul style="list-style-type: none"> <li>70% of NEXT employees and 33% of Board directors are female</li> <li>Implementing programmes with partners in Morocco, India, Bangladesh, Turkey and China to support women in the supply chain</li> </ul>	<a href="#">P.37</a>  <a href="#">P.13, 14, 54, 55</a>	<b>15 – LIFE ON LAND</b> 	<ul style="list-style-type: none"> <li>Working towards the ambition to ensure key materials are sourced in line with our Responsible Sourcing Approach</li> <li>Preparing for the EU Deforestation Regulation (EUDR) Policy to come into effect</li> </ul>	<a href="#">P.22-31</a>  <a href="#">P.28</a>
<b>6 – CLEAN WATER AND SANITATION</b> 	<ul style="list-style-type: none"> <li>Installing AMR (Automatic Meter Reading) technology across sites to help reduce water consumption</li> <li>Mapping supply chain water use using the Worldly platform and updating our water risk assessment</li> </ul>	<a href="#">P.29</a>  <a href="#">P.24, 29, 48</a>	<b>17 – PARTNERSHIPS FOR THE GOALS</b> 	<ul style="list-style-type: none"> <li>Participating in a diverse range of partnerships and collaborations to support our responsible business activities</li> </ul>	Throughout this report; Partnering for Change <a href="#">P.47-59</a>
<b>8 – DECENT WORK AND ECONOMIC GROWTH</b> 	<ul style="list-style-type: none"> <li>Implementing chemical management programmes with suppliers to help prevent contamination of waterways</li> <li>Implementing the UNGP on Business and Human Rights</li> <li>NEXT is a member of ETI, International Accord and ACT</li> <li>NEXT is a registered Level 2 disability confident employer</li> </ul>	<a href="#">P.23, 29, 48</a>  <a href="#">P.11, 62</a>  <a href="#">P.47, 49, 50</a>  <a href="#">P.33, 51</a>			

# UNGP Index


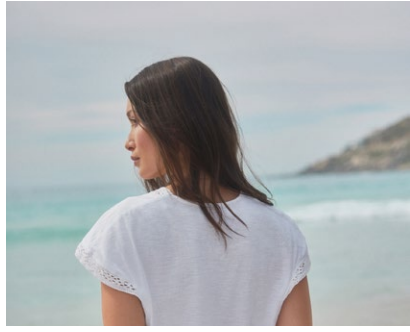



## UN GUIDING PRINCIPLES (UNGP) REPORTING FRAMEWORK INDEX

Our CR Report and Our Approach Report aim to align with the UN Guiding Principles Reporting Framework. The Reporting Index is designed to identify how and where the framework disclosures are addressed. The table below shows where you can find the relevant information as we have referenced the page numbers and Policies to demonstrate our alignment. For full details on the framework, please visit [www.ungpreporting.org](http://www.ungpreporting.org) 

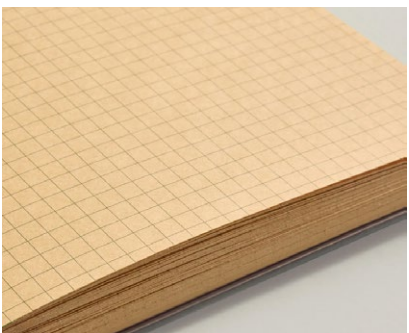



Section of the Framework	Location in Our CR Report or Other Reporting Documents
<b>A1 Policy Commitment</b>	<a href="#">P.9-14, 47-50, 54-55, Human Rights Policy, Code of Practice Principle Standards</a>
A1.1	<a href="#">P.9-11, 44, Modern Slavery Statement</a>
A1.2	<a href="#">P.9-14, 47-50, 54-55 Human Rights and Modern Slavery</a>
A1.3	<a href="#">P.9-14, 46-50, 54-55, Human Rights and Modern Slavery, Online Supplier Portal</a>
<b>A2 Embedding Respect for Human Rights</b>	<a href="#">P.8, 9-14, 44-46, Modern Slavery Statement</a>
A2.1	<a href="#">P.9-14, 44, Code of Practice</a>
A2.2	<a href="#">P.44-46, Modern Slavery Statement</a>
A2.3	<a href="#">P.9-14, Modern Slavery Statement, COP Principle Standards, Whistleblowing Policy</a>
A2.4	<a href="#">P.9-14, Online Supplier Portal, COP Principle Standards</a>
A2.5	<a href="#">P.9-14, 47-50, 54-55, Modern Slavery Statement</a>
<b>B1 Statement of Salient Issues</b>	<a href="#">P.11, Modern Slavery Statement</a>
<b>B2 Determination of Salient Issues</b>	<a href="#">P.11, Modern Slavery Statement</a>
<b>B3 Choice of Focal Geographies</b>	Not Applicable

Section of the Framework	Location in Our CR Report or Other Reporting Documents
<b>B4 Additional Severe Impacts</b>	<a href="#">P.9-14</a>
<b>C1 Specific Policies</b>	<a href="#">P.11, Online Supplier Portal, Human Rights and Modern Slavery Policy, Whistleblowing Policy, COP Principle Standards</a>
C1.1	<a href="#">P.9-14, 47-50, 54-55, Online Supplier Portal</a>
<b>C2 Stakeholder Engagement</b>	<a href="#">P.9-14, 46-50, 54-55, Modern Slavery Statement</a>
C2.1	<a href="#">P.9-14, 46-50, 54-55, Modern Slavery Statement</a>
C2.2	<a href="#">P.9-14, 46-50, 54-55, Modern Slavery Statement</a>
C2.3	<a href="#">P.9-14, 46-50, 54-55, Modern Slavery Statement, Human Rights and Modern Slavery</a>
<b>C3 Assessing Impacts</b>	<a href="#">P.11, Modern Slavery Statement</a>
C3.1	<a href="#">P.11-13, 23-31</a>
C3.2	<a href="#">P.11-14, Modern Slavery Statement</a>
<b>C4 Integrating Findings and Taking Action</b>	<a href="#">P.9-14, 44-46, Modern Slavery Statement</a>
C4.1	<a href="#">P.9-14, 44-46</a>
C4.2	<a href="#">P.9-14, COP Auditing Standards</a>
C4.3	<a href="#">P.9-14, 47-50, 54-55, Modern Slavery Statement</a>
<b>C5 Tracking Performance</b>	<a href="#">P.9-14, 47-50, 54-55, Modern Slavery Statement</a>
C5.1	<a href="#">P.9-14, 47-50, 54-55, Modern Slavery Statement</a>
<b>C6 Remediation</b>	<a href="#">P.9-14, 34, 47-50, 54-55, Modern Slavery Statement, Whistleblowing Policy</a>
C6.1	<a href="#">P.9-14, 34, 46-50, 54-55, Modern Slavery Statement, Whistleblowing Policy</a>
C6.2	<a href="#">P.13, 47-50, 54-55, Modern Slavery Statement, Whistleblowing Policy</a>
C6.3	<a href="#">P.13, 47-50, 54-55, Modern Slavery Statement, Whistleblowing Policy</a>
C6.4	<a href="#">P.12-13, 45, Modern Slavery Statement</a>
C6.5	<a href="#">P.12-13, 45, Modern Slavery Statement</a>

# Featured Product Credentials

Product	See Page	Product Credentials
	<a href="#">P.1</a>	<p>Made with 100% Global Recycled Standard (GRS) certified recycled polyester*. NEXT is certified to GRS, Cert body: USB Certification, Licence no: USB 006814. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The GRS verifies the percentage of recycled material and tracks it from the source to the final product. For more information on GRS please visit <a href="https://textileexchange.org/recycled-claim-global-recycled-standard">textileexchange.org/recycled-claim-global-recycled-standard</a>. NEXT pays an annual fee to be a Textile Exchange member.</p>
	<a href="#">P.2</a>	<p>Made with 100% U.S. Cotton as verified by the U.S. Cotton Trust Protocol. The U.S. Cotton Trust Protocol is a farm level, science-based program for cotton grown in the United States. NEXT are proud to be members of the U.S. Cotton Trust Protocol. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The U.S. Cotton Trust Protocol provides verified field-level environmental data as well as traceability and transparency in the supply chain. For more information visit <a href="https://trustuscotton.org">trustuscotton.org</a></p>
	<a href="#">P.5</a>	<p>Made with 100% U.S. Cotton as verified by the U.S. Cotton Trust Protocol. The U.S. Cotton Trust Protocol is a farm level, science-based program for cotton grown in the United States. NEXT are proud to be members of the U.S. Cotton Trust Protocol. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The U.S. Cotton Trust Protocol provides verified field-level environmental data as well as traceability and transparency in the supply chain. For more information visit <a href="https://trustuscotton.org">trustuscotton.org</a></p>
	<a href="#">P.22</a>	<p>Made with 100% U.S. Cotton as verified by the U.S. Cotton Trust Protocol. The U.S. Cotton Trust Protocol is a farm level, science-based program for cotton grown in the United States. NEXT are proud to be members of the U.S. Cotton Trust Protocol. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The U.S. Cotton Trust Protocol provides verified field-level environmental data as well as traceability and transparency in the supply chain. For more information visit <a href="https://trustuscotton.org">trustuscotton.org</a></p>
	<a href="#">P.25</a>	<p>Made with 100% Responsible Wool Standard (RWS) certified wool. NEXT is certified to RWS, Cert body: USB Certification, Licence no: USB 006814. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The RWS verifies wool fibre and tracks it from farm to final product. For more information on RWS please visit <a href="https://textileexchange.org/responsible-wool-standard">textileexchange.org/responsible-wool-standard</a> NEXT pays an annual fee to be a Textile Exchange member.</p>

\*Excluding trims.

Product	See Page	Product Credentials
	<a href="#">P.28</a>	<p>This product is made using FSC® Recycled forest based materials. By choosing this product, you are supporting responsible management of the world's forests. FSC defines standards based on agreed principles for responsible forest stewardship that are supported by environmental, social, and economic stakeholders. To learn more, visit <a href="https://www.fsc.org">www.fsc.org</a></p>
	<a href="#">P.31</a>	<p>Made with 100% Organic Content Standard (OCS) certified organic cotton*. NEXT is certified to OCS Cert body: USB Certification, Licence no:USB 006814. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The OCS is a voluntary global standard that certifies the percentage of organically grown material and tracks it from source to final product. For more information on OCS please visit <a href="https://textileexchange.org/organic-content-standard">textileexchange.org/organic-content-standard</a>. NEXT pays an annual fee to be a Textile Exchange member.</p>
	<a href="#">P.43</a>	<p>Made with 100% U.S. Cotton as verified by the U.S. Cotton Trust Protocol. The U.S. Cotton Trust Protocol is a farm level, science-based program for cotton grown in the United States. NEXT are proud to be members of the U.S. Cotton Trust Protocol. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The U.S. Cotton Trust Protocol provides verified field-level environmental data as well as traceability and transparency in the supply chain. For more information visit <a href="https://trustuscotton.org">trustuscotton.org</a></p>
	<a href="#">P.60</a>	<p>Made with 100% U.S. Cotton as verified by the U.S. Cotton Trust Protocol. The U.S. Cotton Trust Protocol is a farm level, science-based program for cotton grown in the United States. NEXT are proud to be members of the U.S. Cotton Trust Protocol. For more information visit <a href="https://next.co.uk/materialapproach">next.co.uk/materialapproach</a></p> <p>The U.S. Cotton Trust Protocol provides verified field-level environmental data as well as traceability and transparency in the supply chain. For more information visit <a href="https://trustuscotton.org">trustuscotton.org</a></p>

# Independent Limited Assurance Report to the Directors of NEXT plc on the selected ESG performance metrics

## Our limited assurance conclusion

Based on the procedures we have performed, as described under the “Summary of work performed” and the “Areas of Assurance Focus” sections below, and the evidence we have obtained, nothing has come to our attention that causes us to believe that the information marked with the symbol **A** in NEXT plc’s Corporate Responsibility Report for the 53 weeks ended 31 January 2026 (the “Report”) and summarised below (together, the “Subject Matter Information”), has not been prepared, in all material respects, in accordance with NEXT plc’s Reporting Principles, Criteria and Methodology (the “Reporting Criteria”) set out in Appendix A.

## What we were engaged to assure

The Subject Matter Information needs to be read and understood together with the Reporting Criteria which NEXT plc’s Directors are solely responsible for selecting and applying. The Subject Matter Information and the Reporting Criteria are as set out within Appendix A.

The scope of our work did not extend to information in respect of earlier periods or to any other information included in, or linked from, the Report including any images, audio files or videos.

## Our work

### PROFESSIONAL STANDARDS APPLIED

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and, in respect of the greenhouse gas (GHG) emissions in accordance with International Standard on Assurance Engagements 3410 ‘Assurance Engagements on Greenhouse Gas Statements’, issued by the International Auditing and Assurance Standards Board.

### OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the Institute of Chartered Accountants in England and Wales Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code).

We apply International Standard on Quality Management (UK)<sup>1</sup> and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## SUMMARY OF WORK PERFORMED

We performed a limited assurance engagement. Because the level of assurance obtained in a limited assurance can vary, we give more detail about the procedures performed, so that the intended users of the Subject Matter Information can understand the nature, timing and extent of procedures we performed as context for our conclusion. These procedures performed vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

In performing our assurance procedures, which were based on our professional judgement, we performed the following:

- evaluated the suitability in the circumstances of NEXT plc’s use of the Reporting Criteria as the basis for preparing the Subject Matter Information including the associated reporting boundaries;
- through inquiries, obtained an understanding of NEXT plc’s control environment, processes and systems relevant to the preparation of the Subject Matter Information. Our procedures did not include evaluating the suitability of design, obtaining evidence about their implementation or testing operating effectiveness of particular control activities;
- evaluated whether NEXT plc’s methods for developing estimates are appropriate and had been consistently applied, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate NEXT plc’s estimates;

- compared year on year movements and obtained explanations from management for significant differences we identified;
- performed limited substantive testing of the Subject Matter Information, which is aggregated from information submitted by the various NEXT plc departments responsible for the various operating sites (i.e. retail stores, warehouses, offices etc.) that reside within the operational boundary. Testing involved agreeing arithmetical accuracy of calculations, and agreeing data points to or from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- undertook a site visit at the NEXT plc distribution centre located at Hemel Hempstead to assess the completeness of the reported fuel and waste types in the data set; we selected this site based on its inherent risk and materiality to the group; and
- evaluated the disclosures in, and overall presentation of, the Subject Matter Information.

Our assurance procedures specifically did not include procedures on the financial information extracted from the audited accounts of NEXT plc and used in the calculation of ‘Intensity metric - Location Based (Tonnes CO<sub>2</sub>e/Total Sales (£m))’ and ‘Intensity metric - Market Based (Tonnes CO<sub>2</sub>e/Total Sales (£m))’.

**MATERIALITY**

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Subject Matter Information is likely to arise. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our procedures in support of our conclusion. We believe that it is important that the intended users have the information they need to understand the concept and the level of materiality to place our conclusion in context. Based on our professional judgement, we determined materiality for the Subject Matter Information as follows:

**OVERALL MATERIALITY**

Materiality may differ depending upon the nature of the Subject Matter Information. We apply professional judgement to consider the most appropriate materiality benchmark for each aspect of the Subject Matter Information, having considered how the intended users may use the information.

Based on our professional judgement, we determined materiality for the Subject Matter Information as indicated in the table in Appendix A by one of the following letters:

- A. This metric is an absolute number. A benchmark materiality of 10% of the total reported metric figure has been applied;
- B. This metric measures intensity, which is calculated as a ratio between 2 different numbers. A benchmark of 10% has been applied to both the numerator and denominator used in the calculation; and
- C. This metric is a percentage. A benchmark materiality of 10% has been applied to both the numerator and denominator used in the percentage calculation.

We also agreed to report to the Directors misstatements (“reportable misstatements”) identified during our work at a level below overall materiality, as well as misstatements below that lower level that in our view warranted reporting for qualitative reasons. The Directors are responsible for deciding whether adjustments should be made to the Subject Matter Information in respect of those items.

**AREAS OF ASSURANCE FOCUS**

The Areas of Assurance Focus are those areas of our work that, in our professional judgement, require additional procedures. In the case of limited assurance, that means our procedures may be towards the upper end of those that might be expected for limited assurance. These areas were identified as part of our risk assessment and result of the assurance procedures performed, and include those areas of significant risk, areas that involved significant judgement or other areas where significant assurance effort was needed. This approach provides transparency about where we deemed it necessary to perform extra work. However, this does not imply – for limited assurance – the same level of assurance as would have been obtained under a reasonable assurance engagement.

We have determined that there are no Areas of Assurance Focus to communicate in our report.

**Challenges of non-financial information**

The absence of a significant body of established practice upon which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities, and over time.

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for measuring or evaluating it. The precision of different measurement techniques may also vary.

**Reporting on Other Information**

The other information comprises all of the information in the Report other than the Subject Matter Information and our assurance report. The Directors are responsible for the other information. As explained above, our conclusion does not extend to the other information and, accordingly, we do not express any form of assurance thereon. In connection with our assurance of the Subject Matter Information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement, or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

**Responsibilities of the Directors**

The Directors of NEXT plc are responsible for:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring or evaluating the underlying subject matter;
- ensuring that those criteria are relevant and appropriate to NEXT plc and the intended users of the Report;
- the preparation of the Subject Matter Information in accordance with the Reporting Criteria including designing, implementing and maintaining systems, processes and internal controls over the evaluation or measurement of the underlying subject matter to result in Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- documenting and retaining underlying data and records to support the Subject Matter Information;

- producing the Report that provides a balanced reflection of NEXT plc’s performance in this area and discloses, with supporting rationale, matters relevant to the intended users of the Report; and
- producing a statement of Directors’ responsibility.

**Our responsibilities**

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of NEXT plc.

**Use of our report**

Our report, including our conclusion, has been prepared solely for the Directors of NEXT plc in accordance with the agreement between us dated 4 September 2025 and varied on 17 March 2026 (the “agreement”). To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Board of Directors and NEXT plc for our work or our report except where terms are expressly agreed between us in writing.

**PricewaterhouseCoopers LLP**  
Chartered Accountants  
Watford  
26 March 2026

## Appendix A – The Subject Matter Information and Reporting Criteria

Subject Matter Information as per the Report					Reporting criteria
Performance Indicator	Materiality reference*	2025/26	Unit	Location of Metric	NEXT plc's Reporting Criteria - available at: <a href="https://www.nextplc.co.uk/~/_/media/Files/N/next-plc-v4/documents/corporate-responsibility/reporting-principles-2026.pdf">https://www.nextplc.co.uk/~/_/media/Files/N/next-plc-v4/documents/corporate-responsibility/reporting-principles-2026.pdf</a> <sup>1</sup>
<b>GREENHOUSE GAS (GHG EMISSIONS)</b>					
Scope 1	A	43,541	Tonnes CO2e	<u>P.18</u>	
Scope 2 - Location Based	A	35,068	Tonnes CO2e		
Scope 2 - Market Based	A	2,429	Tonnes CO2e		
Total Scope 1 and 2 - Location Based	A	78,608	Tonnes CO2e		
Total Scope 1 and 2 - Market Based	A	45,970	Tonnes CO2e		
Intensity Metric - Location Based	B	11	Tonnes CO2e/total sales (£m)		
Intensity Metric - Market Based	B	6	Tonnes CO2e/total sales (£m)		
Scope 3 - Subtotal subject to assurance	A	107,417	Tonnes CO2e		
<b>CARBON EMISSIONS</b>					
Scope 1 and 2 carbon emission reduction against a 2016/17 baseline	C	-52%	%	<u>P.17</u>	
<b>ENERGY</b>					
Gas usage	A	38,076,249	kWh	<u>P.18</u>	
Electricity usage	A	188,023,255	kWh		
Total Energy Consumption	A	382,099,631	kWh		
<b>WASTE AND RECYCLING</b>					
Total waste	A	42,290	Tonnes	<u>P.30</u>	
Material diverted for recycling and energy recovery	A	41,360	Tonnes		
% diverted from landfill	C	98%	%		

\*The materiality reference refers to our assessment of materiality discussed in the Materiality section of this report.

<sup>1</sup>The maintenance and integrity of NEXT plc's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Reporting Criteria when presented on NEXT plc's website.

NEXT plc  
Desford Road  
Enderby  
Leicester  
LE19 4AT

2025/26 Corporate Responsibility  
Report produced by BRODIE

**NEXT**