

ESG REPORT 2025

MICHAEL HILL

INTERNATIONAL LIMITED

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TERMINOLOGY: In this report, unless otherwise specified or appropriate in the context, the term “Company” refers to Michael Hill International Limited, the term “Group” or “Michael Hill Group” refer to the Company and its subsidiaries (as appropriate), and the use of “Michael Hill”, “Bevilles”, “TenSevenSeven” and “Medley” is reference to the relevant brand within the Michael Hill Group.

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INTRODUCTION



EXECUTIVE COMMENTARY

AT THE MICHAEL HILL GROUP, SUSTAINABILITY IS NOT JUST A COMMITMENT - IT'S A CORE PART OF WHO WE ARE AND HOW WE OPERATE. THIS YEAR'S ESG REPORT REFLECTS THE EVOLUTION OF OUR APPROACH AND THE IMPORTANCE OF TRANSPARENCY IN EVERYTHING WE DO.

You'll notice a change in the name of this report. As we prepare for Australia's first mandatory climate reporting period in FY26, we've renamed this publication our 'ESG Report' to distinguish this voluntary reporting from the mandatory Sustainability Report that will be included in our FY26 Annual Report. Our continued commitment to voluntary reporting is essential for accountability of delivering our 2030 Sustainability Strategy goals.

We are also aligning the cadence of our ESG reporting with our goals, shifting to a calendar year cycle in future. This change will allow us to report more meaningful ESG updates to stakeholders on progress against our 2030 goals. Our next ESG Report will cover the period from July 2025 to December 2026 and will be published in early 2027.

This year, we refreshed our customer research and were heartened to see an 8% increase in support for our sustainability efforts. Our customers recognise the impact we're making - whether it's empowering women, reducing our carbon footprint or giving back to our communities. Their engagement validates our strategy and inspires us to keep pushing forward.

I am proud of the progress we've made this year and the passion our team brings to this work. From achieving a 79% reduction in scope 1 and 2 emissions to planting over 124,000 trees through the Michael Hill Foundation, our actions have demonstrated that our brands and our products are deeply connected to our people and planet.

Thank you for joining us on this journey.

A handwritten signature in black ink, appearing to read 'A Lowe', with a stylized flourish.

Andrew Lowe

Interim CEO, Chief Financial and Supply Chain Officer

GROUP 2030 SUSTAINABILITY STRATEGY

PRODUCT

100% OF OUR PRODUCTS
WILL BE SUSTAINABLE,
RESPONSIBLE OR CIRCULAR



CONFLICT FREE

We will only use conflict free natural diamonds sourced in accordance with the Kimberly Process and precious metals sourced in accordance with the OECD Due Diligence Guidance in our jewellery products **by 2027**

CIRCULARITY

We will increase precious metals circularity by using recycled precious metals in our products and operating circularity programs **by 2027**

LOWER IMPACT GEMSTONES

We will increase our offering of jewellery products made with lower impact gemstones from sustainable lab-grown or other responsible sources **by 2027**

PLANET

WE WILL NURTURE
NATURE AND REDUCE
OUR NEGATIVE IMPACTS
TO NET ZERO



ZERO CARBON OPERATIONS

We will achieve net zero carbon operations (scopes 1 & 2) **by 2025**

NATURE POSITIVE

We will contribute to the restoration and conservation of the natural environment **from 2024**

ELIMINATE WASTE

We will send zero waste to landfill and eliminate single use plastic from our packaging **by 2027**

PEOPLE

WE WILL IMPROVE THE
LIVES OF PEOPLE ACROSS
OUR VALUE CHAIN



RESPONSIBLE SUPPLIERS

100% of all suppliers meet our expectations on their social and environmental impacts **by 2030**

EMPOWERING WOMEN

We will deliver initiatives and develop partnerships focused on empowering and supporting women **from 2024**

GREAT PLACE TO WORK

We will maintain a leading workforce engagement score of greater than 80% **from 2024**

STRATEGY UPDATE

This year, we updated our 2030 goals to better align to our evolving strategy and replace those goals that we have now achieved.

We are committed to our overarching Product goal that 100% of our products will be sustainable, responsible or circular by 2030. We have reworked the three targets sitting beneath this goal to better align with emerging industry direction and our expanded Group approach to ESG strategy. It is also fundamental that our targets remain ambitious. We maintain metrics to ensure each of our targets is measurable and progress can be easily tracked for each brand.

Our original Product targets, published in 2022, were:

- Transparency: 100% use of certified sustainable or responsibly sourced natural diamonds, coloured gemstones and cultured pearls by 2030.
- Metal stewardship: 100% of Michael Hill's products will be made from certified recycled, local, artisanal or responsibly sourced metals by 2025.
- Innovation: We will pioneer an innovation hub to champion and integrate jewellery circularity, product innovation and lab-grown diamonds by 2024.

These targets were created with only Michael Hill in mind and this brand has now achieved 100% responsibly sourced precious metals, integrated jewellery circularity through our Re:Cycle program and commitment to offering only Certified Sustainable lab-grown diamonds.

To reflect our continuous improvement and Group approach, our updated Product goals are set out on the **Group 2030 Sustainability Strategy** page.

These refreshed goals for the Group mean our work is more ambitious, measurable and aligned with emerging industry and product developments. We are continuing to improve metrics for each brand and look forward to reporting meaningful progress against these new targets in our next ESG Report.



SUSTAINABILITY HIGHLIGHTS

HIGHLIGHTS ACHIEVED THIS YEAR INCLUDE:

100%

RENEWABLE ELECTRICITY
POWERED ALL AUSTRALIAN
AND NEW ZEALAND STORES
AND CORPORATE SITES

FUNDS FROM
ALL MICHAEL HILL
PEARL PRODUCTS
NOW HELP TO
EMPOWER WOMEN

79%

REDUCTION IN
SCOPE 1 AND 2
EMISSIONS

THE MICHAEL
HILL FOUNDATION
CELEBRATED ITS
FIRST BIRTHDAY

100%
RESPONSIBLY
SOURCED PRECIOUS
METALS FOR
MICHAEL HILL,
TENSEVENSEVEN
AND MEDLEY

3.76
KILOGRAMS

OF GOLD PROCESSED
THROUGH OUR
RE:CYCLE PROGRAM

BEVILLES
ACHIEVED RJC
CODE OF PRACTICES
CERTIFICATION

83%

OF JEWELLERY SUPPLIERS ARE
RJC CERTIFIED OR HAVE AN
APPLICATION UNDERWAY

WORKFORCE ENGAGEMENT
SCORE **INCREASED BY**
4% TO 83%

ACHIEVED AN **ADVANCED SCORE**
IN OUR SUSTAINABLE PACKAGING
PERFORMANCE REPORT

OVER
27,500
WOMEN EMPOWERED VIA THE
MICHAEL HILL FOUNDATION

PLANTED
124,673 TREES
VIA THE MICHAEL HILL FOUNDATION

SUSTAINABILITY AND OUR GROUP VALUE CHAIN

VALUE CHAIN FOR MICHAEL HILL'S NATURAL DIAMOND SOLITAIRE RINGS, MADE IN AUSTRALIA



GOVERNANCE UPDATE

The Group's governance toolkit comprises a range of external certifications, self-published standards and internal accountability.

REPORTING STRUCTURE

Sustainability is a core pillar of the Group's broader corporate strategy. Our Sustainability Committee comprises a diverse cross-section of our brands with representatives from Merchandising, Marketing, Legal, HR, Finance, Compliance and Risk, including four Group Executive members.

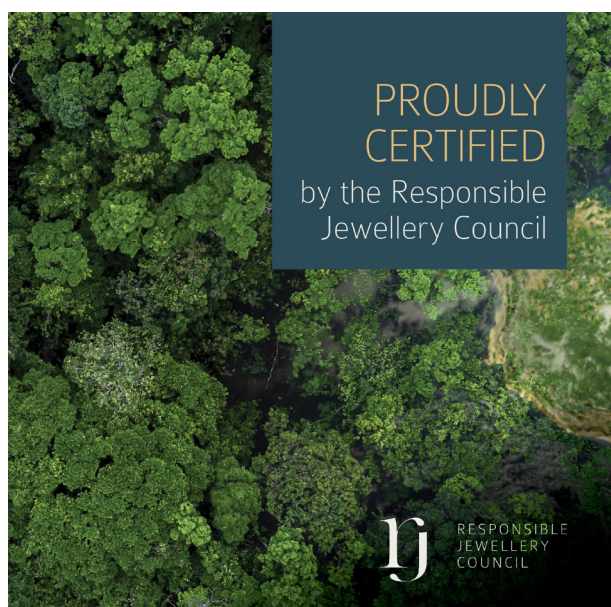
Meeting on a quarterly basis, the Committee ensures the Group is accountable for progress towards its committed goals. The Committee reports to the Board at least twice a year, updating on goal progress and receiving endorsement for future strategic initiatives.

CODE OF BUSINESS ETHICS AND CODE OF CONDUCT FOR SUPPLIERS

We uplifted our Code of Conduct that applies to Group suppliers this year. Incorporating higher standards of anti-slavery, responsible employment and human rights, we also clarified our environmental responsibility expectations for our suppliers. Our suppliers must aim to minimise consumption of natural resources, use renewable energy sources where available and demonstrate continuous improvement in their sustainable packaging and waste reduction initiatives.

RJC CODE OF PRACTICES AUDIT

We are a proud member of the Responsible Jewellery Council (RJC), the peak industry body established to advance responsible ethical, human rights, social and environmental practices throughout the jewellery supply chain. This year, we completed an audit as part of the RJC's 3-year review cycle.



The audit scope captured all brands, including Bevilles for the first time. Our certification has been issued through to February 2028 and we were proud to have existing and new provenance claims certified during this audit, including:

- Michael Hill products are crafted from 100% conflict free precious metals.
- Medley's recycled gold and silver products are from RJC or SCS certified sources.
- TenSevenSeven's natural and lab-grown diamonds are not of Russian origin.

We also require our jewellery suppliers to be RJC certified, as set out in the **Responsible Suppliers** section.

RJC CODE OF PRACTICES STANDARD

The 2024 RJC Code of Practices (COP) standard, published this year, introduced major changes including new and expanded provisions on human rights due diligence, supply chain management, diversity, equity, inclusivity, climate and environmental requirements. Having recently completed our audit against the previous 2019 standard, we will be reviewed against the new standard during our next RJC audit.

RJC LABORATORY-GROWN MATERIALS STANDARD

This year, the RJC launched its long-awaited Laboratory-Grown Materials Standard (LGMS), setting a comprehensive framework for members dealing in lab-grown diamonds, rubies, emeralds and sapphires. It complements the existing COP standard, ensuring that lab-grown materials meet the same rigorous benchmarks as natural stones. Certification is mandatory for RJC COP members using lab-grown materials and we will be reviewed against the new LGMS during our next audit.

SCS-007

We continued to play an active role in shaping industry standards this year. We were invited to represent retail stakeholders on the SCS Standards Committee so we can actively contribute to the development of sustainability certification frameworks such as the SCS-007 Certification Standard for Sustainability Rated Diamonds.

APCO

This year, Australian Packaging Covenant Organisation (APCO) acknowledged that its 2025 National Packaging Targets were unlikely to be met, prompting the introduction of a new 2030 Strategic Plan and government-led reforms to implement mandatory packaging regulations. We continue to monitor change in this space and its application to the Group's sustainable packaging initiatives.

INDUSTRY UPDATE

This year, we continued to advocate for positive change in the jewellery industry by setting high standards, engaging actively with stakeholders and promoting sustainable practices. While the jewellery supply chain inevitably presents challenges, we are committed to using our influence to drive meaningful progress.

RUSSIAN-ORIGIN DIAMOND SANCTIONS

We continued to use our existing compliance framework to ask diamond suppliers to provide written warranties to confirm diamonds were of non-Russian origin. We are also monitoring developments on the proposed digital traceability system to support the G7's restrictions (with Canada being a G7 member).

DEFINING CONFLICT DIAMONDS

Our brands rely on the Kimberley Process (KP) Certification Scheme and the World Diamond Council System of Warranties to avoid buying or selling conflict diamonds. The KP defines conflict diamonds as 'rough diamonds used by rebel movements or their allies to finance armed conflicts against legitimate governments.'

This year, the KP has not formally addressed pressure to expand this definition to include state-led violence. At the latest KP intersessional meeting, the African Diamond Producers Association proposed broadening the definition to cover armed groups, individuals and entities sanctioned by the United Nations Security Council (UNSC).

While the proposal does not cover country-wide sanctions like those on Russian diamonds, it is progress towards aligning KP standards with international expectations. However, reliance on UNSC sanctions is not a perfect solution due to veto powers held by UNSC members, including Russia. In September 2025, the KP Chair (a role currently held by the UAE) will report to the UN as part of its review into 'the role of diamonds in fuelling conflict'. We continue to follow these geopolitical developments and support expanding the conflict diamond definition.



LAB-GROWN DIAMOND GRADING

This year, the Gemological Institute of America (GIA) announced it will discontinue the traditional 4Cs grading system - Cut, Colour, Clarity and Carat weight - for lab-grown diamonds. Instead, GIA will adopt a simplified classification system that categorises lab-grown diamonds as either Premium or Standard, with no detailed grades below certain quality thresholds. While we acknowledge the importance of distinguishing natural and lab-grown diamonds, we do not source GIA-certified lab-grown diamonds and continue to use the 4Cs system to describe all diamonds in our products.

GOLD PRICES

Gold prices surged this year, reaching multiple all-time highs. This price volatility reinforced the importance of gold circularity and Michael Hill used this opportunity to increase promotion of its Re:cycle program across Australia, New Zealand and Canada. The program enables customers to exchange old gold jewellery for a Michael Hill gift voucher linked to the market gold rate, while supporting sustainable practices and reducing reliance on newly mined materials.

DEFINING RECYCLED GOLD

We have closely followed recent commentary around the 'recycled gold' definition. We understand some industry views that only post-consumer gold can truly be seen as 'recycled' because it is diverted from landfill after use, unlike pre-consumer gold that re-enters the supply chain during the manufacturing process. The RJC published its updated Chain of Custody (COC) standard this year which distinguishes between pre-consumer, post-consumer and waste materials. With both TenSevenSeven and Medley holding provenance claims for COC-certified recycled gold, we support this clarification and continue to work with suppliers to improve traceability and product disclosure for our customers.

SUPPLIER SPOTLIGHT

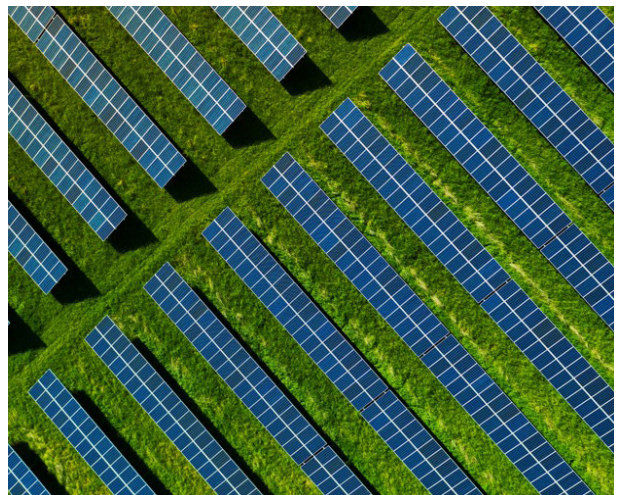
Our sustainability strategy cannot operate in isolation - lasting industry change needs collaboration. By embedding responsible practices into their operations, our suppliers are helping to drive meaningful impact across the entire jewellery value chain.

This year, we conducted a sustainability outreach program with our jewellery suppliers. An impressive cohort of our trusted suppliers demonstrated how their strategies complemented our 2030 Sustainability Strategy and how their ambitious targets will help us achieve ours.

Their commitments across energy, water, waste, biodiversity, packaging, social responsibility and community impact gives us reassurance that the industry is working together to make jewellery production and sourcing more sustainable.

We are proud to showcase a selection of our suppliers' most impressive initiatives:

- One supplier powers all diamond cutting and polishing operations with 100% renewable energy and has planted 3.5 million trees across 65 locations to support biodiversity restoration.
- Another supplier has created a 9-acre biodiversity garden and uses biodegradable packaging for 81% of its products, with over half of its platinum being from recycled sources.
- A supplier delivers over 70,000 hours of annual training focused on human rights and social performance, maintains 95% traceability of diamond origin and promotes inclusive hiring practices.
- One supplier generates nearly half of its energy inhouse via wind and solar, uses sustainable packaging and is recognised among the top 100 workplaces for women in India.
- Another supplier has eliminated hazardous waste, replaced 35% of its vehicle fleet with electric alternatives and engages in community clean-up and tree planting initiatives.



PRODUCT

100% OF OUR PRODUCTS WILL BE
SUSTAINABLE, RESPONSIBLE OR CIRCULAR

PRODUCT PILLAR

CONFLICT FREE

We will only use conflict free natural diamonds sourced in accordance with the Kimberly Process and precious metals sourced in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains by 2027.

PERFORMANCE SNAPSHOT

- 100% of our natural diamonds are conflict free across the Group
- 100% of the precious metals in Michael Hill, Medley and TenSevenSeven products are responsibly sourced
- Michael Hill launched 10 new traceable diamond products

NATURAL DIAMONDS

We are committed to using 100% conflict free natural diamonds sourced in accordance with the Kimberly Process. This is also embedded into our RJC COP certification, held by each of our brands.

The COP standard mandates compliance with the Kimberley Process (KP) Certification Scheme and the World Diamond Council System of Warranties. All diamond suppliers must provide written warranties confirming that their diamonds do not finance armed conflict or human rights abuses.

We support this work through regular team training and setting out our standards in our *Supplier Code of Conduct* which can be downloaded [here](#).

We also continued to enforce our sanctions compliance framework to comply with the Canadian restrictions on Russian diamonds. This includes sourcing protocols, import/export controls and supplier warranties confirming non-Russian origin. Our robust framework enabled us to have two provenance claims certified during our latest RJC COP audit: *that all diamonds in Medley and TenSevenSeven products were not of Russian origin or exported from Russia*.

We aim to maintain 100% conflict free diamonds across the Group and will focus on improving our record keeping and implementation for new suppliers.



DIAMOND TRACEABILITY

We are committed to increasing the number of diamond products with provenance traceability. This year, all Certified Sustainable lab-grown diamonds were 100% traceable. You can read more about our Certified Sustainable lab-grown diamond products in the **Lower Impact** section.

This year, Michael Hill launched its Canadian diamonds collection. This collection celebrates ethical sourcing and design across our markets by partnering Canadian-sourced diamonds with expert craftsmanship from our Brisbane manufacturing facility.

The collection comprises 10 pieces, including solitaire diamond rings and earrings crafted in 18kt yellow and white gold. Each diamond is sourced from Canada's Northwest Territories and is accompanied by an IGI Diamond Report and a Diamond Origin Report to ensure transparency from rock to ring.

We also continued to offer our De Beers Code of Origin range this year. The Code of Origin program provides assurance that each diamond was sourced from Botswana, Canada, Namibia or South Africa, where it has helped provide jobs, healthcare and education, with a particular focus on programs supporting women and girls.



RESPONSIBLE PRECIOUS METALS

We are committed to using precious metals that are responsibly sourced in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains. This year, Michael Hill, Medley and TenSevenSeven achieved 100% responsibly sourced precious metals.

Michael Hill reached 98% conflict free gold in the last reporting period. This year, we worked closely with our suppliers to broaden this claim to achieve:

- “Responsibly sourced” which looks beyond conflict free
- 100% responsibly sourced gold, silver, platinum and palladium

We also began to apply our compliance framework to Bevilles. We are aiming to reach at least 50% responsibly sourced precious metals for Bevilles in the next reporting period.

For us, responsibly sourced precious metals - gold, silver, platinum and palladium - are those from suppliers certified to best practice standards, including the LBMA Responsible Gold and Silver Guidance and the LPPM Responsible Platinum and Palladium Guidance.

These standards are recognised under the OECD’s cross-recognition policy and align with the *OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas*. Precious metals sourced through these frameworks are guaranteed to be conflict-free and ethically produced, complying with robust legal, social and environmental criteria from origin.

LOCAL PRECIOUS METALS

This year, Michael Hill launched a number of “Made in Australia with 100% Australian Gold” products. The gold in these products was sourced from Australian-only sources before being manufactured in our Brisbane facility.

This was certified as a provenance claim during our recent RJC audit process. Due to a supplier change later this year, we are no longer making this claim but are working with our new supplier on sourcing gold that is exclusively from New Zealand sources (mined and recycled).

PRODUCT PILLAR

CIRCULARITY

We will increase precious metals circularity by using recycled precious metals in our products and operating circularity programs by 2027.

PERFORMANCE SNAPSHOT

- Returned 3.76kg of gold to the supply chain through Re:Cycle
- Repaired 343,809 pieces of customer jewellery
- Offered 67 products made from certified recycled gold and silver



RE:CYCLE

We are committed to increasing the volume of customer pieces and material returned to precious metals supply chain. Gold is the ultimate circular material as it can be repeatedly refined and repurposed without losing value or purity.

This year, our Re:Cycle program was available in Australia, New Zealand and Canada and encourages customers to recycle gold jewellery products in exchange for a Michael Hill gift card.

This year, we:

- Recycled 3.76 kilograms of gold
- Saved 11,252 tonnes of mining ore*
- Avoided 60,010 kilograms of carbon emissions^

* This is an estimate only, and is based on a global production-weighted mean average (Nassar, Lederer, Brainard, Padila and Lessard, 2022) Operational and extraction efficiencies vary greatly between individual mines.

^ Estimating carbon emissions avoided is difficult. Our estimate is based on available information which is limited and is based on the aqua regia method – the most commonly used high-value gold scrap recycling process – from several state-of-the-art German refineries (Fritz, Aichele and Schmidt, 2020).

Circularity is fundamental to protect our planet's precious natural resources and to ensure the longevity of our industry. We are looking to expand Re:Cycle to other precious metals and expand accessibility to our other brands.



RE:STORE

We are committed to increasing the volume of products we repair for our customers. After a successful launch in New Zealand last year, we expanded our repair services for non-Group jewellery products across Australia and Canada.

This gives our Michael Hill and Bevilles instore customers the opportunity to extend their products' lifespans and prevent waste. We repaired a total of 343,809 jewellery items throughout the year. Supporting jewellery craftsmanship and quality remains a priority for the Group and we are proud to offer this service for customers.

PRODUCT PILLAR



RECYCLED PRECIOUS METALS

We are committed to increasing the number of products made from recycled precious metals. To promote circularity, we're proud to offer a number of products made from recycled gold and silver through the Michael Hill, Medley and TenSevenSeven brands. We only use recycled metals that have been certified under either the RJC COC standard or SCS Recycled Content Certification.

Medley offered the largest range of recycled gold and silver products this year, comprising 57 products across 10kt gold, 18kt plated gold and sterling silver. Michael Hill continued to offer its capsule recycled silver collection with Australian music icons, INXS, with silver refined and recycled under the RJC COC standard.

This year, we also conducted a refinery site visit to understand the chain of custody for the precious metals used to craft products in our Brisbane manufacturing facility. We are exploring opportunities to incorporate recycled materials into this process, including batch refining post-consumer items processed through our Re:Cycle program.

We are committed to working with our suppliers to bring more certified recycled materials into the Group's supply chain and provide our customers with more circular product options.



PRODUCT PILLAR

LOWER IMPACT

We will increase our offering of jewellery products made with lower impact materials from responsible sources by 2027.

This year, we increased our mix of certified sustainable lab-grown diamonds across the Group and took steps to verify sources of our lab-grown coloured gemstones.

PERFORMANCE SNAPSHOT

- 100% of Michael Hill and TenSevenSeven lab-grown diamonds are certified sustainable
- Certified sustainable lab-grown diamonds represent 17% of Michael Hill's diamond mix and 25% of Medley's
- 34% of Bevilles' diamonds are lab-grown diamonds
- 23% of Michael Hill's and 50% of Bevilles' coloured gemstone products are made with lab-grown materials



LAB-GROWN DIAMONDS

Certified Sustainable with SCS-007

Across the Group, we are committed to increasing the mix of our lab-grown diamonds that are certified to the highest level of sustainability assurance for diamonds. The SCS-007 standard is implemented by SCS Global Services and applies to natural and lab-grown diamonds across 5 pillars: origin traceability, ethical stewardship, sustainable production, net zero carbon footprint and sustainable investments. All certified products come with a SCS Certificate of Sustainability describing the diamond's ethical and environmental performance.

Michael Hill, Medley and TenSevenSeven are some of the few accredited retailers of Certified Sustainable diamonds under the SCS-007 standard. At the date of this ESG Report, Certified Sustainable diamonds are only available to purchase from four other retailers in Canada and Australia, and two in New Zealand.



SUPPORTING OUR NET ZERO GOAL

We are committed to reducing our carbon impact to net zero. Supporting this, the original SCS-007 standard required producers to offset their greenhouse gas emissions and other climate-related pollutants to achieve a climate neutral diamond production process. Under the latest standard, producers must measure, reduce and balance their CO2 emissions to zero through verified actions. This new approach focuses on minimising CO2 emissions before balancing those remaining, rather than simply offsetting.

PRODUCT PILLAR

LAB-GROWN COLOURED GEMSTONES

Both Michael Hill and Bevilles offer a range of lab-grown coloured gemstones as an alternative to natural coloured gemstones. As part of our commitment to using lower impact materials, we are increasing the mix of our lab-grown coloured gemstones.

This year, we had a number of coloured gemstone products verified as lab-grown. This exercise helped us to verify the upstream production of lab-grown materials, as well as the cost involved in obtaining verification. We continue to collaborate with industry to consider the value of a responsible sourcing standard for natural and lab-grown coloured gemstones at a product level.

RJC Laboratory-Grown Material Standard

Supporting our commitment to sustainable lab-grown diamonds and coloured gemstones, all RJC-certified suppliers handling lab-grown materials must also comply with the new RJC LGMS, published this year. The LGMS covers lab-grown diamonds, rubies, emeralds and sapphires. It sets stringent standards for human and labour rights, environmental stewardship and ethical business practices for those involved throughout the lab-grown material supply chain. This means our RJC-certified suppliers of lab-grown gemstones are certified sustainable at a business level.



NATURAL COLOURED GEMSTONES AND PEARLS

Given the lack of industry infrastructure supporting responsibly sourced and traceable coloured gemstones, we cannot guarantee the provenance of our coloured gemstones and pearls at a product level.

In the absence of a widely-recognised sustainability standard, our **Responsible Suppliers** goal supports our commitment to using lower impact natural coloured gemstones and pearls. We aim for all Group suppliers of these products to be certified under the RJC COP standard. This helps us gain comfort that the natural gemstones and pearls in our products are sourced and manufactured in accordance with high responsible sourcing standards.



PLANET

WE WILL NURTURE NATURE AND REDUCE
OUR NEGATIVE IMPACTS TO NET ZERO

PLANET PILLAR

ZERO CARBON OPERATIONS

We will achieve net zero carbon operations (scope 1 and 2) by 2025.

PERFORMANCE SNAPSHOT

- 79% reduction in scope 1 and 2 emissions across the Group compared to last financial year
- Achieved a 5-star energy rating for our Global Support Centre base building
- Generated 131mWh through our Global Support Centre's rooftop solar system



REDUCE, REPLACE, OFFSET STRATEGY

Emissions from electricity use across our store network and head office locations make up the largest part of emissions from our own operations. As a result, we followed a 'Reduce, Replace, Offset' strategy to support our net zero goal.

Reduce

This year, we introduced LED lighting across an additional 8% of our store network, with 89% of our stores now running on LED lighting. We have committed to installing LED lighting in the remaining stores as part of our regular refit works.

To further reduce energy consumption, our instore digital display screens have been programmed to automatically power down outside of trading hours, eliminating unnecessary electricity use across the store network.

Replace

The Global Support Centre building operates a 99KW rooftop solar panel system. This year, we generated 131mWh through solar, covering 18% of our electricity requirements.

For our other sites across Australia and New Zealand, we procured green energy solutions that directly support local renewable energy generation.

This year, we transitioned the energy supply for 87 stores in Australia and the remaining 2 stores in New Zealand to zero emission sources that support 100% renewable energy generation. This meant all electricity consumed by our stores and support office locations in Australia and New Zealand was matched with accredited renewable electricity.



PLANET PILLAR



AUSTRALIAN RENEWABLES

To achieve our goal in Australia, we voluntarily purchase GreenPower and surrender renewable energy generation certificates (LGCs) to match our electricity use above Australia's Renewable Power Percentage (RPP). The RPP is the portion of electricity that the Clean Energy Regulator (CER) requires to be from renewable sources under the Renewable Energy Target. The RPP was 18.48% for 2024 and 17.91% for 2025. This ensures that, in addition to the national renewable baseline, we are supporting extra renewable energy generation in Australia.

GreenPower is a government-accredited product designed to support renewable energy generation. LGCs are created through projects such as wind and solar farms and are surrendered on our behalf to the CER.

NEW ZEALAND RENEWABLES

To achieve our goal in New Zealand, we voluntarily purchase and redeem New Zealand Energy Certificates (NZ-ECs) via the New Zealand Energy Certificate System. These NZ-ECs are equivalent to 100% of our electricity use, ensuring that our consumption is matched with certified renewable energy generated in New Zealand. This year, our purchases directly supported renewables at a wind farm in the South Island and a solar farm in the North Island.

These products mean the amount of electricity used from the grid in Australia and New Zealand is matched with electricity produced from certified renewable sources. This allows the Group to report our market-based scope 2 electricity emissions as zero, using the market-based methodology as per the GHG Protocol Scope 2 Guidance.

CANADIAN RENEWABLES

This year, we developed plans to purchase renewable energy for our Canadian store network. We identified a renewable energy certificate (REC) provider in Canada and intend to purchase Ecologo certified RECs that meet strict environmental standards to match our electricity usage to reach our net zero goal.

Offset

While our Replace initiatives address electricity-related emissions, some operational emissions remain. These represent a small portion of our total footprint and will be offset through certified carbon credits aligned with our nature restoration goals.

We plan to procure these offsets in January 2026, once our 2025 consumption data is reconciled.

Reduce, Replace Offset in action

This year, the base building of our Global Support Centre achieved a 5-star Energy rating and 4.5-star Water rating from National Australian Built Environment Rating System (NABERS).

The combination of our onsite renewable electricity generation, purchase of renewable electricity products and rainwater tanks enabled us to retain these NABERS scores for the 2024/25 period.

PLANET PILLAR

OUR EMISSIONS PROFILE

Our emissions identification and calculations are in accordance with the Greenhouse Gas (GHG) Protocol, as required by the Australian Sustainability Reporting Standards (ASRS).

We have used the operational control approach to determine the organisational boundary for the Group's emissions inventory. All sites and assets under our direct operational control are included within our reporting boundary.

This includes all Michael Hill and Bevilles stores across Australia, New Zealand and Canada, Michael Hill and Bevilles support office locations (including the manufacturing and distribution centre and repairs site) in Brisbane, and the Michael Hill support office in Auckland. The emissions boundary is aligned with the Group for financial reporting purposes.

| TOTAL CARBON EMISSIONS (tCO ₂ e) | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Scope 1 | 0 | 17 | 26 |
| Scope 2 | | | |
| Location-based | 2,356 | 2,261 | 2,390 |
| Market-based | 2,217 | 1,449 | 281 |
| Total Scope 1 and 2 (location-based) | 2,356 | 2,278 | 2,416 |
| Total Scope 1 and 2 (market-based) | 2,217 | 1,466 | 307 |

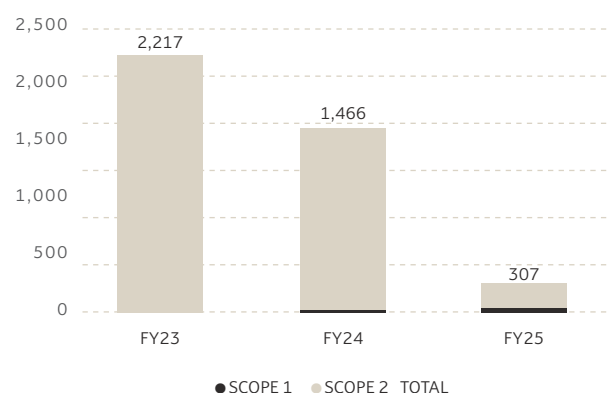
The location-based method estimates emissions using an average emissions intensity for grids where the electricity consumption occurs. The market-based method estimates emissions in the context of a company's investments in different electricity products, such as voluntary purchases of renewable energy certificates.

ACHIEVING OUR 2025 TARGET

In preparation for mandatory reporting under ASRS and to align with the GHG Protocol preferred approach, we have made minor revisions to our emissions calculation methodologies. Prior year emissions have been restated as a result (the changes between previously reported emissions and restated emissions are not material). We have also included store-based refrigeration and air conditioning units in our emissions inventory if the units are under our direct operational control.

Very occasionally, actual usage of electricity and heating was not available from supplier invoice data. Where necessary, we have estimated consumption based on average consumption for sites of a similar size and location to ensure completeness, accuracy and comparability.

TOTAL CARBON EMISSIONS (tCO₂e) SCOPE 1 AND 2⁽¹⁾



(1) Scope 2 emissions shown in this graph are market-based. 263 tonnes of CO₂e have been included as an estimate for the Bevilles pre-ownership period in FY23 (11 months to 1 June 2023)

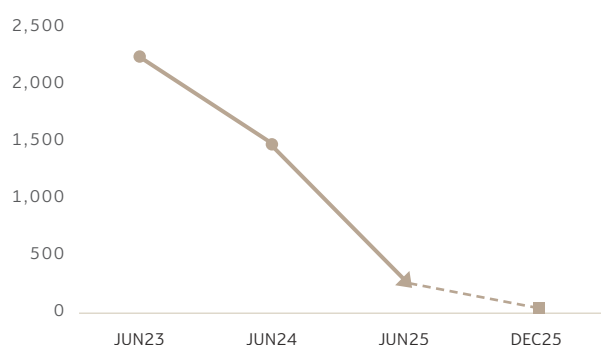
This year, our emissions inventory includes:

Scope 1: Direct emissions from refrigerants used in air conditioning units and fridges and gas used in manufacturing and repairs facilities.

Scope 2: Indirect emissions from purchased electricity and heating, calculated using both location-based and market-based methodologies. Our total location-based emissions have increased 6% on last year due to a higher electricity usage mix in Australia over the past year (with a higher average grid emissions intensity) compared with New Zealand and Canada.

In addition, we have included further store heating data this year as we continue to work with Canadian landlords to improve data integrity.

OUR TARGET: NET ZERO SCOPE 1 & 2 EMISSIONS BY END OF 2025



PLANET PILLAR

“We are delighted to have achieved a 79% reduction in our scope 1 and 2 emissions across the Group this year - a tremendous milestone on our journey to net zero. Through dedicated efforts and investment in green energy across our operations in Australia and New Zealand, we are making tangible progress towards our 2025 goal. I am proud of what our team has accomplished and we remain committed to leading positive change for the Group and our planet.”

Andrew Lowe

Interim CEO, Chief Financial and Supply Chain Officer

Scope 3

Scope 3 emissions are indirect emissions from our value chain. They occur outside of the Group's organisational boundary but as a result of our actions. This year, we conducted an initial assessment of the scope 3 emissions categories most relevant to the Group through a review of our value chain. The preliminary assessment, supported by industry benchmarking analysis, identified the specific upstream and downstream activities where our indirect emissions are likely to be most significant. We expect purchased goods and services (category 1) and upstream transportation and distribution (category 4) to comprise most of our scope 3 emissions inventory.

Additional relevant categories include capital goods, fuel- and energy-related activities not included in scope 1 or 2, waste generated in operations, business travel and employee commuting. This initial identification provides the foundation for more detailed analysis, quantification and proactive supplier engagement over the coming year.

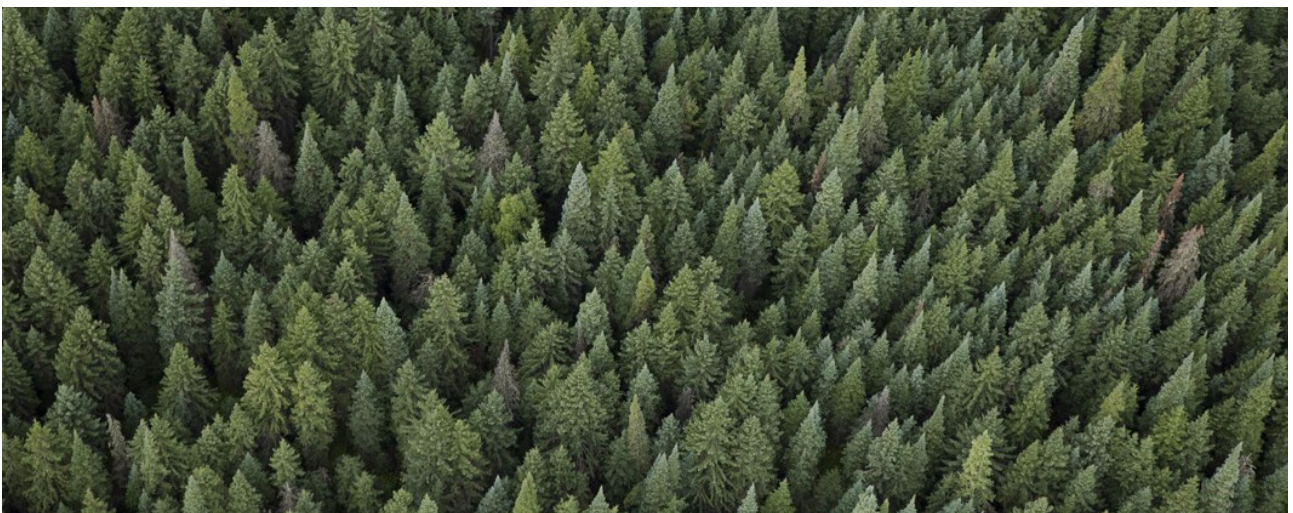
BEYOND 2025

We are on track to achieve our net zero carbon operations (scope 1 and 2) goal by the end of the calendar year. We will publish an updated Zero Carbon Emissions goal in early 2026.

Australian Sustainability Reporting Standards

This year, we have taken steps to ensure the Group's successful transition under the ASRS.

We have developed a climate reporting roadmap and remain on track to meet our reporting obligations for FY26. We have identified key climate-related risks and opportunities, integrated climate risk into our broader risk management processes, confirmed climate scenarios and started scenario analysis.



PLANET PILLAR

WASTE

We will send zero waste to landfill and eliminate single use plastic from our packaging by 2027.

This year, we continued to embed our commitment to eliminate waste across our operations and packaging. With a focus on governance and data integrity, we made progress in understanding our operational waste and packaging footprint.

PERFORMANCE SNAPSHOT

- Our sustainable packaging performance in Australia was marked as Advanced (41%), improving on last year's Good Progress (33%) performance
- 1,354 containers were diverted from landfill through the Containers for Change initiative, raising funds for The Michael Hill Foundation
- We finalised a Group packaging tender ensuring suppliers could support our sustainable packaging requirements

Governance progress

- Established a dedicated Waste Working Group that met monthly to oversee new and current initiatives, report progress and allocate accountability across the Group
- Improved the data integrity of our Global Support Centre waste by collaborating with our third-party waste management service provider
- Integrated Waste goals into our Supplier Code of Conduct and procurement processes

WASTE MANAGEMENT

This year, we developed an internal waste management dashboard to track our Global Support Centre waste volumes. On a monthly basis, we monitor our waste that has been diverted for recycling, landfill, paper and food composting and bioreactor landfill as well as diversion and recovery rates.

Landfill diversion data

In last year's Sustainability Report, we reported reduced Global Support Centre waste volumes. This year, we identified some issues in the data shared by our waste management service provider. We conducted an audit and found discrepancies between the volumes reported to us and actual volumes disposed, including overreported volumes and contamination. We continue to work to improve the data integrity of our Global Support Centre waste volumes and aim to confidently report this data in our next ESG Report.



E-waste

We diverted a number of faulty electronic appliances from landfill by donating these to a local e-waste recycling facility. We also started to work with our IT suppliers on hardware end-of-life waste management.

Containers for Change

Containers for Change is a Queensland recycling initiative designed to reduce litter and increase recycling rates by offering a 10c refund for eligible drink containers. We introduced Containers for Change bins to our Global Support Centre this year to support our Zero Waste goal. Our team diverted 1,354 containers from landfill with all funds directed to The Michael Hill Foundation.

Team education

We launched several internal initiatives to promote Zero Waste, including a waste management quiz for our Global Support Centre team, improved signage and established a network of waste champions across the Group.

SUSTAINABLE PACKAGING DECISIONS

Group packaging tender

This year, we conducted a global tender for a new Group packaging supplier. Sustainability considerations were fundamental in the supplier selection process. Each potential supplier was asked a range of Zero Waste questions, including the ability to supply packaging that is 100% recyclable and made of at least 50% recycled materials.

PREP assessment

To substantiate our on-packaging disposal directions, we utilised the Product Recyclability Evaluation Portal (PREP) to verify whether our packaging is recyclable via kerbside collection in Australia and New Zealand. Our team completed training and reviewed several packaging items to confirm these were fully recyclable.

PLANET PILLAR

MANDATORY PACKAGING OBLIGATIONS

Australia: APCO

For the first time, Bevilles was included in our 2024 Australian Packaging Covenant Organisation (APCO) Annual Report. For the 2024 calendar year:

- 45% of our packaging was fully recyclable
- 38% of our packaging is made with recycled materials
- 57% of our packaging was reviewed against APCO's Sustainable Packaging Guidelines

Our performance in Australia was marked as Advanced (41%), a notable improvement on last year's Good Progress (33%) performance. Advanced means we have taken tangible action on our packaging sustainability journey.

Canada: EPR programs

Some Canadian provinces have implemented mandatory extended producer responsibility (EPR) programs. This means we are accountable for the packaging and paper that is provided to Canadian consumers, and we are responsible for improving recycling rates and using more sustainable materials in our packaging. We met all EPR reporting obligations across Ontario, British Columbia, Manitoba and Alberta this year.

Canada: Single-use programs

Some Canadian jurisdictions have also implemented by-laws to reduce single-use plastic and disposable shopping bags. This requires some stores to charge customers for our shopping bags, which must be made with recycled materials. This year, we collected almost CA\$700 to comply with these requirements which was allocated to the Michael Hill Foundation.

MANUFACTURING WASTE

We continued to send our manufacturing waste to a precious metal refiner. Manufacturing waste included alloy scrap and other small sweepings that occur during our jewellery manufacturing and repairs process. You can read more about our product recycling initiatives in the **Circularity** section.



PLANET PILLAR

NATURE RESTORATION

We will contribute to the restoration and conservation of the natural environment in our key markets from 2024.

PERFORMANCE SNAPSHOT

- In Australia, we planted 19,397 trees on the WA southern coast
- In New Zealand, we planted 49,191 trees in Gisborne on the North Island
- In Canada, we planted 56,085 trees in Cariboo, British Columbia

Since the launch of the Foundation, a portion of sales from each Michael Hill LAB. product is directed to our planting projects in Australia, New Zealand and Canada and we have committed to planting up to 10 trees for every purchase.

All LAB. products are Certified Sustainable under the SCS-007 standard and have a net zero carbon footprint.

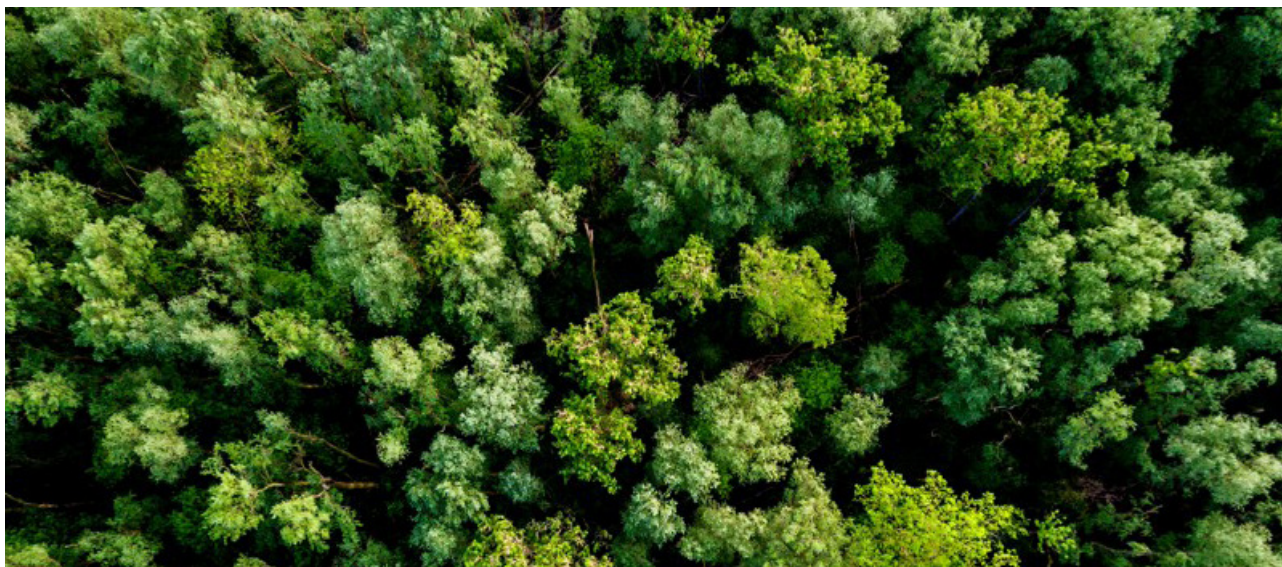
By purchasing our most sustainable product, customers help us give back to their local environment. An increase in our lab-grown diamond product mix meant even more products were helping us to reach our goal by 2030, with more than double LAB. units sold this year compared with last year.

We have continued to support the same planting projects this year. This allowed us to strengthen our connection with our projects and gain deeper insights into their impact, with a focus on community in Australia and New Zealand and on wildlife in Canada.

To support our commitment to nature restoration, we launched the Michael Hill Foundation in February 2024. Through sales-based donations, we have committed to planting 1,000,000 trees in Australia, New Zealand and Canada by 2030. We planted 124,673 trees this year with the help of our planting partner, One Tree Planted.

THE MICHAEL HILL

FOUNDATION



PLANET PILLAR



Australia

We support the Rejuvenation Trees project on the WA southern coast near Esperance. The project is owned and operated by the Esperance-Tjaltjalk Native Title Aboriginal Corporation (ETNTAC) from the Wudjari community, providing income pathways, employment opportunities and skill development for 53 First Nations team members.



“Wudjari Boodja (country/land) is under increasing pressure from so many different threats - climate change, unsustainable agricultural practices, wholesale clearing of forests, invasive species, to just name a few. But Wudjari connection to country and the sustainable land practices developed over thousands of years offer hope and possibility.”

Gail Reynolds-Adamson
ETNTAC

PLANET PILLAR

New Zealand

We support *Waingake Native Restoration Program* on the North Island. The project is operated by Maraetaha Incorporated and supported by Ngai Tāmanuhiri. The project is located near the headwaters of the primary water supply for Tairāwhiti (Gisborne) and has been fundamental in restoring native forest cover to stabilise soil and reduce sediment in local waterways.

12 Māori team members help to manage the project. This provides meaningful employment and skill-building opportunities, fostering intergenerational pride and connection for local iwi.

Through active participation in environmental restoration, the project strengthens Māori social cohesion, cultural identity and kaitiakitanga (guardianship) of ancestral lands.



Canada

We support *Nazko Wildfire Restoration Project* near Nazko Lake in Cariboo, British Columbia. This project aims to restore landscapes scarred by the 2017 Plateau Wildfire which destroyed around 35% of this area. With a strong emphasis on species diversity and climate resilience, the project selects native trees such as hybrid spruce and Douglas-fir to bring balance to the ecosystem and foster long-term biodiversity.

This project returns the landscape much faster than if left to natural processes, ensuring the area benefits from tree planting sooner. Beyond carbon sequestration, this project also provides vital habitat and food sources for native wildlife species including black and grizzly bears, moose, grey wolves, snowshoe hares, sandhill cranes and bald eagles.

PLANET PILLAR

Our Nature Restoration goal to plant 1,000,000 trees is a separate initiative to our Net Zero commitment. We do not use this initiative to offset our operational carbon emissions. Instead, this work is dedicated to restoring nature and improving biodiversity in our communities.

OUR PARTNERSHIP WITH ONE TREE PLANTED

One Tree Planted is a non-profit organisation focused on global reforestation. They aim to help restore forests, create habitats for biodiversity and make a positive social impact around the world. One Tree Planted selects planting projects based on their potential for long-term environmental and biodiversity impact, focusing on community well-being and watershed health.



CELEBRATING NATURE RESTORATION

This year, the Group celebrated World Environment Day and Earth Day by reflecting on the work of our planting partners across our communities. With a 'Restore Our Earth' theme, we marked these dates by reaffirming our commitment to creating a healthier planet, together with our customers, teams and communities. To drive engagement and promote our Nature Restoration goal, teams were encouraged to share small actions they make each day to benefit the environment.



PEOPLE

WE WILL IMPROVE THE LIVES
OF PEOPLE ACROSS OUR VALUE CHAIN

PEOPLE PILLAR

RESPONSIBLE SUPPLIERS

All suppliers will meet our expectations on their social and environmental impacts by 2030.

PERFORMANCE SNAPSHOT

- 83% jewellery suppliers met our ESG expectations
- 91% non-jewellery suppliers met our ESG expectations

The Group remains committed to implementing responsible sourcing practices across our diverse supply chain of jewellery and non-jewellery goods and services. Our targets are:

- All Michael Hill, Medley and TenSevenSeven jewellery suppliers to be certified by the RJC (or have an application underway) by the end of 2025;
- All Bevilles jewellery suppliers to be certified by the RJC (or have an application underway) by the end of 2027;
- All remaining suppliers, including watch and non-jewellery suppliers, to meet our ESG expectations by 2030.

EXPECTATIONS FOR JEWELLERY SUPPLIERS

Having each of our jewellery suppliers certified by the RJC is essential to ensure they operate with integrity, transparency and responsibility throughout the supply chain. RJC certification guarantees that our jewellery suppliers adhere to rigorous ethical, social, human rights and environmental standards including the OECD Due Diligence Guidance for Responsible Supply Chains verified through independent audits. This provides customers with confidence that our jewellery suppliers are upheld to the same RJC standard as our brands.

This chart shows how many jewellery suppliers were RJC certified or have an application underway this year:

PERCENTAGE OF RJC CERTIFIED JEWELLERY SUPPLIERS

| | |
|-------------------------|------|
| MICHAEL HILL SUPPLIERS | 98% |
| BEVILLES SUPPLIERS | 50% |
| MEDLEY SUPPLIERS | 100% |
| TENSEVENSEVEN SUPPLIERS | 66% |

8 jewellery suppliers (1 Michael Hill; 7 Bevilles) had no RJC certification in progress this year. We are working to either exit these remaining non-RJC suppliers from our supply chain or support them on the RJC application process.



PEOPLE PILLAR



EXPECTATIONS FOR NON-JEWELLERY SUPPLIERS

To support responsible sourcing, suppliers deemed medium risk or higher under our internal risk ratings must meet enhanced ESG requirements.

These include holding credible third-party certifications (such as SMETA, BSCI and ISO), maintaining a Responsible Sourcing Policy aligned with international frameworks and complying with our Supplier Code of Conduct.

Demonstrating compliance with our ESG expectations is embedded into our supplier onboarding process, governed by our Modern Slavery Program.

Where certifications are lacking, suppliers must demonstrate clear efforts toward compliance. This year, 91% of the Group's applicable non-jewellery suppliers complied with these ESG expectations.

RESPONSIBLE SUPPLIER ACHIEVEMENTS

Alongside our ESG expectation targets, this year we also:

- Embedded an ongoing audit cycle with our independent audit partner for high-risk suppliers
- Developed a tailored modern slavery questionnaire depending on industry type to suit smaller scale suppliers
- Uplifted the Modern Slavery Supplier Transparency Platform for TenSevenSeven and Bevilles suppliers
- Developed a Group Responsible Sourcing Policy

MODERN SLAVERY

Our modern slavery statements, published in Australia and Canada each year, provide a comprehensive overview of the Group's efforts to identify, mitigate and report on modern slavery risks across its operations and supply chains. Our latest statements can be downloaded [here](#).

PEOPLE PILLAR

EMPOWERING WOMEN

We will deliver initiatives and develop partnerships focused on empowering and supporting 100,000 women by 2030.

Michael Hill uses sales-based donations, collected via the Michael Hill Foundation, to support our 2030 goal. We continue to develop this area for our other brands and ensure we are working together to empower women.

PERFORMANCE SNAPSHOT

- Our charity partners helped us to empower over 27,500 women this year
- We added 53 more products to collect donations for our Empowering Women partners
- We increased our Gifts That Give Back unit sales by 180%

To support our commitment to empowering women, we launched the Michael Hill Foundation in February 2024. Through sales-based donations, we have committed to empowering 100,000 women by 2030.

THE MICHAEL HILL

FOUNDATION

There has been significant progress in gender equity in recent decades: more girls are receiving education, more women are serving in leadership roles and laws are being reformed to promote gender equity.

Women represent 85% of the Group's workforce, contribute significantly to product development and comprise the majority of our customer base. Despite this progress, challenges remain. We are passionate about empowering women to ensure gender equity continues to progress across the world.



Gifts that Give Back

On launching the Foundation, \$20 from Michael Hill's cultured freshwater pearl stud earrings and \$50 from Michael Hill's diamond Serendipity necklace was donated to our charity partners. We undertook a review with our Marketing and Merchandising teams this year to ensure our selected products were impactful for customers and for our partners. In March 2025, we relaunched our donation structure to align with International Women's Day. Labelled our *Gifts That Give Back*, a portion of sales from each pearl product is donated to our charity partners. This led to a 180% increase of units sold this year which flowed through to those that need it most.

PEOPLE PILLAR

OUR CHARITY PARTNERS

We continued to support the Collective Good Foundation, Women's Refuge and The Period Purse this year. We also entered a new partnership in Australia to broaden the impact of our Empowering Women initiative.



WOMEN'S REFUGE, NEW ZEALAND

Women's Refuge is the country's largest provider of support services for women and children affected by family violence, operating through a network of 41 refuges. Their Safe Nights program provides a safe clean bed, hot meals, supportive staff and secure transport. Women usually stay for an average of 36 days, meaning many Safe Nights are needed. This year, our donation provided 1,000 Safe Nights to women and their children in New Zealand.

"So many women and children are going to benefit from Michael Hill's amazing donations."



THE PERIOD PURSE, CANADA

The Period Purse aims to end period poverty by providing education, advocacy and community outreach across Canada. With 1 in 4 Canadians experiencing period poverty, the Period Purse supports thousands of women with free menstrual product supplies each month. This year, our donation provided 3,366 period supplies to women in need in Canada. We also collected 24,500 period products through our store-led product drives and created 700 period packs during packing parties hosted by The Period Purse.



"Thank you to the whole Michael Hill team who have shown a deep interest and commitment to period equity in Canada. Having your support encourages us to explore ways we can empower more communities in 2025."



PEOPLE PILLAR



COLLECTIVE GOOD FOUNDATION, INDIA

In partnership with the Rosy Blue Foundation and Samhita Social Ventures, the Collective Good Foundation helps us to provide on-the-ground support to women in rural communities. Our program operates in Danta and Pulanpar, Gujarat, a region that is integral to the diamond cutting and polishing industry.

The project is designed to empower rural women in India through interventions in agriculture, health and hygiene. These are implemented through training and resource distribution and through revitalising existing – and establishing new – community facilities, led by local women in each community to ensure each initiative is culturally appropriate and sustainable for long-term impact.

Program components include enhancing food security through home gardening, facilitating digital access to agricultural subsidies and schemes, improving menstrual hygiene education and infrastructure, and refurbishing sanitation facilities. Since launching the partnership with the Collective Good Foundation, we have helped to support close to 23,000 women in Danta and Pulanpar.



PEOPLE PILLAR



THE SALVATION ARMY, AUSTRALIA

We selected The Salvation Army as our latest charity partner in Australia for their unwavering dedication to supporting those who need it most. Their many services help to transform women's lives through supportive case workers and programs.

Donations from our Gifts That Give Back are dedicated to programs that provide crucial help to women experiencing homelessness or domestic violence. We handpicked these services in each state and territory to ensure our donations empower women that need it most across Australia.



“We truly appreciate Michael Hill’s ongoing interest, care, and commitment to women’s services and raising awareness about this critical issue. Their partnership is making a real difference in empowering women in our community.”



DRESS FOR SUCCESS, AUSTRALIA

Dress for Success has been our valued partner since 2021. The charity is dedicated to helping women to achieve economic independence by providing a support network, professional attire and development tools to thrive in work and in life. We made the tough decision to end our

partnership in December 2024 to broaden our impact for women across all states and territories. Our final donation of \$40,000 to Dress for Success enabled us to empower 200 women and, while the partnership has now ended, we remain proud of the impact achieved.

PEOPLE PILLAR

GREAT PLACE TO WORK

Michael Hill will maintain a leading workforce engagement score of greater than 80%.

PERFORMANCE SNAPSHOT

- We achieved an 83% engagement score (up 4% on last year)
- Our Retail team engagement increased by 4% for Michael Hill and 8% for Bevilles
- Women make up 85% of our workforce



ENGAGEMENT

We pride ourselves on having a highly engaged workforce who love what they do and where they work. In response to our We're Listening program, this year we updated our Engagement Survey to deliver clearer insights on what makes the Group a great place to work. Our latest Engagement Survey achieved a completion rate of 84% and an engagement score of 83%.

Highlighting cultural strength and focus across the Group, our Global Support Centre scored 78% and we achieved a noteworthy increase across our Retail teams:

- **Michael Hill Retail:** 84% engagement (up 4%)
 - **AU:** 84% (up 4%)
 - **CA:** 86% (up 2%)
 - **NZ:** 81% (up 8%)
- **Bevilles Retail:** 79% engagement (up 8%)

Group Retail engagement (by role):

- **Sales Professionals:** 82%
- **Assistant Store Managers and Managers in Training:** 85%
- **Store Managers:** 88%
- **Senior Leadership:** 92%

TALENT DEVELOPMENT

This year, we used our new systemised talent mapping process to increase transparency and encourage more meaningful conversations across our teams:

- **Leadership pathways:** 41 Michael Hill Assistant Store Managers (ASM) completed accelerated training, with nearly 50% promoted internally. A clear pathway from ASM to Store Manager (SM) was launched across all markets and brands.
- **Development roadmap:** Regional Manager development included workshops, 360 feedback and ongoing coaching to embed values-led leadership. An 18-month learning and development roadmap was endorsed, shaped by team feedback.
- **Innovative learning:** Selected Bevilles' team members participated in a customer experience workshop resulting in positive impacts on their productivity and performance. A campaign-style learning trial showed strong early results and will be scaled using AI.

“Being part of the ASM to SM Pathway program has been a truly rewarding journey. The program is equipping me with the tools, insights, and confidence I need to take the next step in my career and I’m excited for what’s ahead.”



PEOPLE PILLAR

Apprenticeships and internships

- This year, our 6 jewellery apprentices continued to progress in their courses, with one apprentice due to complete their apprenticeship early next year.
- Michael Hill and Medley hosted 3 interns at the Global Support Centre, with an existing employee using the internship to support their studies.

WORKFORCE COMPOSITION

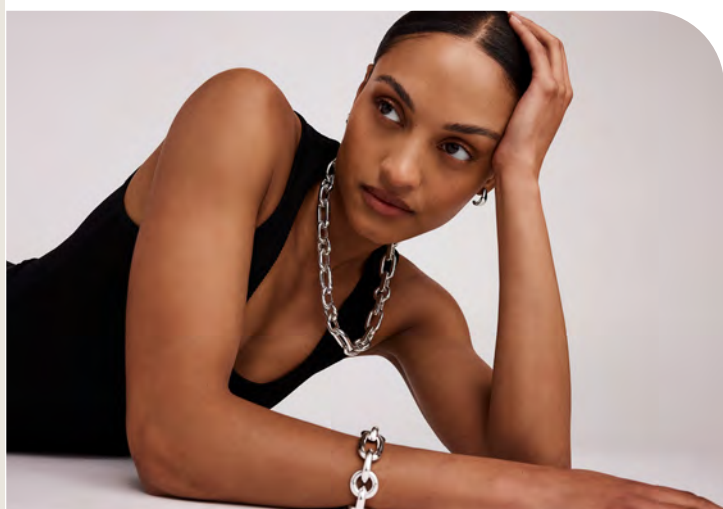
At the end of this year, the Group headcount was 2,727 across our markets. Below are some insights into our headcount composition that help to make the Group a great place to work.

| COUNTRY | FY25 | FY24 |
|-------------|-------|-------|
| Australia | 1,779 | 1,738 |
| New Zealand | 317 | 327 |
| Canada | 631 | 662 |

| AGE | FY25 | FY24 |
|-------|-------|-------|
| <30 | 34.3% | 27.9% |
| 30-50 | 27.4% | 30.5% |
| >50 | 38.3% | 41.5% |

DEI

With a purpose to drive awareness on DEI issues, the DEI Committee continued to meet quarterly and promoted a range of events this year, including International Women's Day, Pride month and International Volunteer Day. We circulated updates to our team during these events to demonstrate how our 2030 Sustainability Strategy supports these initiatives. Leaders across the Group were also granted access to a DEI dashboard that shares team diversity insights.



Gender equality

We are committed to fostering a gender equal workplace and providing opportunities for women to thrive. 85% of our global workforce are women, including 49% of our leadership positions and 60% of our Executive Leadership team. This female representation allows us to embrace different perspectives and experiences at all levels of decision making.

| GENDER | FY25 | FY24 |
|-------------|-------|-------|
| Female | 84.8% | 84.9% |
| Male | 15.0% | 15.0% |
| Unspecified | 0.2% | 0.1% |



HEALTH, SAFETY AND WELLBEING

We are committed to fostering a safe, healthy and supportive environment for our team, customers and visitors. Building on the insights from our first wellbeing survey last year, this year we placed a strategic emphasis on psychosocial safety:

- **Above-average EAP engagement:** 4.2% utilisation rate, well above the 2.4% industry average, reflects strong trust and awareness, with 62% of support related to personal issues affecting team members and their families.
- **Expanded mental health support:** Mental Health First Aid training was extended to customer service, Retail leaders and HR team members. Structured case management enabled recovery and return to work for those facing mental health challenges.
- **Boosted wellbeing participation:** 83% of participants in the 15-Minute Challenge reported increased activity, with many noting improvements in sleep, mood, energy and overall health.

PEOPLE PILLAR



Employee benefits program

We continued to develop our range of benefits this year, with new additions including:

- Corporate health insurance program (Australia only)
- Novated leasing (Australia only)
- Perkbox for access to discounts and gift card offers from other retailers

Each of these new providers offer a diverse range of benefits to meet the various needs of our team members.



Volunteering

From sorting clothing donations and doing DIY at Brisbane City Women's Homelessness Shelter, collecting litter at a beach cleanup in Queenstown to packing period supplies in Toronto, our team members have made a true impact this year. 99 team members contributed 175 hours volunteering hours across a huge range of activities. Our volunteering program in Australia evolved this year with the launch of our partnership with The Salvation Army, replacing our existing partnership with Dress for Success, with more plans for expansion next year.



MICHAEL HILL

INTERNATIONAL LIMITED