



Sustainability  
**Progress  
Report**

April 2026



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world.®

# Executive Summary

As part of our ongoing commitment to continuous improvement and delivering on the goals set out in our Sustainability Strategy, we are pleased to present Deane's 2025 Sustainability Progress Report. This report outlines our progress against the targets set for the 2025 financial year across our three pillars: People, Planet, and Prosperity.

We developed our Sustainability Strategy in 2023 to help address the responsibilities facing both our industry and our business, and to ensure that environmental, social, and economic considerations remain embedded in our decision-making. This Progress Report reflects how that commitment is being translated into action.

The table of progress below summarises our 2025 targets and indicates whether each has been achieved, is in progress, or requires further action. Additional context and detail on our actions are provided in the corresponding notes section.

This year's report reflects not only the actions we have taken, but also the lessons we have learned along the way. It provides an opportunity to acknowledge what has worked well, where progress has been slower than anticipated, and how these insights are informing refinements to both our business practices and future targets.

With the support of Go Well Consulting, we have compiled this report to transparently share our journey. Their guidance and feedback have helped us strengthen our approach and ensure our strategy continues to evolve in a practical and meaningful way.

To the best of our knowledge, the information presented in this report is accurate and up to date at the time of publication. As our sustainability journey is ongoing, further progress may have occurred beyond what is captured here.

You can view our full Sustainability Strategy [here](#).



For a better





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# Table of Progress

Period Jan - Dec 2025



# Tables of Progress: **Planet**

Period Jan - Dec 2025



## Planet | Impact: Emissions & Energy

End goal: To be a carbon positive business by 2028

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
(FY24) Develop an Environmental Policy for our suppliers, which outlines our values and standards in regards to emissions. [P1]	●			An Environmental Policy was developed and sent out to all our Tier 1 suppliers.
All suppliers to have signed our Environmental Policy.	●			All Tier One suppliers have signed our Environmental Policy.
Deliver on our Carbon Reduction Plan		●		Due to timing and budget constraints, we were unable to action our Emissions Reduction Plan this year. We are committed to action in 2026.
Conduct annual planting day	●			We participated in three planting days over May-July in partnership with CVNZ, planting 446 trees. See case study below.
Achieve our airfreight reduction plan	●			We significantly reduced our amount of inbound freight during the reporting period (34% by spend), in line with our emissions reduction plan.
Actively prioritise freight companies that have a carbon reduction and management plan.	●			In May, we conducted a tender for our local freight account. We decided to go with NZ Post for local freight, DHL for Australia, and StraitNZ (a new partner) for bulk deliveries. StraitNZ have a carbon reduction plan and are committed to Net Zero by 2050.
Change electricity providers if our current one is not 100% from renewable sources.	●			Due to our parent company's agreement, we use Electric Kiwi for our electricity at our support office.



## Planet | Impact: Emissions & Energy - Continued

End goal: To be a carbon positive business by 2028

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Investigate the opportunity of adding solar panels to the roof of our head office or warehouse.	●			We investigated solar installation, but our parent company's laundries are being prioritised for solar due to their high energy use.
NEW GOAL - Measure our FY23 and 24 emissions			●	We are working with an Emissions Consultant to gather this data in FY26.

# Case Study: Team Planting Volunteer Day

Over 2025, Deane teams took part in three volunteer planting and working bee days alongside [Conservation Volunteers New Zealand \(CNVZ\)](#). Deane volunteers helped with planting native species, weeding, clearing debris, and refreshing garden beds with new mulch. The experiences varied, but the energy stayed high. One planting day went ahead despite heavy rain and stormy conditions after earlier sessions were postponed, with volunteers embracing the wet, muddy conditions and plenty of laughs along the way. Other days benefited from gorgeous weather, friendly fellow volunteers, and well-organised events that made it easy for the team to get stuck in.

Feedback from our team was overwhelmingly positive, with special mentions for the sense of community, the learning opportunities, and even a well-earned BBQ at the end of one particularly soggy day. Together, these planting days reinforced the value of getting outdoors, working alongside community partners, and contributing in a practical way to environmental restoration.



**98**  
Hours  
of Volunteering





## Planet | Impact: Responsible Materials

End goal: For all materials that Deane procures to be from traceable, recycled, or organic sources by 2028.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
(FY24) Investigate a full Global Recycled Standard (GRS) certified supply chain, including; pellet producers, spinners, weavers, knitters, dyers and printers, and CMT manufacturers.[P1]	●			We have chosen not to pursue full GRS certification at this time, as it is not currently requested by our customers and the primary value of certification would be the use of the brand mark, which is not applicable for uniform products. We will continue to offer GRS-certified yarns and rely on our certified yarn suppliers' certification to verify recycled content for customers.
Investigate the process and resources needed for Deane to become GRS certified	●			See above.
(FY24) Investigate finishing technologies that reduce microfibres shedding from synthetic garments.	●			We have completed testing on a fleece garment, polo and apron. The results were difficult to interpret, so we are still analysing the findings.
(FY24) Engage with our packaging suppliers to identify the sources of where the raw materials of our packaging are sourced from.		●		We engaged with our suppliers on their packaging origins but were not successful in identifying the sources. This is challenging due to the depth of our supply chain.
To have implemented plan for high-risk materials.		●		Implementation of a high-risk materials plan has not progressed due to cost sensitivities within key cotton customer contracts, and as a result, we will not be advancing a broader plan at this stage.
Identify what percentage of the fabrics we make are made from blended fibres.	●			67% percent of the fabrics we manufactured in 2025 were made from blended fibres.



## Planet | Impact: Responsible Materials – Continued

End goal: For all materials that Deane procures to be from traceable, recycled, or organic sources by 2028.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Pilot recycled polyester for our cotton/polyester fabric	●			We completed a trial for a cotton and recycled polyester blend garment for AlSCO Uniforms. This trial was wrapped up in late August with mixed results, so we are still investigating.
Test one style made from a bio-based synthetic material.	●			We have wearer trialled Sorona, a bio-based synthetic fabric for one of our customers. Although it performed well, the customer has decided not to go ahead due the higher cost.
Create library for innovative fabrics and create marketing collateral to show customers.	●			We have created a library for our team to use for both internal use and for sharing with our customers. This library will be updated regularly.
Launch durability scale label.			●	We have collated durability data and are now looking at how we can easily distribute and communicate this information with our customers.
Investigate different cotton threads for durability, to look at using on cotton garments.	●			We have investigated 100% cotton thread options, however they are only half the strength of the dual blend polyester and cotton we currently use.
Conduct testing on solutions that reduce the amount of microfibres released in washing.	●			We have conducted three microfibre tests on some of our most popular garments. We will continue to update this as we look for more solutions to help reduce microfibre shedding.
To meet our packaging reduction target set.			●	We have made reductions, however we have not yet collated the data to confirm whether we met our reduction target.



## Planet | Impact: Responsible Materials – Continued

End goal: For all materials that Deane procures to be from traceable, recycled, or organic sources by 2028.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
<b>Packaging</b>				
50% of all paper/cardboard used for packaging to be made from recycled content.			●	Our packaging guide requires our suppliers to use 100% recycled cardboard packaging, however we have not finished confirming if suppliers are compliant.
Undertake a customer survey to better understand what they do with our packaging, and create a plan on how we can ensure we are designing packaging for these end of life choices.			●	We have drawn up the survey and are planning to send it out early 2026.
All polybags to be made from 100% post-consumer recycled content.			●	Our packaging guide requires our suppliers to use 100% PCR polybags, however we are allowing suppliers to use up their old stock before fully transitioning to the new bags.
Reduce the number of polybags we use by 50%.			●	We have made reductions, however we have not yet collated the data to confirm whether we met our reduction target.
All packaging material origins to be identified.		●		We engaged with our packaging suppliers to try to understand their material origins, but they were unable to provide us with that information at this time.
Engage with factories to understand what they are doing to minimise packaging or to use more sustainable packaging materials, and discuss opportunities to work with them in piloting alternative packaging materials or initiatives.	●			We updated our Packaging Manual for our suppliers, providing them with guidance on minimising packaging volume and using more sustainable materials.



## Planet | Impact: Responsible Materials – Continued

End goal: For all materials that Deane procures to be from traceable, recycled, or organic sources by 2028.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Packaging				
Engage with suppliers to convert paper/cardboard used for packaging to FSC or PEFC certified.	●			Our updated Packaging Manual require that all paper/cardboard packaging be made from recycled content or are FSC/PEFC certified.

# Case Study: Durability Scale

To better understand and communicate the durability of our garments, we began developing an internal fabric durability scale. The work started by reviewing existing testing requirements, with different garment types assessed against specific performance and wash standards through Intertek. These tests are already a core part of Deane's approval process, with only fabrics that meet the required standards progressing to bulk production. The next step was to move beyond pass/fail testing and look more holistically at how different garments perform over time.

As our team worked through this process, it became clear that durability isn't defined by a single test result. Wear and tear in real-world use, repeated wash

cycles, and the intended purpose of each garment all needed to be considered. Fabrics were therefore assessed and ranked on a scale from most durable to least durable, taking multiple performance factors into account. The durability scale is now around 90% complete, with the next phase focused on translating this technical information into a format that is easy to understand and share with customers and stakeholders. Once complete, the scale will help support more informed product choices and reinforce Deane's focus on longevity as a key part of sustainability.



# Case Study: Packaging

Packaging plays an important role in Deane's sustainability journey. In 2025, we released a Sustainable Packaging Manual to guide these changes in practice. This included transitioning garment labels to 100% recycled polyester, switching swing tags to recycled paper, removing plastic clips and supports, and significantly reducing single-use polybags with cardboard wraps and recycled LDPE alternatives introduced instead.

We reduced the number of plastic carton liners we use by

**47% ↓**

in the last financial year,

increasing our use of compostable liners.



We also partnered with Better Packaging Company to supply courier bags made from 100% recycled ocean-bound plastic, helping divert waste from waterways while maintaining durability and performance. Together, these initiatives demonstrate how thoughtful packaging choices can reduce environmental impact while supporting a more circular economy.





## Planet | Impact: End-of-Life Materials

End goal: Achieve a 75% reduction to landfill by 2028 including from our operations and supply chain.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
(FY24) Investigate and keep records of innovation solutions for textile-to-textile recycling of materials happening at a global scale for materials that cannot be processed through BlockTexx.	●			We are encouraged by global growth in fibre-to-fibre recycling capacity. Although elastane remains a significant challenge due to its impact on recycling processes, emerging technologies are beginning to manage small percentages of stretch fibres more effectively.
(FY24) Ensure collection systems are in place for all major streams at head office and warehouse (landfill, mixed recycling, and compost).[P1]		●		We are planning to set up a compost collection in early 2026.
(FY24) Set up a collection and nominated staff member for specialised recycling at our head office and warehouse (soft plastics, e-waste, batteries, etc).[P1]	●			We have set up soft plastics, e-waste, and battery collections at our head office, which is open to our warehouse staff also.
Understand from suppliers what currently happens to the material offcuts from our production.	●			From the 2024 Supplier Discovery Questionnaire, all suppliers, bar seven, recycle their offcuts. However, this was further investigated in 2025, and all suppliers have confirmed they send fabric offcuts to 3rd parties for recycling, and they are not sent to landfill.
Work with our suppliers to start recording weights and data on the offcuts produced through our production.	●			We have been working with our suppliers to collect offcut data since 2024.
Connect with selected solution providers that can enable textile-to-textile recycling for materials that cannot be processed through BlockTexx, and start a trial.			●	We have found a potential provider; however, we have not yet made contact while we work through budget constraints. We plan to do this in 2026.



## Planet | Impact: End-of-Life Materials - Continued

End goal: Achieve a 75% reduction to landfill by 2028 including from our operations and supply chain.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Conduct a bin audit at office and warehouse to understand quantity and composition of waste.	●			We conducted a bin audit at our Auckland head office in May 2025. See case study below.
Set target for landfill waste reduction and contamination rates at office and warehouse for CY26.	●			We have set a goal of a 50% reduction of materials to landfill by end of CY26.
Conduct educational seminars for staff around any new systems, bin audit results, targets, and best practice.			●	We are in the process of scheduling an educational workshop for early 2026.
Gather data on the use of our lunchbox and reusable cup library.	●			We gathered data through the bin audit at our head office in May, as well as observationally at events throughout the year. There has been a very significant reduction in the use of disposable cups.
Investigate the recycling and waste reduction goals and processes at our Tier One manufacturers.	●			<p>We analysed the responses from our Tier One suppliers from the Discovery Questionnaire conducted in 2024, and found the following results:</p> <ul style="list-style-type: none"> <li>• 43% of our mills have an Oeko-Tex certification</li> <li>• Nearly 15% of our factories procure 50% or more of their electricity from solar power.</li> <li>• Over 13% have waste reduction goals or policies</li> <li>• 24% of our mills recycle their wastewater.</li> <li>• 22% of our mills have water reduction goals.</li> </ul>

# Case Study: Offcut recycling project

As part of our commitment to reducing waste across our operations, we're working closely with long-term supply partners to find practical circular solutions. One of our Malaysian factories, which has been producing Deane workwear for more than 17 years, has spent the past 18 months developing a way to reuse 100% of its fabric offcuts. Instead of sending this material to landfill or incineration, the offcuts are broken down into fibre, spun into yarn, and knitted into gloves with the support of a trusted third-party partner.

The gloves are now sold into industrial and gardening markets, giving new life to materials that were once considered waste and showing that circular solutions can also make commercial sense. This factory has also committed to sending no waste to landfill, with plastics collected and sent to recycling partners while further options are explored. Initiatives like this play an important role in helping us progress toward our landfill reduction target, while reinforcing the value of long-term partnerships in building a more circular supply chain.



Reuse  
**100%**  
of fabric offcuts





# Case Study: Deane bin audit

In May 2025, we undertook a bin audit at our head office in Manukau with support from Go Well Consulting to better understand what was ending up in landfill and recycling across our office, cafeteria, emblem department, and warehouse. Waste collected over two days was sorted and reviewed onsite to assess weights, contamination, and diversion opportunities.

The audit showed that much of what was going to landfill could instead be diverted into composting or other recovery streams, if the correct systems were put in place, which provided a clear roadmap for action, including: introducing a compost collection for food and compostable materials, improving bin station setup and signage, and increasing staff education and engagement. One standout success was Deane’s reduction in single-use coffee cups — just two were found during the audit — demonstrating that behaviour change is already happening and providing confidence that further waste reductions are achievable with the right systems and support in place.

**19.05kg**   
**of Waste Audited**

 **Only 2 Single Use Coffee Cups** Yay!

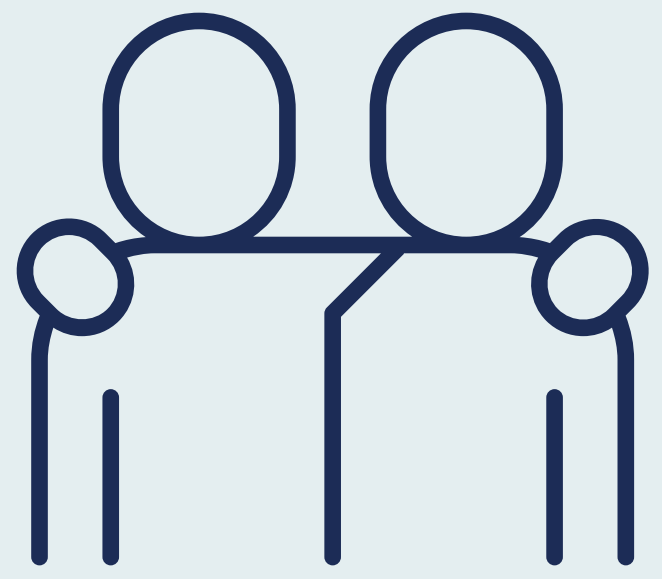
  
**80%**  
**of waste could be diverted from landfill**



## Planet | Impact: Circular Business Models

End goal: To extend the life of our products as much as possible and implement a solution for their end of life.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
(FY24) Develop a thorough garment care guide for all customers for our key fabrics and distribute.	●			A comprehensive care guide was developed in 2025 for both our workwear and corporate customers.
(FY24) In partnership with BlockTexx, explore the option of using the recycled raw materials to make new fibres.	●			BlockTexx are currently exploring recycling our trims.
(FY24) Launch pilot project with Blocktexx to recycle suitable discarded uniforms and set a target for growth.			●	A trial with a major customer was delayed due to factors outside our control, however the trail is set to go ahead in early 2026.
Launch a take-back programme for applicable customers.	●			We launched a take-back programme with several customers, including Commonwealth Bank Australia and Air NZ. We have also had a programme in place with DOC for two years.
Conduct a survey with our customers on how they care for their uniforms.			●	We have drawn up the survey and are planning to send it out early 2026.
Through our survey, ask customers what they currently do with their garments at end of life.			●	As above.
<b>NEW GOAL</b> - By the end of 2025 to have developed Deane's Process and Partners for end-of-life uniforms		●		We plan to do this in 2026.



# Tables of Progress: People

Period Jan - Dec 2025





## People | Impact: Ethical Sourcing & Transparency

End goal: Deane is seen as a safe, inclusive, and diverse place to work, where the health, wellbeing, and development of our people is upheld.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
For suppliers that are identified to be high risk through our risk assessment and audits, develop a corrective action plan with our auditors to help mitigate and remediate risks that are discovered.			●	In late 2025 we adopted LRQA's EiQ software to help strengthen how we manage our supply chain — allowing us to better identify and address risks, oversee supplier compliance, and follow through on corrective action plans. The onboarding process is underway.
Publish a Modern Slavery Statement.	●			In July 2025 we published our first voluntary <a href="#">Modern Slavery Position Statement</a> . This was not uploaded to the official registrar as we are covered by our parent company AlSCO Uniforms official statement.
All Tier One factories to have completed a third-party social compliance audit.	●			All our Tier One factories are compliant.
Organise annual audits for all our Tier Two factories.			●	This is underway, however work was delayed due to the adoption of EiQ.
Visit Tier One factories annually.			●	We were only able to visit 80% of our Tier One factories in the reporting year due to financial constraints.
By end of CY25, to have mapped our supply chain to Tier Two for all our fabrics/styles.		●		This work was delayed due to the adoption of EiQ. When this software is fully functional, it should help to streamline this project.
Pilot a DPP with chosen solution provider.		●		We investigated piloting a DPP, but it is extremely data and resource-intensive, which we currently do not have capacity for.



## People | Impact: Ethical Sourcing & Transparency - Continued

End goal: Deane is seen as a safe, inclusive, and diverse place to work, where the health, wellbeing, and development of our people is upheld.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
<b>(FY24) Establish a Diversity, Equity, &amp; Inclusion (DEI) Team that represents a diverse cross-section of employees from across our business.</b>		●		We are taking time to review and refine our existing committees before establishing additional groups such as a dedicated DEI team.
<b>(FY24) Create and conduct an annual DEI survey of our employees to establish baseline metrics and develop a policy with our commitment to improving DEI within Deane.</b>	●			We conducted our first DEI Survey late 2024, and then our DEI Policy was created in mid-2025. This was sent out for consultation and was the policy was released in late 2025.
<b>(FY24) Create and conduct an annual health and wellbeing survey of our employees to establish baseline metrics and develop a plan for improvement for CY25/26.</b>	●			We conducted our first Health and Wellbeing survey in late 2024. We had some interesting findings which informed our work into 2025.
<b>Review DEI targets and identify improvement areas, update action plan, and report on progress.</b>			●	This is in progress and we expect to action in 2026.
<b>Conduct annual DEI survey and achieve CY25 target.</b>			●	We will conduct a follow up DEI Survey in 2026.
<b>Provide DEI training to all staff.</b>		●		We reviewed content from a training provider but decided it was not the right fit for our business. We will look into alternatives in 2026.
<b>Conduct annual health and wellbeing survey and report on progress.</b>			●	This was deferred to 2026 to avoid placing additional survey demands on our staff.



## People | Impact: Ethical Sourcing & Transparency - Continued

End goal: Deane is seen as a safe, inclusive, and diverse place to work, where the health, wellbeing, and development of our people is upheld.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Review employee benefits to identify further opportunities for promoting wellbeing.			●	Our focus this year was on delivering wellbeing initiatives rather than reviewing benefits, including running our first company-wide health and wellbeing initiative, Step into Spring. Further initiatives, including wellbeing lunch-and-learns and Step into Spring, are planned for 2026.
Look into the requirements for becoming an accredited Living Wage employer in New Zealand			●	We have begun exploring requirements and are currently clarifying what proportion of staff are already being paid above Living Wage.
Review our Maternity/Parental Leave Policy to ensure that it is industry best practice.			●	We conducted our first Health and Wellbeing survey in late 2024. We had some interesting findings which informed our work into 2025.
Undertake a workstation ergonomics assessment for all employees, of both their office and home working spaces. Take action where required.	●			Workstation assessments are monitored through our regular H&S checks. A recent ergonomic upgrade was that our Finance & Customer Service teams had standing desks installed in 2025.
Conduct quarterly team building events with whole business.	●			In September we held a “Step Up for Spring” event for the whole company. It was a huge success and we saw high participation rates across the business! See our case study below.



# Case Study: Step Into Spring

As winter came to an end, Deane launched its first Step into Spring Challenge to support staff wellbeing, connection, and engagement across the business. Designed as a company-wide initiative, the challenge aimed to encourage movement after the winter months while creating opportunities for people to connect across teams and locations. Using a free step-tracking app that worked with both smartphones and wearables, staff from New Zealand, Australia, and China were able to take part in a way that suited their own goals and abilities.

The response exceeded expectations, with 86% staff participation and more than 19 million steps recorded over the course of the challenge. Weekly prizes, shared photos, and an active WhatsApp group helped build momentum and foster a strong sense of community, particularly across offices that don't often interact day to day. The success of the Step into Spring Challenge highlighted the value of inclusive, low-barrier initiatives in supporting wellbeing and connection, and it has set the foundation for similar company-wide activities in the future.





# Tables of Progress: **Prosperity**

Period Jan - Dec 2025





## Prosperity | Impact: Supporting Local & Indigenous Communities

End goal: Understand our community needs and make meaningful contributions to support them, prioritising local and indigenous businesses where we can.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
<b>(FY24) Identify upcoming procurement opportunities for regional suppliers. As part of annual procurement plan and other strategic procurement planning, allocate certain opportunities for tender with Māori or Pasifika businesses, or Aboriginal or Torres Strait businesses in Australia.</b>	●			Through our Supply Nation membership, we have identified and progressed procurement opportunities with Indigenous-owned businesses, including partnering with Outback Workwear on uniform projects. See case study below.
<b>(FY24) Look at partnering with Amotai to help with indigenous procurement. [P1]</b>	●			We have explored working with Amotai, however our focus was on partnering with the Australian equivalent, Supply Nation, in 2025 as that is where the majority of our contracts were.
<b>(FY24) Create formal budget for charitable giving.</b>			●	This is underway, with plans to formalise in 2026.
<b>(FY24) Discuss and review current community/charitable partners .</b>			●	As above.
<b>Create a development pathway for indigenous people through an internship and/or graduate programme at our business.</b>		●		We did not have the resource capacity to achieve this in 2025 but have plans to address in 2026.
<b>Select and form partnerships with a community/charitable organisation with a delegated amount of giving each year.</b>		●		We need to complete our charitable giving policy and review of our charitable partners before actioning this target.
<b>Achieve a 100% uptake in volunteer day use by our employees.</b>		●		We achieved 20% uptake across our team, but we are planning to provide more volunteering options in 2026 to improve uptake.



## Prosperity | Impact: Supporting Local & Indigenous Communities – Continued

End goal: Understand our community needs and make meaningful contributions to support them, prioritising local and indigenous businesses where we can.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
Measure and report impact of volunteering, charitable giving, and community involvement.	●			We gathered the data from our CVNZ Volunteer Days, which included 56 participant hours, 446 trees planted, and 350m2 weeded.
Add acknowledgement of country to the Deane website			●	Discussions are underway with our parent company to add this acknowledgement.



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Commonwealth  
Bank

## Case Study: Comm Bank

In 2025, Deane was featured in the [Commonwealth Bank of Australia \(CBA\) Modern Slavery and Human Trafficking Statement](#), recognising the progress made through a collaborative supplier improvement partnership. This acknowledgement reflects work that began in 2023, when we engaged with CBA through its Supplier Improvement Plan process to strengthen our approach to modern slavery risk management. While we had already started addressing these risks, the partnership provided a catalyst to further align with best practice.

Our partnership with CBA deepened in 2024, with a focus on improving how social audit findings are tracked and addressed across the supply chain. We completed a modern slavery risk assessment across 45 factories in 12 countries and our parent company, AlSCO, published a [Modern Slavery Statement](#) in 2025.

We have since published our own Modern Slavery Position Statement and will be among the first subsidiaries to implement AlSCO's new ESG platform, reinforcing our ongoing commitment to ethical sourcing, transparency, and continuous improvement.

“We're proud to be recognised in Commonwealth Bank's Modern Slavery Statement and deeply value the collaborative work we've undertaken together. This partnership has been instrumental in strengthening our ethical sourcing practices and driving meaningful change across our supply chain. We look forward to building on this momentum and continuing to lead with integrity in our industry” – Adrian Day, Sourcing & Supply Chain, Deane Apparel

# Case Study: Outback Workwear

Deane is a proud member of Supply Nation, Australia's leading directory of verified Aboriginal and Torres Strait Islander businesses. Through Supply Nation, Deane is supporting a more inclusive economy by increasing visibility of, and access to, Indigenous-owned suppliers and building stronger, more diverse supply chain relationships.

One of these partnerships is with Outback Workwear, an Indigenous-owned uniform and workwear business led by Jasmin Herro, a proud descendant of the Torres Strait Islands. Deane has collaborated with Outback Workwear on several uniform projects, supporting the business as a scalability partner. The partnership reflects shared values around connection, conversation, and respect for culture, and highlights how long-term, values-aligned relationships can create meaningful opportunities and positive change.

**O U T B A C K**  
— WORKWEAR —



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working  
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®



## Prosperity | Impact: Communication & Education

End goal: All our staff, customers, and suppliers are aware, informed, and inspired by Deane’s sustainability ambitions.

End of 2025 Target(s)	Achieved	Not Achieved	In Progress	Notes
<b>Publish a Strategy Progress Report.</b>	●			We published our first <a href="#">Progress Report</a> in early 2025.
<b>Actively share our Progress Report with our staff, suppliers, and customers to inform them of our progress and the next years actions.</b>	●			We shared our Progress Report through the following channels: <ul style="list-style-type: none"> <li>• Distributed to database of 30,000 customers (existing &amp; new)</li> <li>• Shared on socials and company websites</li> <li>• Released to staff</li> <li>• Engagement session with staff booked</li> </ul>
<b>To investigate sustainability training courses for our Sustainability Team.</b>	●			We explored multiple providers, but have ultimately decided to prioritise DEI training before proceeding with sustainability training.
<b>Hold quarterly lunch &amp; learn webinars or in-person meetings for all Deane employees on sustainability topics and update on strategy progress.</b>	●			We conducted the following lunch n’ learn sessions: <ul style="list-style-type: none"> <li>• May 2025 - Emissions 101 Lunch and Learn session, presented by Alix McKenzie from Go Well Consulting.</li> <li>• July 2025 - Modern Slavery Lunch and Learn session - presented by Vanessa Thompson from Go Well Consulting.</li> </ul>
<b>Investigate developing a newsletter for clients and other stakeholders on our progress and key sustainability 101 topics.</b>	●			We have been sharing sustainability updates in a bimonthly newsletter to our customers since the release of our strategy. We share a sustainability highlights newsletter annually.

# 2025 Snapshot

Total Targets	Achieved	Not Achieved	In Progress
<b>Emissions &amp; Energy</b>			
9	7	1	1
<b>Responsible Materials</b>			
20	11	3	6
<b>End-of-Life Materials</b>			
11	8	1	2
<b>Circular Business Models</b>			
7	3	1	3
<b>Ethical Sourcing &amp; Transparency</b>			
7	2	2	3
<b>Working at Deane</b>			
12	4	2	6
<b>Supporting Local &amp; Indigenous Communities</b>			
9	3	3	3
<b>Communication &amp; Education</b>			
5	5	0	0
<b>80</b>	<b>43 (54%)</b>	<b>13 (16%)</b>	<b>24 (30%)</b>

# Combined 2024/25 Snapshot

	% of Initiatives Achieved	% of Initiatives not achieved	% of Initiatives in progress
<b>Planet</b>	<b>63%</b>	<b>15%</b>	<b>22%</b>
Emissions and Energy	78%	11%	11%
Responsible Materials	64%	18%	18%
End of Live Materials	60%	13%	27%
Circular Business Models	42%	16%	42%
<b>People</b>	<b>52%</b>	<b>15%</b>	<b>33%</b>
Ethical Sourcing & Transparency	69%	12%	19%
Working at Deane	35%	18%	47%
<b>Prosperity</b>	<b>59%</b>	<b>26%</b>	<b>15%</b>
Supporting Local & Indigenous Communities	35%	41%	24%
Communication and Education	100%	0%	0%
<b>Total</b>	<b>60%</b>	<b>17%</b>	<b>23%</b>

# Key Learnings, Challenges & Achievements

Our second Sustainability Progress Report reflects a year of steady progress alongside real-world constraints. While economic conditions have influenced the pace and scale of some initiatives, we have continued to strengthen our foundations – particularly in ethical and social compliance, sustainable materials development, and supply-chain insight. Importantly, the year has also reinforced valuable learnings about what it takes to deliver meaningful, long-term change in a complex and cost-sensitive industry. The achievements, challenges, and learnings outlined below capture where progress has been made, where barriers remain, and how these insights are shaping our pathway forward.

Of our 80 targets set over eight impact areas, 54% were achieved, 30% are in progress and 16% were not achieved.

## Key Achievements

- **Strengthened ethical and social compliance:** The implementation of tools such as EiQ and continued refinement of modern slavery processes have significantly strengthened Deane's approach to social and environmental compliance, while also improving efficiency and consistency across the supply chain. External recognition, featuring in a major customer's modern slavery statement, reflects growing credibility in this area.
- **Progress in sustainable materials:** Continued trials and development of more sustainable fabrics – particularly recycled polyester – have resulted in meaningful performance improvements, including successful application in core uniform ranges. While momentum slowed in the latter half of the year due to financial pressures, material innovation remains an active area of progress.
- **Expanded sustainability research and innovation:** Ongoing research into sustainable fabrics, fibre shedding, and emerging textile technologies has helped Deane stay informed and future-focused, even where initiatives have not yet progressed to implementation.
- **Improved sustainability communication and reporting:** The development of our last Sustainability Progress Report was a valuable internal and external communication tool, supporting transparency and reinforcing accountability across the business.
- **Deeper supply chain insight:** Continued work to improve supply chain transparency – particularly in areas such as cotton sourcing – has further embedded sustainability considerations across operational decision-making.

# Key Learnings, Challenges & Achievements

## Key Learnings

- **Commercial realities shape our pathway:** Sustainability ambitions must be carefully balanced with customer expectations and commercial viability. Even strong intent and interest will not always translate into immediate action if costs can't be absorbed by the market.
- **Progress is often incremental, not linear:** Meaningful change in materials, processes, and supply chains takes time. Slower progress does not reflect a lack of commitment, but rather the complexity of the challenges involved.
- **The value of a clear strategy and external support:** Having a defined three-year Sustainability Strategy has provided direction and focus, particularly in challenging conditions. Ongoing support from Go Well Consulting has been critical in maintaining momentum, prioritising actions, and building internal capability.
- **Internal engagement is a growing opportunity:** As our strategy matures, there is an opportunity to strengthen internal communication and engagement, ensuring sustainability progress and learnings are shared more widely across teams.
- **Long-term thinking is essential:** While some annual targets have proven difficult to achieve within set timeframes, maintaining a long-term perspective allows progress to continue without losing sight of broader goals.

## Challenges

- **Economic and financial constraints:** A challenging economic environment across New Zealand and Australia has significantly influenced the pace and scale of sustainability initiatives.
- **Cost and performance trade-offs:** Aligning recycled and organic materials with customer expectations around performance, durability, and price remains a challenge. Although progress has been made, sustainable alternatives are not yet consistently competitive with conventional options.
- **Resource and capacity limitations:** Sustainability initiatives continue to sit alongside business-as-usual priorities. While tools and plans are in place, the time and internal resources required to progress complex projects remain a constraint.
- **Market readiness:** In several cases, customers have expressed support for sustainability initiatives but have chosen to delay adoption until economic conditions improve or pricing becomes more competitive.

# Final Word from Go Well Consulting



It has continued to be a pleasure working alongside the Deane team throughout this second year of their Sustainability Strategy. Despite a challenging economic environment, the team has maintained a clear commitment to embedding sustainability and responsible practices across the business.

Over the past year, we've seen important progress in areas such as ethical and social compliance, supply chain transparency, and sustainability governance. Equally valuable have been the learnings gained, particularly around balancing ambition with commercial realities, and recognising that meaningful change in complex supply chains is often incremental rather than immediate.

As Deane looks ahead, sustaining momentum will be key. This will mean continuing to prioritise actions that build long-term capability, strengthening internal engagement, and remaining focused on initiatives that deliver both sustainability and business value.

The priorities outlined below reflect where targeted effort over the coming year can support continued progress, even in constrained conditions: that should be focused on for the year ahead:

- The overall strategy for cotton sourcing for Deane should be a focus for early FY26, due to it being the highest risk fibre of modern slavery to the Deane business.
- Continue to work on supplier due diligence through the EiQ platform and prioritise suppliers who are low risk and have opportunity for growth.
- Start to implement carbon reduction plan actions to help reduce emissions.
- Consolidate and clarify Deane's approach to packaging targets and improve internal data tracking to assess progress year on year.
- Investigate and push harder to find solutions for fibre-to-fibre textile recycling.
- Strengthen internal engagement and capability by sharing sustainability progress and learnings more consistently across teams, and by building on the success of lunch-and-learns and wellbeing initiatives.
- Take action on waste reduction, including implementing composting, improving bin infrastructure, delivering staff education, and tracking progress against our landfill reduction target.
- Decide on charitable partner and develop a commitment for engagement and support for the next 12 months.

# Thank You

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