



Modern Slavery Statement

FY24

V2. July 2025



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Introduction

Welcome to Deane Apparel's first Modern Slavery Position Statement on the 2024 Financial Year.

This is a statement for Deane Apparel a Division of AlSCO NZ (NZBN: 9429040865058) and Deane Apparel Pty (ACN 001 352 923), a company privately-owned by AlSCO Pty Ltd (ACN 26 000 435 629) (AlSCO Uniforms). This statement describes the actions taken to assess and address modern slavery risks in our operations and supply chains during the financial year ending 31st December 2024.

This statement has been prepared by Deane Apparel as a non-official document to demonstrate our commitment to addressing the risks of modern slavery in our operations and supply chains.

This internal statement has not been submitted to the Australian Modern Slavery Register, our parent company, AlSCO Pty Ltd, has submitted a statement in accordance with the Australian Modern Slavery Act 2018 (Cth) on behalf of the group. At the time of writing, AlSCO Uniforms' statement is pending approval for publication. A copy of the AlSCO Uniforms statement can be found [here](#).

The Deane Apparel registered offices are located at:

New Zealand

142 Plunket Avenue,
Manukau City Centre,
Auckland 2104

Australia

Ground floor, 118 Glendenning Rd
Glendenning, Sydney NSW 2761



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At Deane Apparel, we recognise our responsibility to respect human rights and acknowledge that our operations and supply chains may have caused, contributed to, or be linked to modern slavery risks. This statement outlines the ongoing actions we are taking to identify, assess, and address the risks of modern slavery and human trafficking across our business and value chain.

Consultation and guidance for this report was provided by Go Well Consulting Ltd, Auckland New Zealand.

This statement has been signed by the General Manager of Deane Apparel, Corey Mulligan, on the 3rd June 2025.



General Manager



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Contents



Letter from the General Manager

At Deane Apparel, our vision is to help create a better working world. This aspiration is underpinned by our core values: Integrity, Collaboration, and a commitment to being Better Every Day. These values guide how we treat people, how we engage with our partners, and how we uphold our responsibilities across our supply chain.

We believe that upholding human rights and conducting thorough due diligence is not just a legal obligation—it is a moral imperative. As a business that sources globally, we recognise the risks of modern slavery and are committed to identifying, addressing, and mitigating those risks wherever they may exist. Transparency and accountability are essential to building trust and ensuring ethical practices throughout our operations.

Our goals in this space are focused and deliberate. We are working to ensure complete visibility of all tiers of our supply chain, eliminate the risk of modern slavery through

robust supplier engagement and auditing, and embed ethical sourcing and transparency into every procurement decision we make.

Over the past 12 months, we have made meaningful progress. All of our Tier 1 suppliers have signed our Supplier Code of Conduct. We completed a comprehensive Supplier Risk Assessment covering 45 factories across 12 countries. All Tier 1 factories have undergone third-party social compliance audits, and we developed a formal Supplier Onboarding Process to ensure that all new partners align with our values and expectations.

Despite these achievements, we have encountered challenges. The complexity of global supply chains continues to make full traceability difficult. Time and resource constraints have made it challenging to balance due diligence with operational demands. Additionally, the evolving regulatory landscape requires constant adaptation to stay ahead of expectations.

These experiences have provided valuable insights. We have learned that supplier education and collaboration are essential to driving long-term change.

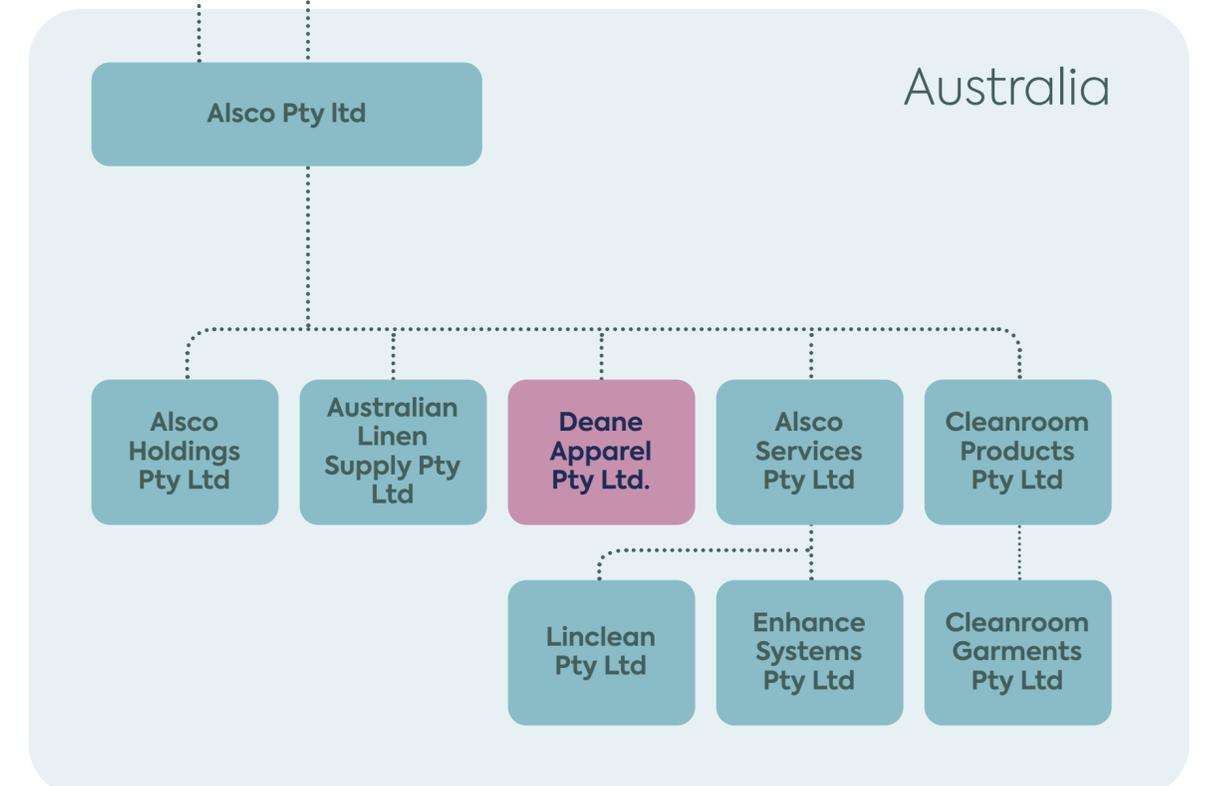
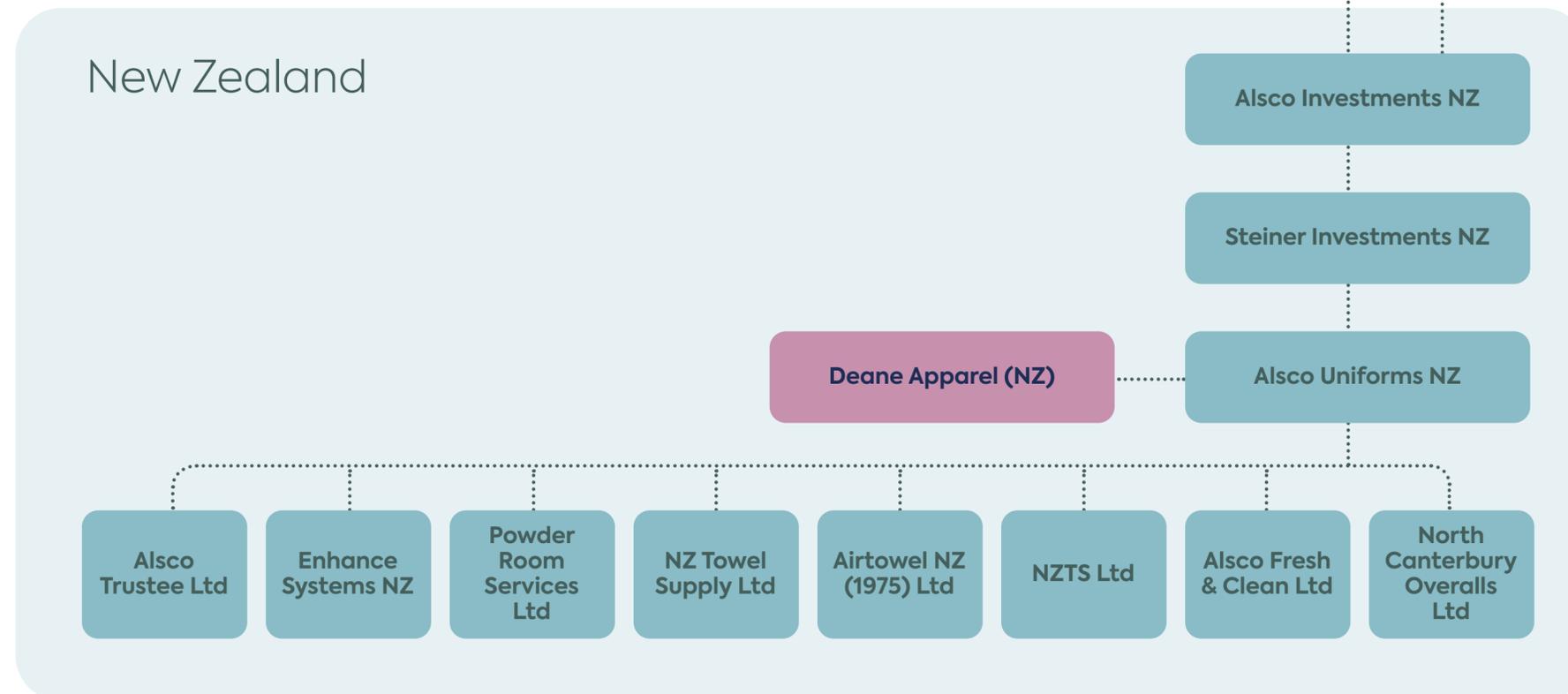
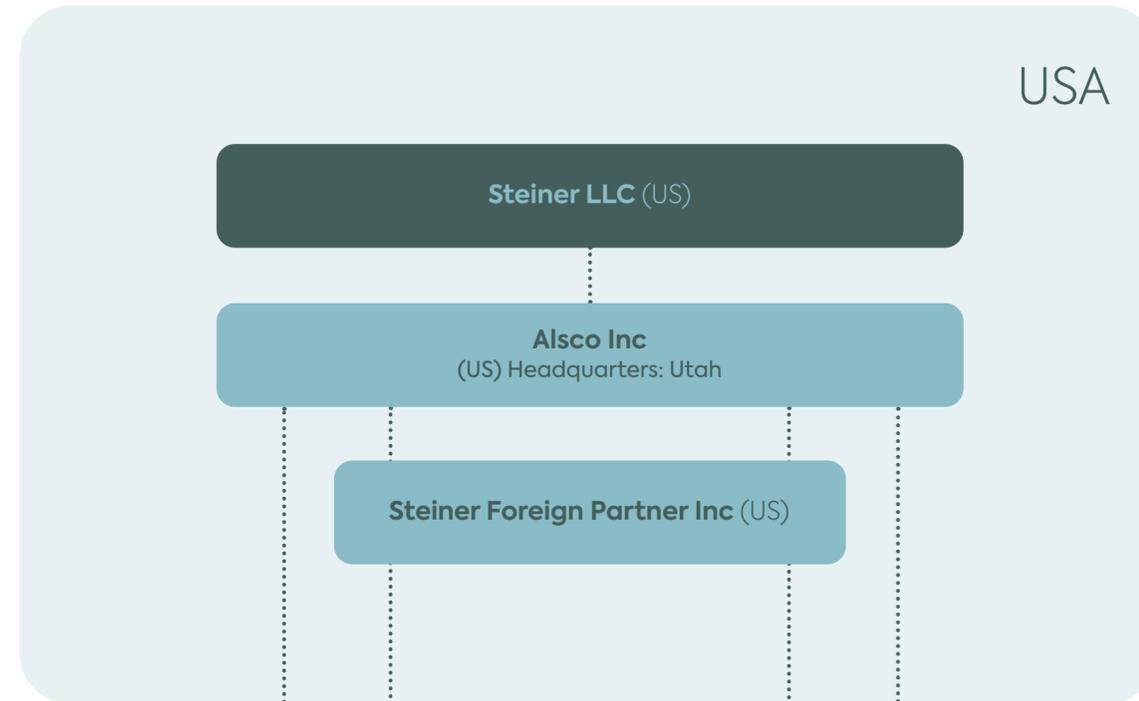
We acknowledge that there is still room for improvement. We are currently working to expand our traceability to Tier 2 and Tier 3 suppliers, finalise our Digital Product Passport framework, and strengthen our supplier partnerships to ensure ethical practices are upheld at every level.

We welcome your feedback and ideas. Please feel free to contact me directly at cmulligan@deaneapparel.co.nz.

Corey Mulligan
General Manager

Deane Apparel Structure

Deane is proudly owned by the AlSCO Group. AlSCO Uniforms is a global organisation providing convenient, cost-effective textile rental services to more than 75,000 business across New Zealand and Australia.



Our Operations

Deane Apparel's life began in the 1930s in New Zealand, with expansion into Australia in the 1990's offering high quality, durable workwear and uniforms for the working population.

The uniforms and accessories we offer are designed in house by our talented design team, who stay true to our Deane Apparel values. We now operate across two markets, and employ over 115 people.

We have two head office locations in Sydney and Auckland. Our main headquarters is in Auckland, New Zealand, where all our teams in design, production, finance, marketing, and New Zealand sales team are located. Our warehouse is also located at the rear of our Auckland office, where all products are distributed from. Our office in Australia hosts our local Australian sales team, Account Managers, Sales Support and Customer Service and one Warehouse Storeperson.

All our 116 team members are given an employment contract, whether they are full, part-time or casual, and are required to uphold the policies and standards as outlined in the Deane Handbook. This document highlights our position and expectations for all our staff on matters of diversity, equity and inclusion, health and safety, grievance management (Red Flag Reporting), anti-bullying, and anti-harassment. We continue to monitor and manage any breaches in this area.

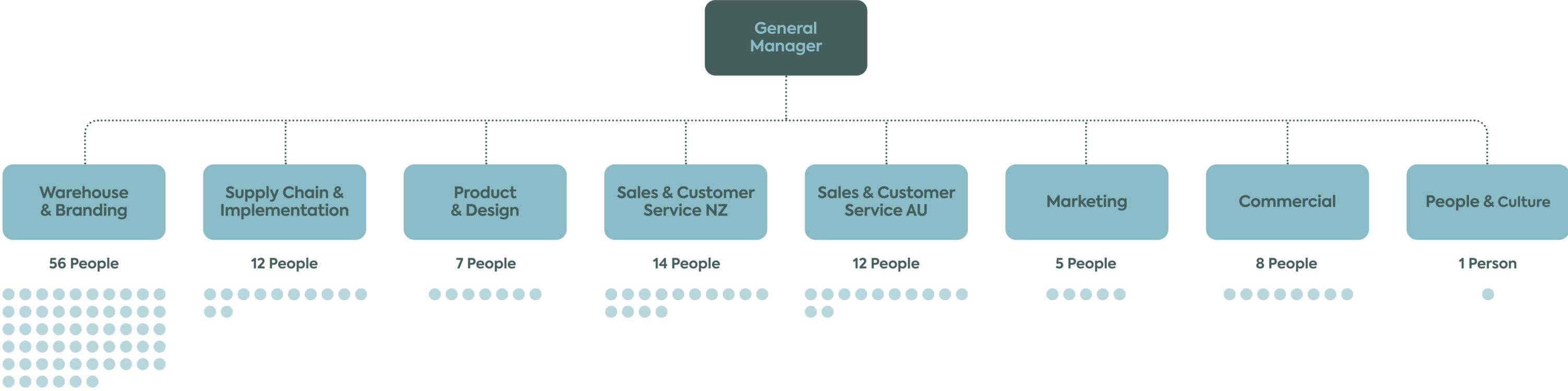
We are constantly reinvesting in the development of our employee's management development plans, and skill set based training to ensure they have the opportunity to learn and grow during their time at Deane.



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Deane Organisation Structure



Our Supply Chain

Deane Apparel uniforms and workwear are designed in New Zealand and manufactured through our global network of trusted suppliers. We have strong partnerships with our garment makers and mills, some of which go back to the early beginnings of Deane and have been selected for their quality workmanship, sustainable and ethical practices, and honesty. In the last 12 months, Deane Apparel have worked directly with a total of 53 suppliers across 15 countries. We currently have the following direct relationships with our factories, these are broken down into four levels, or 'tiers':

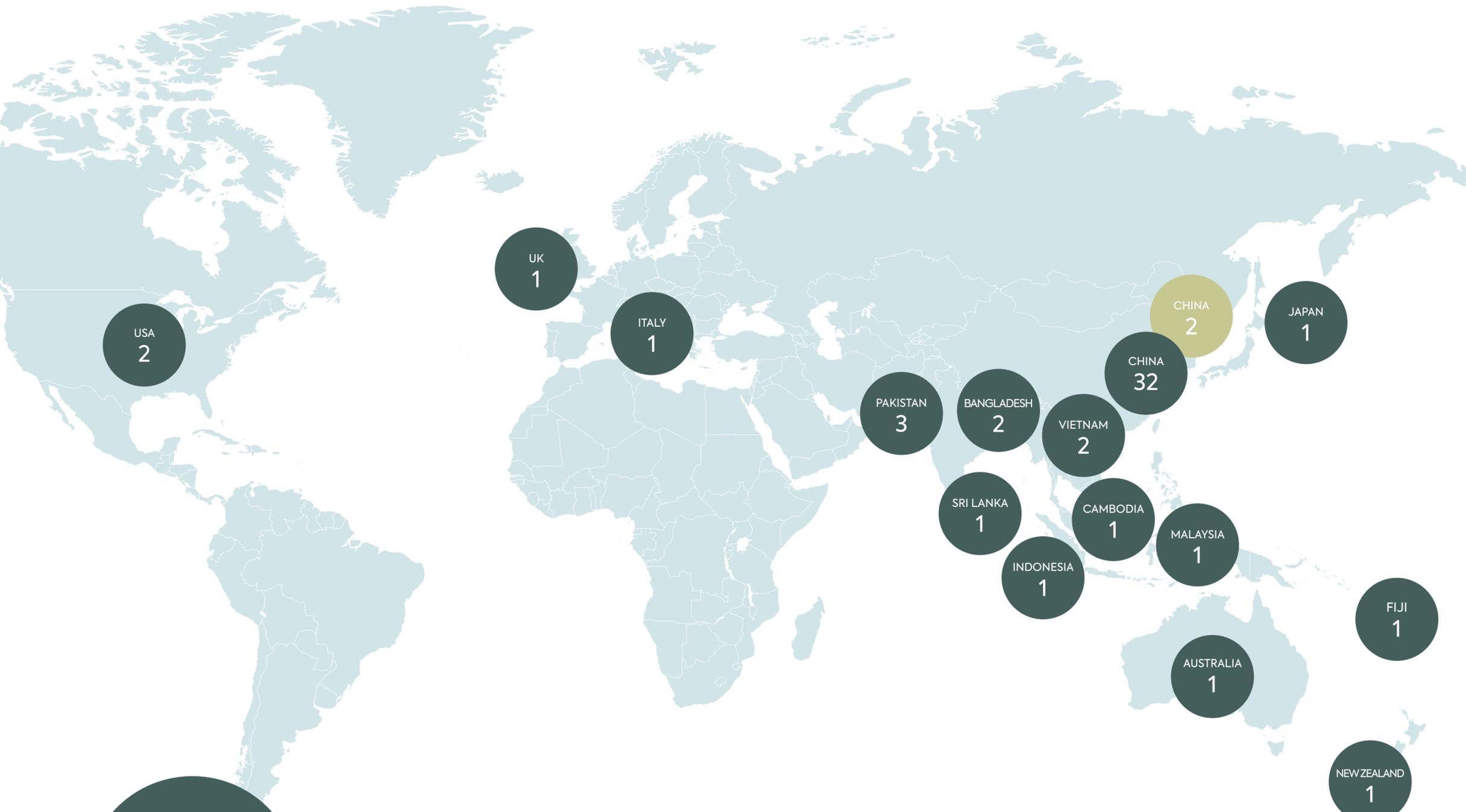


We recognise that achieving full visibility across all tiers of our supply chain is essential to effectively identify and manage human rights and modern slavery risks. Improving supply chain transparency remains a priority for Deane, and we are committed to advancing this work over the coming years.



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Supply Chain Map

TIER ONE SUPPLIERS
 TIER TWO SUPPLIERS

List of Locations of Deane Tier One Suppliers:

China	32	48.51%
Malaysia	1	21.43%
NZ	1	8.46%
Vietnam	2	8.19%
Pakistan	3	3.65%
Japan	1	2.14%
Fiji	1	2.04%
Australia	1	1.97%
UK	1	1.44%
USA	2	0.88%
Sri Lanka	1	0.52%
Cambodia	1	0.35%
Indonesia	1	0.27%
Bangladesh	2	0.10%
Italy	1	0.07%

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Our Governance

At Deane Apparel we take a holistic, company-wide approach to modern slavery.

Accountability for our modern slavery progress and action plan sits with the AlSCO board and our Senior Management Team, and they are responsible for ensuring that human rights is upheld throughout all levels of the business. Through our holistic approach, we encourage all of our team members, and any other stakeholders of the business, to report any cases or potential cases of modern slavery they may discover.

Our Sustainability and Production Teams work diligently to help limit the risks associated with any human rights or environmental issues that may occur in our supply chain. They work directly with our suppliers to ensure due diligence processes are followed through, and they help identify any potential risks that may occur before they happen.



Modern Slavery Risks In Our Operations & Supply Chain

At Deane Apparel, we acknowledge that our involvement in the global uniform and workwear industry presents a risk of causing, contributing to, or being linked to modern slavery within our operations and supply chain. We have reviewed our current practices to better understand potential risks to the people connected to our business activities and supply chain partners.



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What Is Modern Slavery?

Modern slavery refers to a range of exploitative labour practices, including servitude, forced labour, human trafficking, debt bondage, forced marriage, slavery, deceptive recruitment, and child labour.

The International Labour Organisation (ILO) estimated that in 2021, over 50 million people were living in modern slavery, with one in four being children.

We recognise freedom from slavery as a fundamental human right and are committed to ensuring that everyone connected to our business is treated with respect and dignity.



Modern Slavery Risks In Our Operations & Supply Chain

Our Operations

Deane's operations are primarily based in New Zealand and Australia, who have robust regulatory frameworks and strong human rights protections. As such, we consider the risk of modern slavery within our direct operations to be low. However, we remain vigilant and acknowledge that no business is entirely immune to these risks.

All employees across our business are governed by the same policies, procedures, and standards set out by our parent company AlSCO Pty Ltd., ensuring consistency in our approach to ethical labour practices.

Operational Suppliers

Through our business activities we procure the services and products of many operational, or non-trade suppliers. We do not directly employ the individuals who provide these services or produce these products, which increases the risk that modern slavery could be present in these businesses or supply chains. These suppliers fall outside the immediate scope of our human rights policies and standards, and because of the physical and often casual nature of these services, there is an increased risk of migrant labour being utilised to reduce costs or services being subcontracted to less regulated entities.

To assess where we could be at most risk of modern slavery in our operations, we reviewed our operational, or non-trade suppliers by spend across both Australia and New Zealand and identified the suppliers that are of most importance to our business, and that have a heightened risk of modern slavery occurring. These areas are:

- Freight and courier services
- Consultant services
- Product testing
- Packaging
- Cleaning





Freight & Courier Services

Deane currently use the following shipping and logistics partners; DHL for all international air shipments and couriers, Mondiale for bulk product shipments, and Australia Post and New Zealand Post for distribution within each country. All these companies have published Modern Slavery Statements of their own and are working to reduce risks in their own operations and supply chains.

However, freight and courier services made up over 70% of our operational spend in both New Zealand and Australia, making this industry high risk to our business. As these companies are not owned or controlled by Deane, we have little visibility over their recruitment practices or policies, and there is a risk that they could employ the use of contracted, migrant, and temporary labour practices, and modern slavery could be discovered.



Consultant Services

Given the broad scope of Deane’s operations, we engage a range of specialist consultants across the business. While these consultants are based locally, we do not oversee their recruitment practices and therefore acknowledge a potential risk that unethical labour practices—such as forced labour or debt bondage — could occur within their operations.



Cleaning

We engage third-party providers to clean our offices and warehouses in Australia and New Zealand. While these services are sourced locally, the cleaning industry is known to carry heightened risks of modern slavery due to factors such as low wages, subcontracting, and vulnerable migrant labour. As we do not control the employment practices of these providers, we acknowledge the potential for exploitation within these services.



Product Testing

To ensure product quality and safety, we conduct testing on the majority of each fabric order we produce through third-party specialist facilities. As these facilities operate independently of Deane, and are located overseas, we currently have limited visibility over their working conditions and recruitment practices at these testing locations, and acknowledge the potential risk of exploitative labour practices, including forced or child labour.



Packaging

To ensure the quality of our products is upheld in transit, we use packaging products procured from local suppliers. The packaging and raw materials we procure could be sourced locally or internationally, and without digging further into the supply chain of our packaging suppliers we will not be sure if there are higher risks of modern slavery practices.

There were some suppliers, such as rent and equipment hire that although are important to the Deane business financially, we felt did not pose a direct risk to the business, as there was not a close or direct connection to people or modern slavery risk.



Our Supply Chain

Deane Apparel do not own any of our product manufacturing sites, but we have spent many years building and nurturing long term relationships with many of our supply chain partners, and we will continue to work closely with them to help identify and mitigate any potential risks that may arise.

We have reviewed our supply chain by spend and assessed those areas that are either key to our business (represent significant company spend), or those in industries or geographies that are deemed 'high risk' for modern slavery from publications developed by;

- [International Labour Organization \(ILO\)](#)
- [Labour Rights Index 2024](#)
- [WageIndicator.org](#)
- [2023 Global Slavery Index report](#)
- [Transparency International](#)
- [Anti-Slavery International](#)



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Geographical Risks



China

China is a global manufacturing powerhouse, accounting for approximately 31% of the world’s manufacturing output as of 2022¹. This significant share underscores China’s central role in global supply chains. China is our main sourcing country representing nearly 50% of our FY24 supplier spend.

However, sourcing from China carries significant risks due to connections to cases of forced labour, child labour, and exploitative working conditions. China’s vast geography means that many workers come from rural areas to manufacturing cities in order to support their families.

Often these migrant workers are taken advantage of and held in debt bondage and forced labour².

Most recently China has been linked to the exploitation of ethnic minorities, particularly Uyghurs in the Xinjiang region. The U.S. Department of Labour has reported that goods such as cotton, electronics, and polysilicon are produced using forced labour in this area. These practices not only violate human rights but also pose significant risks for companies sourcing from these regions.



Malaysia

Malaysia is a significant player in the global supply chain, with key exports including electrical and electronic products, petroleum, liquefied natural gas, and palm oil. They currently aren’t a key textile exporting country; however, this is expected to grow over the next five years³.

Sourcing from Malaysia still presents risks of modern slavery incidents, with reported instances of forced labour and exploitative working conditions. In Walk Free’s report, an estimated 202,000 people experienced forced labour or forced marriage in Malaysia in 2021. Malaysia is our second largest sourcing region, so represents a key growth area outside of China.



Vietnam

Vietnam is Asia’s second-largest apparel producer, employing over 2.5 million people⁴. While recent efforts by the Vietnamese government—alongside international partners—have strengthened protections against forced and child labour, the sector continues to rely heavily on migrant and temporary workers. This reliance can result in insecure employment arrangements and ongoing risks of labour exploitation, including forced and child labour. Vietnam currently represents over 8% of our supply chain spend, with room for growth in coming years.



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Sub-Contractors

At times, producing Deane products requires specialised skills or technology beyond the capacity of our Tier 1 or Tier 2 suppliers. In such cases, our suppliers may engage the services of sub-contractors, which can reduce our visibility and increase the risk of exploitative practices in facilities not directly contracted by Deane.

To manage this risk, Deane requires all suppliers to seek prior written approval before sub-contracting any production. Sub-contractors must also review and comply with Deane's Code of Conduct and relevant policies before any work begins.

Cotton Sourcing

Cotton is one of the most important raw materials in Deane's textile products, accounting for approximately 44% of our fabrics procured in 2024. We acknowledge the significant human rights risks historically—and currently—associated with its production. As highlighted in the [U.S. Department of Labor's 2024 List of Goods Produced by Child and Forced Labor](#), forced and child labour remain present in the growing, harvesting, and processing of cotton. Documented cases have emerged in countries such as Benin, Burkina Faso, China, Kazakhstan, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

In June 2022, the United States enacted the Uyghur Forced Labor Prevention Act (UFLPA), which prohibits

the import of goods from the Xinjiang Uyghur Autonomous Region in China. As Xinjiang accounts for around 20% of global cotton production and nearly 80% of China's cotton, many businesses are likely to be linked—knowingly or unknowingly—to this supply.

In addition to the documented risks, the conventional cotton supply chain is typically fragmented and opaque, involving multiple intermediaries and limited disclosure, making traceability and visibility down to the cotton farms extremely challenging. Deane recognises these issues and is actively working towards building a more transparent and accountable cotton supply chain, with a goal of achieving full traceability by 2028.

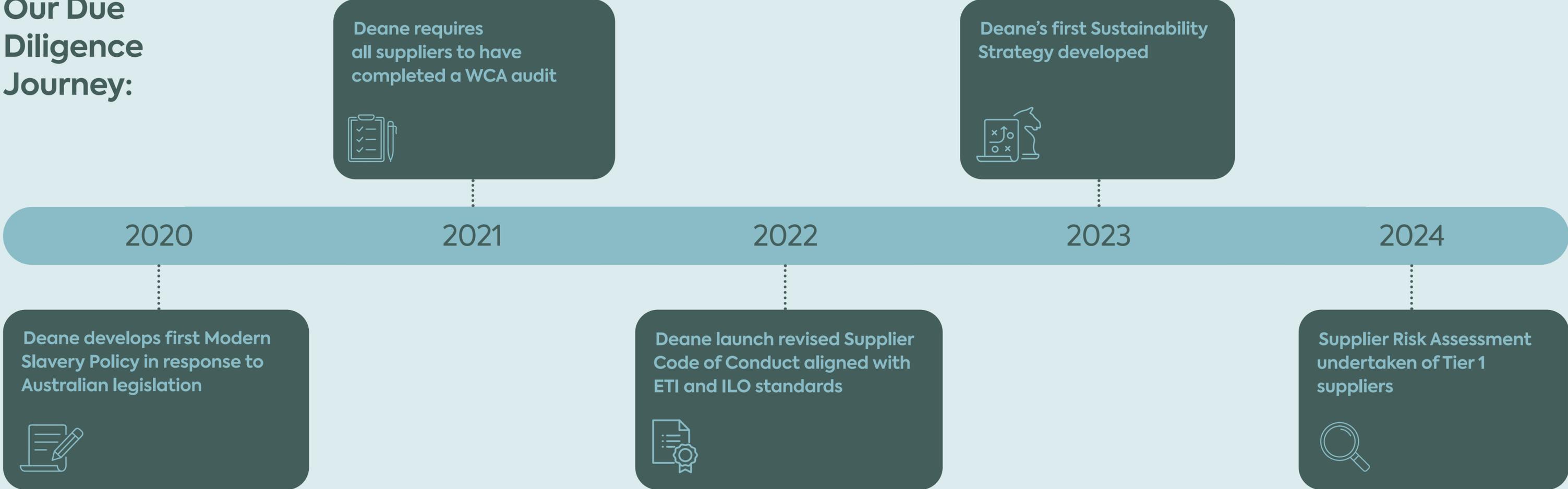
Actions Taken To Address Modern Slavery Risks

Deane Apparel is committed to identifying and addressing any risks of modern slavery across our operations and supply chain. We are guided by the three pillars of the UN Guiding Principles on Business and Human Rights: to protect, respect, and remedy. These principles underpin our approach to ethical business conduct. Our Board and senior leadership are actively engaged in this

work and are accountable for ensuring risks are identified, mitigated, and where necessary, remediated—both within our business and through our supply chain relationships.

During the reporting period ending 31st December 2024, Deane undertook the following actions to assess and address modern slavery risks:

Our Due Diligence Journey:



Our Operations

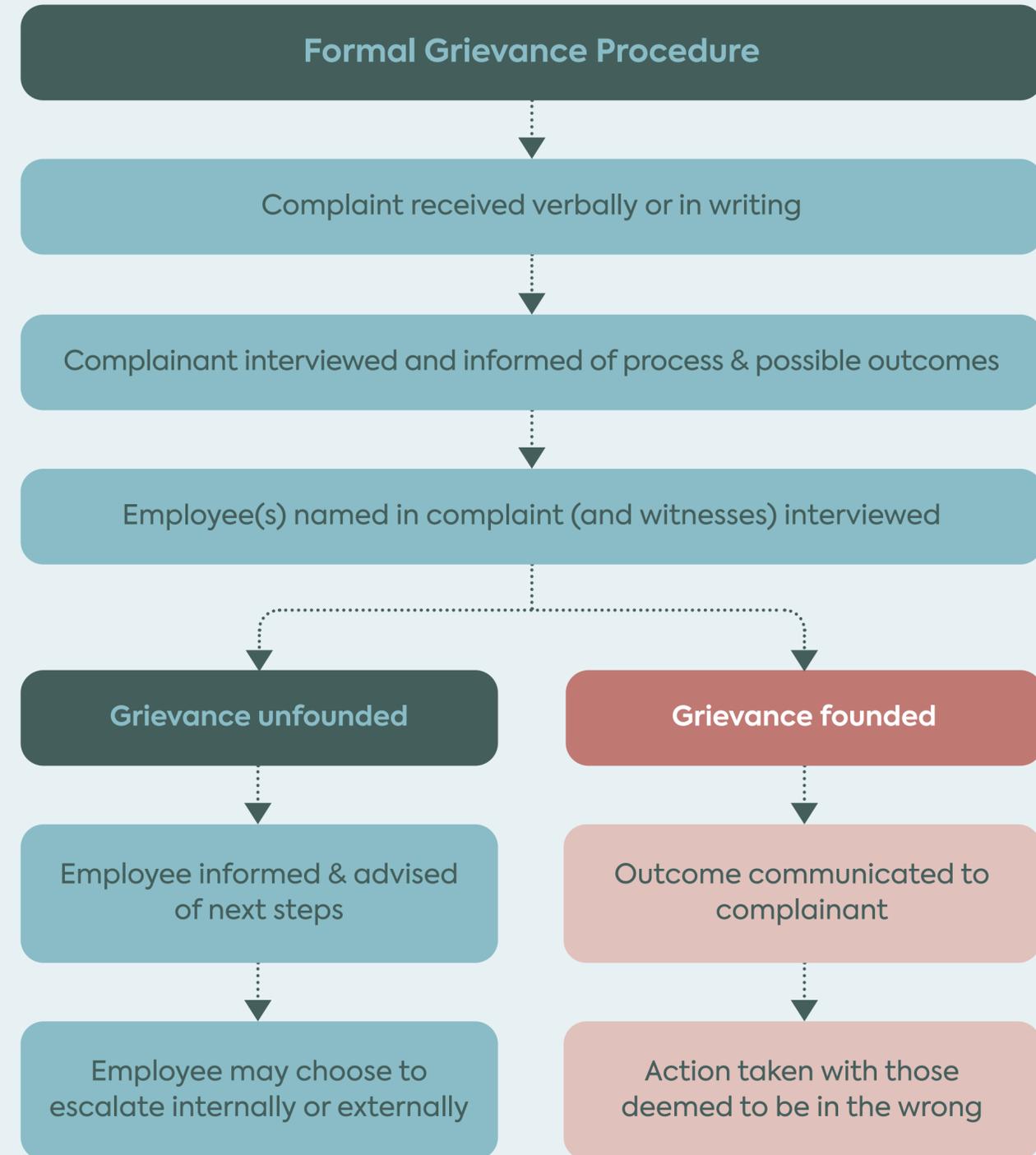
All Deane Apparel team members are hired directly through our HR department and receive an employment contract, including all part-time and contractors. All team members are also required to adhere to the Deane Handbook, and abide by our policies and standards for Diversity, Equity and Inclusion, Health and Safety, and grievance management (Red Flag Reporting), and our Inappropriate Behaviour Policy (harassment and bullying)

Our policies and processes are designed to proactively identify potential human rights breaches. Each team manager is responsible for monitoring and addressing any reported incidents through our established Governance Structure.

Grievance Resolution:

To ensure our employees feel supported and heard, we follow the Grievance Resolution Policy developed by the AlSCO Group. This document outlines the standards and actions an employee needs to take to report and lodge a grievance internally. We want to make sure all our employees feel safe and empowered to come forward and report any incidences of injustice or potential modern slavery.

The process for internal grievance resolution is as follows:



Case Study: Red Flag Reporting



As part of our ongoing efforts to ensure that we have strong internal controls, in 2018 the AlSCO Group established Red-Flag Reporting across all offices and subsidiaries.

Red Flag Reporting is an independent organisation that allows people to report any concerns regarding improper activity within the workplace. This could range from financial concerns such as theft or misstated financial statements and fraud to workplace concerns such as bullying, harassment,

discrimination, safety issues, environmental issues, substance abuse, and compliance issues. The service allows people who wish to report concerns to remain completely anonymous if they choose. The AlSCO HR department, and the Deane management team track all reports regularly.



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Sustainability Team

As part of our commitment to our Sustainability Strategy developed in 2023, we established an internal Sustainability Team comprised of nine team members, including some of the Senior Management team. Our team meets monthly to oversee and advance our sustainability initiatives, including environmental and governance-related actions, while also monitoring and reporting on modern slavery mitigation efforts. While modern slavery is not the sole focus of these meetings, it remains a standing agenda item to ensure ongoing evaluation of our policies and practices.

Training

Over the last financial year, our Divisional Manager of Supply Chain and Distribution undertook training on modern slavery and human rights. The training, **Understanding Modern Slavery and Your Role in Preventing** was run through our parent company AlSCO Uniforms as an online course module. This helped to build internal awareness and lay the groundwork for broader accountability across the business. We plan to extend this training across the business in the coming years.

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Our Supply Chain: Policies

Supplier Code of Conduct

Our Supplier Code of Conduct (Code) was first developed in 2023, aligned with the Ethical Trade Initiative (ETI) Base Code Guidelines and the International Labour Organisation (ILO) Principles to ensure our suppliers understand our standards and values when it comes to modern slavery and human rights. The Code has been sent to all of our Tier 1 suppliers so far for reviewing and signing, and we ensure that 100% of all our suppliers sign our Code. We plan to expand to our Tier 2 suppliers in 2025.

The Code includes a grievance mechanism for each supplier to clearly display for workers who may need access to a way to report any incidences or breaches of the Code. The mechanism is an email address that has been set up by both businesses. To date, there have been no grievances lodged through the mechanism.

Sub-Contractor Approval

All suppliers that engage sub-contractors in the manufacture of Deane products, are required to seek approval before proceeding. This approval process requires sub-contractors to also abide by our Supplier Code of Conduct, and provide all contact details, and relevant certifications, before work can commence.

Transparency & Traceability

We recognise that without traceability and transparency of our supply chain, it will make it hard for us to identify any potential risks or cases of modern slavery. We are working closely with our product suppliers to help them map their supply chains, to understand where their raw materials are coming from, and where the gaps are.

Traceability achieved by Tier:



We are working diligently to increase our transparency into our supply chain and hope to have more visibility into Tiers 2, 3 and 4 in the coming years.

Auditing

Deane have been working with Intertek since 2021. Intertek are one of the world's leading verification, testing and inspection companies, and have been helping us standardise our supplier audits for social compliance and environmental standards. Intertek have become a strong partner of ours. We assess and review every audit result we receive, and work with each supplier around non-compliance. We require all Tier One suppliers to have conducted and passed a social compliance audit.



Supplier Risk Assessment



In 2024, we undertook a comprehensive Supplier Risk Assessment with the support of sustainability consultants, Go Well Consulting, to help enhance transparency and assess potential risks within our supply chain.

As part of this process, a Discovery Questionnaire was distributed to all Tier One suppliers (end-product manufacturers) to evaluate their policies, training programs, and standards for mitigating modern slavery risks. Suppliers were also requested to disclose details regarding any subcontractors or partners they engage with.

In addition to the questionnaire, relevant documentation—including social compliance audit reports, certifications, and internal policies—were reviewed to assess the likelihood of human rights or environmental risks occurring within our supply chain.

The 2024 Risk Assessment covered 45 factories across 12 countries, identifying key areas for improvement and opportunities for enhanced supplier engagement. We were able to develop corrective action plans for each of the suppliers, helping to prioritise suppliers who needed external support. The assessment also highlighted positive supplier initiatives that align with our commitment to reducing modern slavery risks and supporting local communities.

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Onboarding New Suppliers

We understand the importance of conducting thorough due diligence before commencing any business relationship. In 2024 we have developed a draft process for onboarding new suppliers across the group. This is currently being assessed and will be distributed in the next financial year.

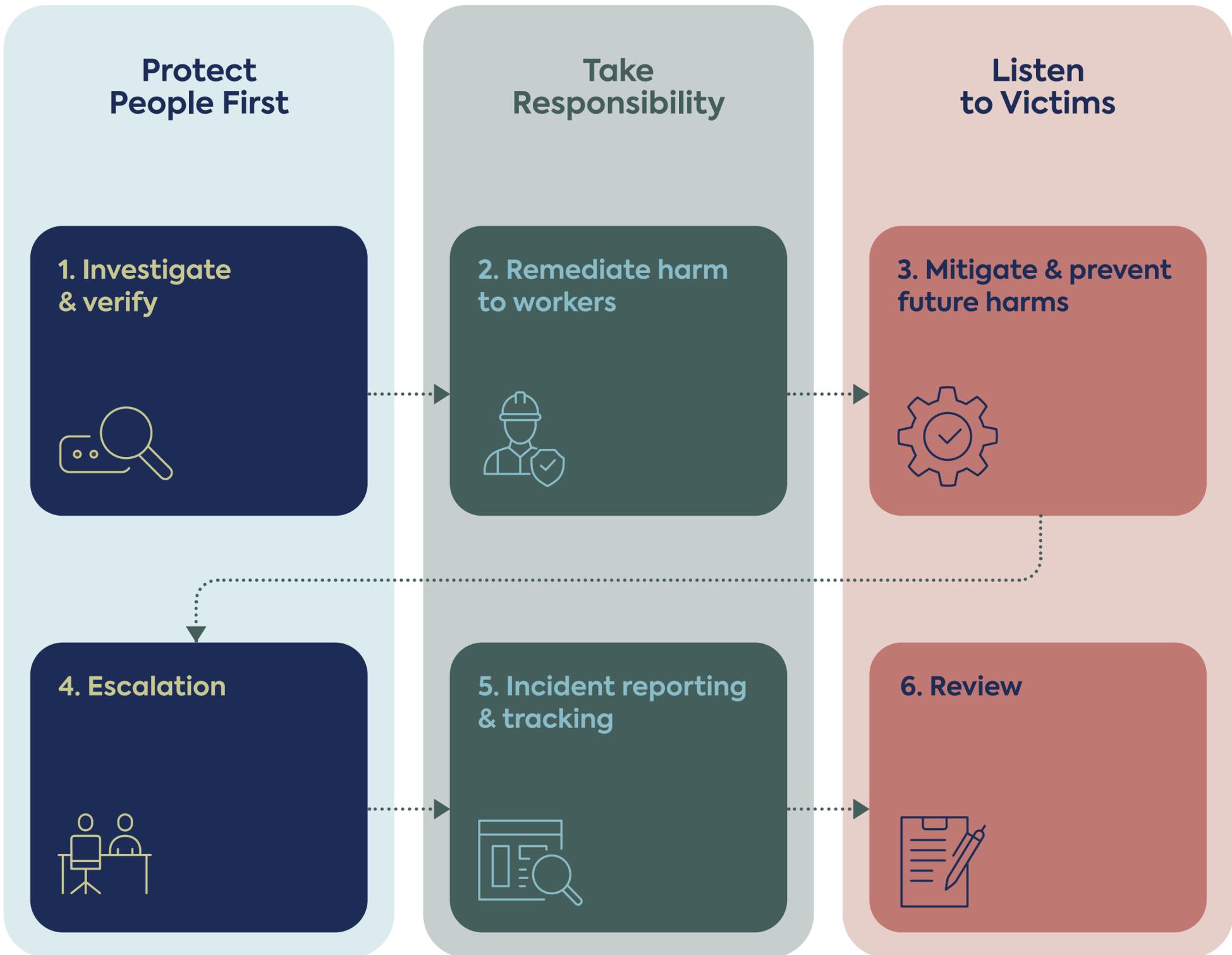
Terminations

In 2024, we did not terminate any supplier relationships.

Remediation

We recognise the importance of establishing robust processes and a clear framework to address and remediate any instances of modern slavery identified within our supply chain. Remediation involves implementing measures to prevent future harm, either through direct action or in collaboration with key stakeholders. Our approach prioritises accountability, transparency, and continuous improvement to uphold ethical labour practices.

At Deane and AlSCO we have adopted **Walk Free's Response and Remedy Framework**, in order to protect vulnerable workers and help investigate any breaches in our standards:



Assessing the Effectiveness of Our Actions



It is difficult to measure the effectiveness of any single action we take towards identifying and mitigating modern slavery. To understand how we are managing the risk of modern slavery, we undertake the below assessments to review the effectiveness of these workstreams.

Item	Overview	Measures
Internal Policies	Every two years we undertake a review of internal policies to ensure they meet local and international best practice.	Ensure reviews are made, and each employee has signed and understood each policy.
Red-Flag Reporting	Our Senior Management Team receives all reports from Red-Flag.	We monitor the number of reports that are received each year, to track any increase of incidences by region.
Training	Modern slavery training has been attended by a member of the Senior Management team.	We have begun to monitor the number of employees that have attended modern slavery or human rights training to ensure this is increasing year on year.
Supplier Code of Conduct	Our Supplier Code of Conduct outlines key human rights values and standards of our suppliers and is sent to all Tier 1 suppliers.	Ensure each Tier one supplier has signed and dated the Supplier Code of Conduct. To date, 100% of all Deane Tier one suppliers have signed the Code.
Supplier Grievance Mechanism	Our grievance email was included as part of our Supplier Code of Conduct sent out to Deane Apparel suppliers.	We monitor and review the number of grievances received each year via this platform.
Supplier Audits	Deane Apparel receive annual social compliance audits from each of their suppliers.	We track the number of non-compliances and scores from each audit to review improvements over the year.

Focus Areas for the Next 12 Months

Operations

- Develop a Governance Structure to include modern slavery reporting
- Add modern slavery clause to operational supplier contracts
- Increase modern slavery training across the business
- Look into the modern slavery clauses or policies our operational suppliers have

Supply Chain

- Develop a sub-contractor code of conduct/approval form
- Investigate available grievance mechanisms for offshore suppliers
- Develop a Remediation Process for our supply chain
- Launch our onboarding process for new suppliers
- Assess our cotton supply chain and work towards traceable cotton
- Develop a stance and definition of what 'living wages' means to us
- Ensure all our suppliers audits are up to date
- Continue to monitor our supplier corrective action plans, and work towards improvement



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