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APG & CO acknowledges the Gadigal people of the Eora Nation, upon whose lands our head office is located, and we extend this to all Aboriginal and Torres Strait Islander people. We pay our respects to their Elders past and present, acknowledging them as the traditional custodians of Country and recognising their enduring connection to land and cultural knowledge.

OUR story

For over 20 years, APG & Co has curated a collective of Australia's iconic fashion brands. It is our responsibility to nurture the growth of these brands and guide their evolution to be at the forefront of Australian fashion.

We see ourselves as one of the many custodians of Australian fashion, and our role is to celebrate our brands' heritage and authentic expression.

As a collective we have an unwavering commitment to design and quality across our three brands. Our commitment, when coupled with our creativity and passion, allows us to bring contemporary yet timeless designs to life that are cherished by our customers.

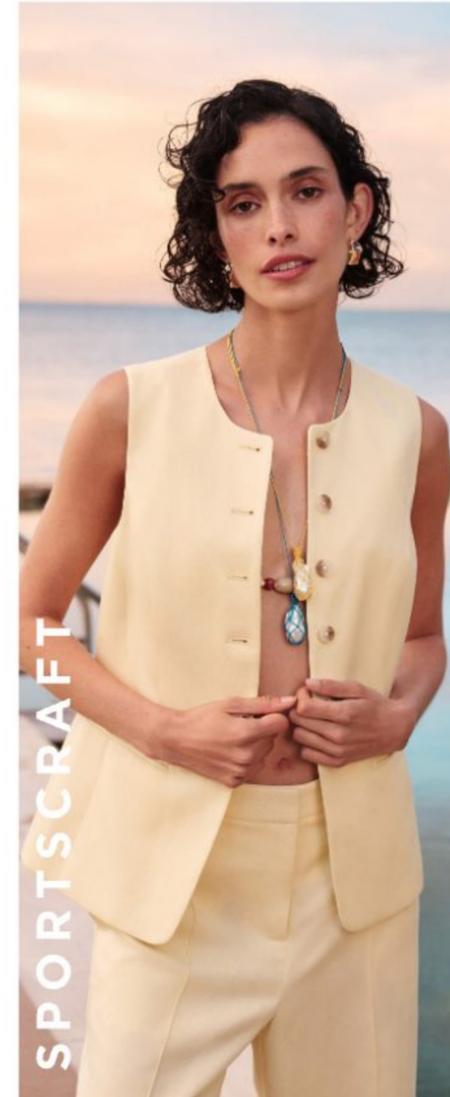
Our values

WE ARE A COLLECTIVE
CREATIVE, SUPPORTIVE, BETTER TOGETHER

WE THRIVE ON CHANGE
NIMBLE, CURIOUS, WE NEVER SETTLE

WE PLAY TO WIN
OUR CUSTOMER EXPERIENCE, OUR PRODUCT,
OUR QUALITY IS WHAT MATTERS

WE ARE BUILT TO LAST
RESPONSIBLE, RESILIENT, PROUD OF OUR HERITAGE



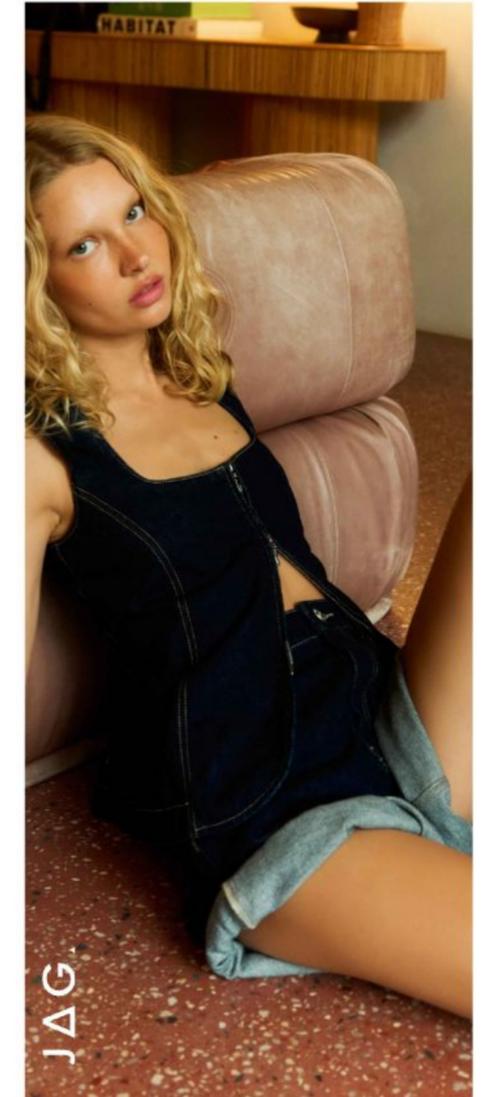
SINCE 1914.

To be Australia's most recognised and trusted lifestyle brand that offers quality in everything we do.



SINCE 1965.

To curate a wardrobe with the power to change the way we feel.



SINCE 1972.

An everyday wardrobe inspired by the relaxed Australian lifestyle.

FY2025 *reflections*

FROM OUR CEO & CFO

We are pleased to present APG & Co's inaugural Responsible Business Report and proud to share that FY25 has been a strong year for our brands – SPORTSCRAFT, SABA, & JAG, with many wins to celebrate across the business. We've made process improvements, invested in our people and meaningful initiatives, and progressed our environmental and social agenda. Sustainability is one of our three foundational pillars underpinning APG's overall business strategy.

In the last two years, the Executive Team has collaborated with our Sustainability Manager to shift our approach to sustainability, launch a new group level sustainability strategy, and implement projects that deliver long-term benefits like Retraced, Sedex, Seamless, and others.

Additionally, we restructured the role of our Sustainability Manager to report directly to our CFO to achieve strong alignment in thinking, driving group level integrated approach to sustainability, synergy and support between financial decision-making and social and environmental considerations, and ensuring sustainability inputs are factored into our risk management process.

In this period, APG & Co has delivered a comprehensive sustainability strategy aligned with the United Nations Sustainable Development Goals (UN SDGs). This five-pillar strategy aims to embed sustainability across all departments of our operations. To ensure transparent and measurable progress, we have developed key focus areas for each strategic pillar, allowing us to assess our impact.

Further, we have voluntarily undertaken two annual GHG assessments, a living wage gap analysis, expansion of our traceability initiative, Seamless membership for JAG, and multiple supply chain-focused projects to strengthen suppliers' social and environmental awareness and action.

Our vision is "to become the most trusted Australian fashion retailer." We are committed to aligning our business and brands to deliver the best outcomes for our customers and our wider stakeholders. In FY26, we plan to continue the foundational work needed to drive internal synergy, finalise targets and set KPIs to ensure accountability, to monitor our sustainability and social journey, and report on progress responsibly and transparently.

To conclude, a big thanks to our people who face the changing market and its challenges with positivity and agility to pivot, delivering beautiful garments that promise quality and craftsmanship season after season. And to our suppliers for their collaboration and bringing our visions to life. And finally, to our customers, you have always been 'the first' for us and we couldn't do it without you, so thank you for your trust in our business and the love for our brands.



Elisha Hopkinson
CEO



Dianne Guerreiro
CFO & COO

FY2025 highlights

TOP 5 SUSTAINABILITY & SOCIAL UPDATES

1

Sustainability Strategy

Launched a comprehensive group-level sustainability strategy – aligned with the UN Sustainable Development Goals.



2

Seamless

JAG joined Australia's National Clothing Stewardship Scheme to support the vision to achieve fashion circularity by 2030, with an intention to expand to other brands in future.

3

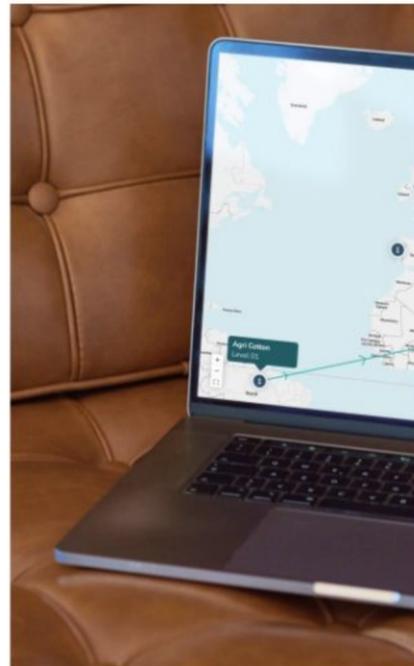
GHG Assessment

APG & Co started calculating its carbon footprint in FY24. In FY25, we refined our Scope 3 boundary to expand the product and materials category, and in FY26, we are working to address our data gaps and validation.

4

Packaging

In FY24, we conducted an internal packaging audit to drive alignment with our APOCO & ARL commitments. In FY25, we concluded our ecommerce satchel transition and started our garment polybag transition to be concluded in FY26.



5

Traceability

In FY24, we conducted a traceability pilot with Retraced for Sportscraft. Based on the results, we have expanded tracing to all brands in FY25 starting with a supplier mapping exercise.



1

BWA 10th Ethical Fashion Report

APG & Co brands jointly ranked 24 out of 460 brands with an overall score of 49.48, making us the top 40% brands making meaningful social and environmental impact.

2

Living Wage

Conducted a living wage gap analysis in FY25 of our top 25 suppliers to map against two globally recognised frameworks, through an external consultant.

3

Annual Supplier Conference

Reintroduced the annual supplier conference to strengthen supplier partnerships in responsible sourcing.



4

Whispli

Launched an anonymous worker voice platform – to enhance communication and transparency with garment workers.

5

Thread Together

Established an ongoing donations program for our unsold new garments and conducted volunteering sessions at the Thread Together warehouse for our staff.

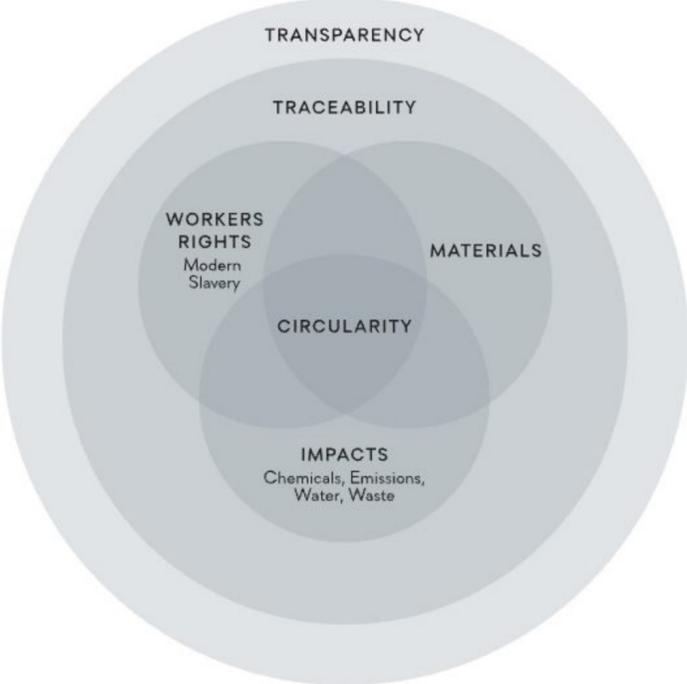


SUSTAINABILITY *strategy evolution*

Sustainability within the fashion context has evolved significantly. In the early uptake stage, the discussions were heavily focused on human rights and garment workers' wellbeing. This expanded to include the impact and use of materials and addressing waste along the supply chain. Now the approach is more holistic with social goals and emissions reduction targets.

As conversations and priorities of the industry have changed, so have we. APG & Co's first social and environmental wheel was launched in FY21 with a three-pillar focus on workers' rights, materials and impacts. This was implemented by each of our brands aligned with their specific goals.

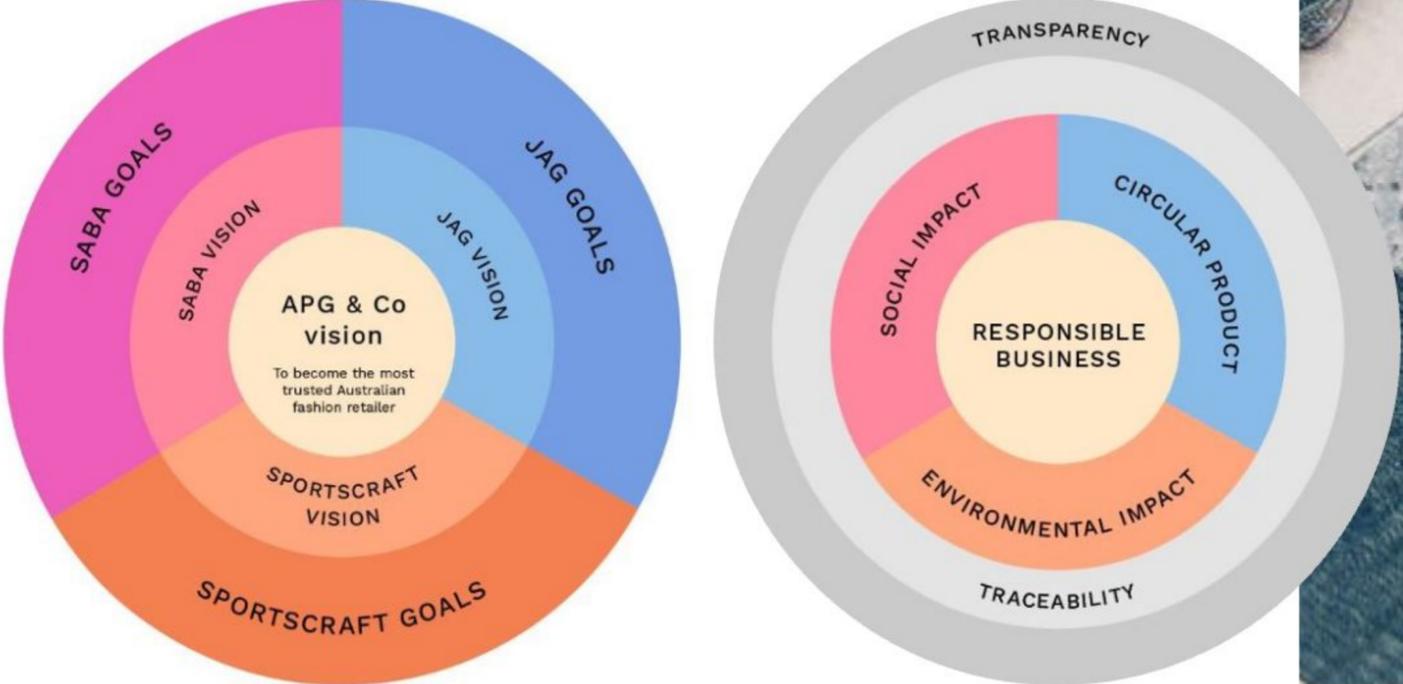
FY21 - 23



In FY23, we refined the wheel based on our learnings. The pillars were simplified to focus on circular product, environmental impact, and social impacts. Each pillar was championed by the brand that had the strongest alignment as depicted in the wheels below. Brands had set initiatives that progressed their focus area. Like JAG, with a focus on circularity, led our responsible materials transition and initiated our mono material journey.

This approach was successful in driving brands to own a focus area and test implementation of various initiatives within a single brand environment rather than at group level. Some of our most impactful pilots have come from this approach, including Retraced, Open Supply Hub, and supplier training programs. However, we identified the gap between APG's overall business vision and each brand driving its own priorities.

FY23 - 25



FY2025-2030 Sustainability Strategy

Sustainability is about progress, not perfection. It's everyone's responsibility – we learn together, and pivot as needed to deliver better outcomes for most

is the thinking behind our reformed approach. In Q4 FY24, we finalised our group level sustainability strategy that unifies our actions to progress in areas most material to our business. Our new wheel connects all key impact areas in the business with key stakeholders and connects to APG's overall business vision.

With the aim to build a five-year strategy, we kicked off an internal materiality study to identify areas that are most meaningful to our stakeholders keeping into account commerciality, operational control, and the vision of the business. As part of this process, our Sustainability Manager analysed our policies, processes, previous strategies, organisational structure, operations and supply chain, engaged with the executive leadership team and team heads, and reviewed industry trends. At the end of this exercise, 25 key focus areas were identified, which were further grouped under five strategy pillars.

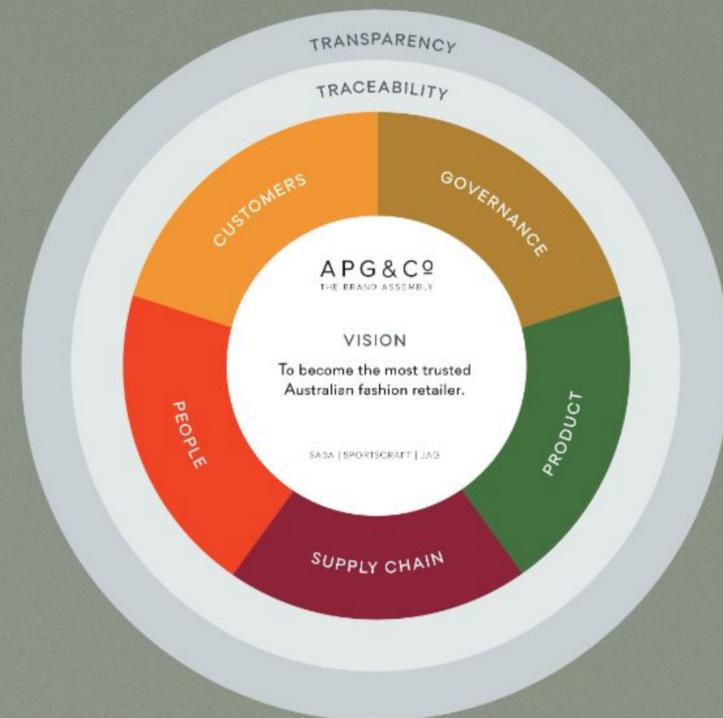
Next, an alignment exercise was done to find connection points with the UN Sustainable Development Goals (SDGs). We also referred to the B Corp Impact Areas.

While our strategy wheel is now in its third iteration, the two guiding principles that remain unchanged are APG's commitment to traceability and transparency. We remain steadfast in our belief that:

Tracing our supply chains and products +
Transparency in our reporting = Trust building

Our new strategy was unveiled in a business wide update at the start of FY25. We have continued with internal engagement and knowledge building to help our people understand the role they play in driving better outcomes and garner collaboration. Since the launch, we have implemented new governance practices, developed roadmaps under each pillar, and prioritised projects that deliver measurable impact.

We believe we are doing the work to lay a solid foundation to lead our brands into the future responsibly. This inaugural report is to share the thinking and actions we have taken so far. Moving forward, we will publish this report annually to share our progress, wins, and challenges.



APG'S IMPACT	PRIMARY GOAL	SECONDARY GOALS			SUPPORTING GOAL
UN SDGS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	8 DECENT WORK AND ECONOMIC GROWTH	5 GENDER EQUALITY	11 SUSTAINABLE CITIES AND COMMUNITIES
STRATEGY PILLARS	Governance	Product	Supply Chain	People	Customers
LEADERSHIP	CEO & CFO	GMs Brand	GM Supply Chain	GM People	GMs Brand & GM Property
BCORP IMPACT AREAS	Governance	Environment	Workers	Community	Customers



STRATEGY
pillars

- Governance
- Product
- Supply Chain
- People
- Customers & Retail

1 GOVERNANCE

Good governance practices are the foundation to drive organisation-wide alignment on sustainability initiatives and set the standards for suppliers while ensuring oversight and accountability. The internal processes are as important as external supplier mechanisms. We have various levels of governance and ownership within the business to support this.

Audit Committee

At APG & Co, our commitment to sustainability and social impact, including human rights, is supported at the highest level, with our Board dedicated to upholding our policies and processes. The Audit Committee - consisting of our CEO, CFO, Group Financial Controller, and two independent Board members (one position is open) - oversees risk management, internal controls, compliance, and corporate governance. Meeting quarterly, the Committee drives improvements across our policies and practices, ensuring a culture of integrity and accountability throughout the organisation.

Sustainability Department

The group level sustainability function reports directly to the CFO. This line of reporting positions sustainability at the core of our strategic decision-making. Additionally, our Sustainability Manager provides a quarterly strategy and progress update to the Audit Committee. The function also works closely with all general managers including our brands and supply chain. Our cross-department and -leadership structure builds shared responsibility to progress our sustainability projects and flow of information amongst various teams in our organisation.

Supplier Compliance and Human Rights Due Diligence

Our supplier management and auditing are shared responsibilities between our sustainability and supply chain teams. At the end of FY25, APG joined SEDEX and has mandated all tier 1 suppliers to be members as well and undertake the SMETA 4 pillar audit. In addition, our teams in China and Vietnam, our two major production hubs, are in regular contact with all our production facilities and do onsite visits to maintain oversight, foster deeper supplier relationships, and support the compliance work undertaken by our Sydney team.

China and Vietnam Offices

Our teams in China and Vietnam are our bridge to our suppliers. The Ethical Production Manager and Production Head functions sit within these teams. Both teams report into our GM Supply Chain and work very closely with our sustainability function. All supplier facing initiatives are carried out in collaboration with these teams; implementation and supplier monitoring along with strengthening supplier communication sit within their remit.

Policies and Processes Update

In FY25, we reviewed all our supplier policies and processes and revised most of those documents.

Our garment suppliers' policies are [publicly available on our corporate site](#) and listed below:

- [Supplier Code of Conduct](#)
- [Global Sourcing Principles](#)
- [Living Wage Policy](#)
- [Supplier Gender Equality Policy](#)
- [Responsible Material Sourcing Policy](#)
- [Hazardous and Restricted Substances Policy](#)

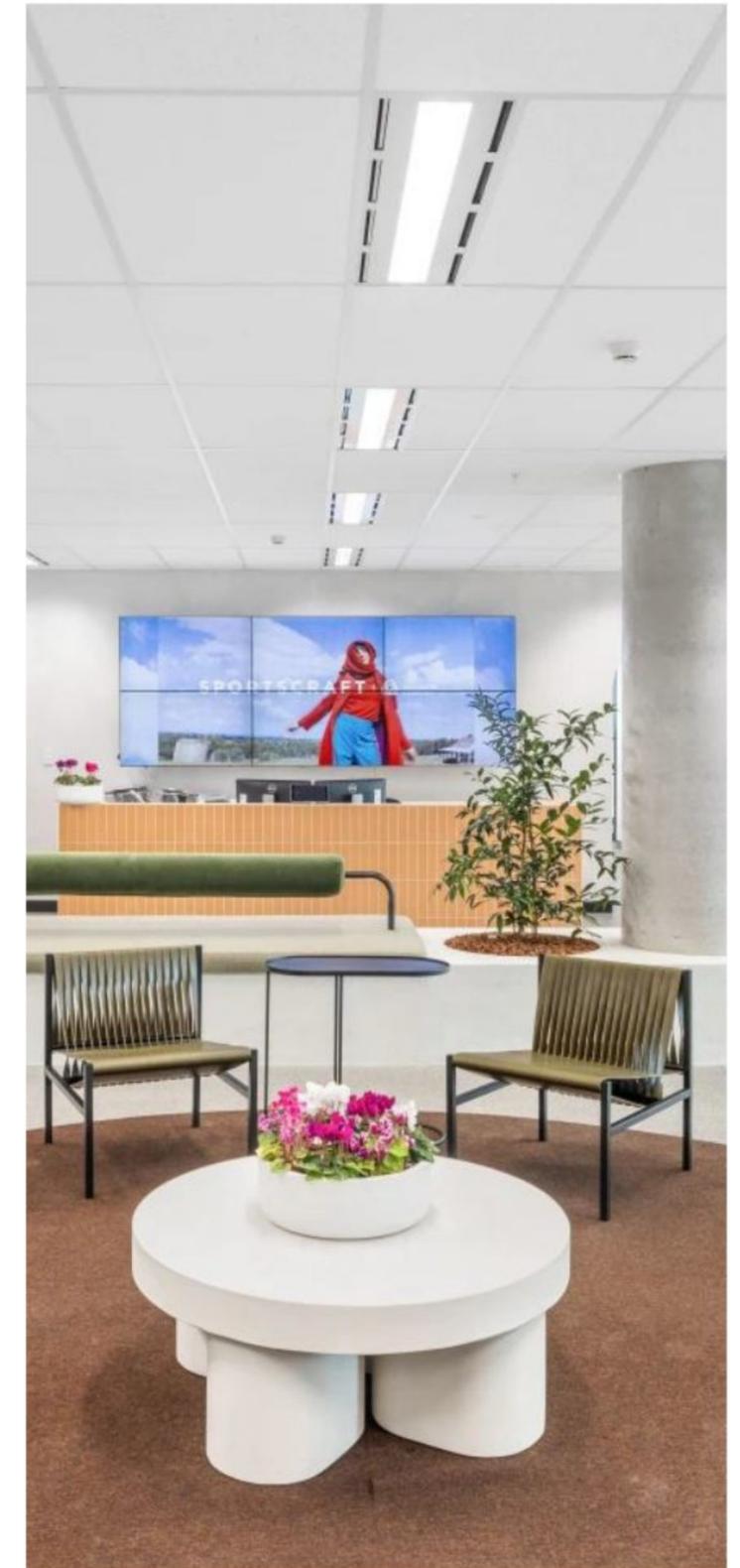
As for processes, we introduced the following new processes:

- Created dedicated onboarding documents for key group of suppliers including garment, jewellery, and brand partnerships.
- Introduced the Statement of Chemical Compliance document which all existing and new suppliers must sign and adhere to.
- Introduced SEDEX and SMETA 4-pillar audit framework mandated for all tier 1 garment suppliers.

We have implemented various control measures across our sustainability pillars. Details on various initiatives are listed in the relevant section of the report.

Reporting

In addition to our financial reporting, we publish a modern slavery statement annually which is available on our corporate site along with our latest supplier list. We also voluntarily report into the *Baptist World Aid Ethical Fashion Report*.



2 PRODUCT

Product is our second strategic pillar and the biggest one in terms of impact. A significant portion of our opportunity to reduce our environmental footprint sits within the pillar across various stages. Starting at the design level, through to sourcing, production, use, and the end of life of a garment.

We are introducing a combination of group-level and brand-level initiatives to address different problem points in the garment lifecycle and ensuring our approach offers enough flexibility for each brand to progress. A blanket group-level targets mindset is not suitable for a business like ours as each brand has its own unique challenges and opportunities.

Sportscraft, our oldest and largest brand, has core programs that offer responsible materials transition gains far greater than our other brands. Whereas JAG, our newest brand, is most progressive and agile, so great for pilots. And SABA, our premium brand, is loved for its fabrications and tailoring, and is potentially more suitable for futuristic materials. Keeping this in consideration, across the following pages are some projects we've invested in either for full implementation or trial.



2 PRODUCT *journey*

DESIGN



Driving innovation and sustainability

In 2019, APG & Co became the first fashion retail company in the southern hemisphere to adopt CLO 3D Virtual Fashion Technology, a major step in embedding digital innovation into our design and quality assurance processes. CLO allows teams to simulate garments in a 360-degree digital environment, integrating pattern making, fabric behaviour, and fit accuracy before any physical sample is created. This innovation has dramatically reduced sample waste, fabric use, and sample freight-related emissions, enabling smoother collaboration with offshore factories even during the COVID-19 lockdowns. The result is a more agile, efficient, and environmentally responsible production process. We plan to continue building our inhouse and our suppliers' CLO capabilities to fully digitise our end-to-end design process.



50%

COST REDUCTION ON DEVELOPMENT AND FIT SAMPLING

ONBOARDED AND TRAINED

50%

of our woven factories to CLO, further improving our fit process

80%

TIME REDUCTION

on print strike off as print, colour and placement are completed in CLO before printing

SOURCING

Responsible Materials Transition

Our preferred materials matrix is based on Textile Exchange's open-source Preferred Fiber and Materials Matrix (PFMM), our industry peers and our in-house fibre experts' guidance. Our brands are in the process of setting our responsible materials transition targets. Transitioning materials is a complex activity – it requires a lot of research and testing before fabrics are approved. White mono material ranges are easier to tackle; the complexity increases as different fabrications and materials need to be accounted for in transition targets. A further level of complexity faced by most fashion brands is that their material mix changes from season to season. These are some of the reasons behind us not having published our targets as it would be premature. Instead, we are working hard to build realistic target ranges for each of our brands. Additionally, we are focusing on building our brand teams knowledge on better materials, certifications, traceability, and materials to avoid as that gives us a better chance of transitioning our materials more effectively.

CATEGORY	MATERIALS	FUTURE FIT	RESPONSIBLE	CONVENTIONAL	PROHIBITED
Natural	Cotton	Carbon neutral, regenerative cotton like Good Earth Cotton®, Regenagri™	Certified Organic Cotton (GOTS, OCS)	Generic Cotton	Cotton from Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenista, Uzbekistan, and Xinjiang region in China
			Certified Traced Cotton	Noncertified Organic Cotton	
			Certified Recycled Cotton (GRS, RCS)	Noncertified Recycled Cotton	
			Australian Cotton (myBMP)		
Linen		EU Flax Certified Linen, GOTS Organic Linen, OCS Certified Linen	Generic Linen		
Wool & Other animal derived materials	Regenerative Wool and other animal hair (ZQ Merino); Low carbon, recycled or regenerative animal hides	Wool: RWS, Woolmark, EU Organic, GOTS, OCS, GRS, RCS Cashmere: GCS & SFA Mohair: RMS Alpaca: RAS Leather: LWG	All generic, noncertified animal derived materials	Angora, All real fur, All real feather and down	
MMCFs			Lenzing MMCs (TENCEL™, ECOVERO™), FSC Certified Lyocell, Modal & Viscose	Generic Modal, Generic Lyocell, Generic Viscose, Rayon / Cupro, Acetate / Triacetate	
Synthetics		Bio-based synthetics	GRS Recycled Polyester, Nylon, Acrylic; RCS Recycled Polyester, Nylon, Acrylic; EcoNyl	Generic Polyester, Polyamide, Polyurethane (PU), Nylon, Acrylic	
Others		Bio-based Elastane	GRS Elastane	Generic Elastane	

2 PRODUCT *journey*

PRODUCTION

The production phase includes three categories of initiatives – traceability, quality, and production processes. Some of the initiatives are shared between the Product and Supply Chain pillars like our tracing solution. We understand the environmental impacts associated with production processes and are working towards gathering better data from our suppliers to build meaningful targets.

Traceability

APG & Co invested in the Retraced solution two years ago. Retraced is a Germany-based fashion supply chain compliance platform. We've implemented this solution to focus on progressing work in two areas – garment tracing and supply chain mapping.

In FY25, we concluded our tracing pilot for 20 cotton programs. This included styles made from both certified and conventional cotton. During the pilot we identified multiple challenges including the process being time-intensive and the heavy dependence on tier 1 suppliers to drive other upstream suppliers to build links, add documentation, and complete raw materials origin information. Most of the programs were traced to tier 3, post which we noticed limited progress. To address this challenge, we have invested in an additional feature, Supply Chain Mapping. The details are discussed in the Supply Chain section on page 14.

Quality Standards

Quality is more than a measure of product excellence, it is a reflection of our values and our responsibility to customers and partners. Across our brands: Sportscraft, SABA, and JAG, we combine innovation, precision, and care to deliver garments that are timeless, durable, and designed with purpose. Every decision, from digital design to final inspection, reflects our commitment to making garments responsibly.

In FY25, APG & Co strengthened its inspection framework, shifting from 2.5 to 1.5 AQL inspection level. This refined approach minimises faults in production, allows for defects to be addressed earlier in the manufacturing process, lowers rework rate, and reduces unnecessary waste due to rejection. Our teams and suppliers work with the mindset to “get it right the first time,” ensuring that garments meet our high standards of craftsmanship and longevity. A superior quality assurance system not only safeguards customer satisfaction but also mitigates environmental impacts through decreased material loss in production.

Our customer return rate for fault-related returns remains below 0.2%, far outperforming industry benchmarks. However, our target is to achieve <0.1% faulty returns rate.

Wear & Care

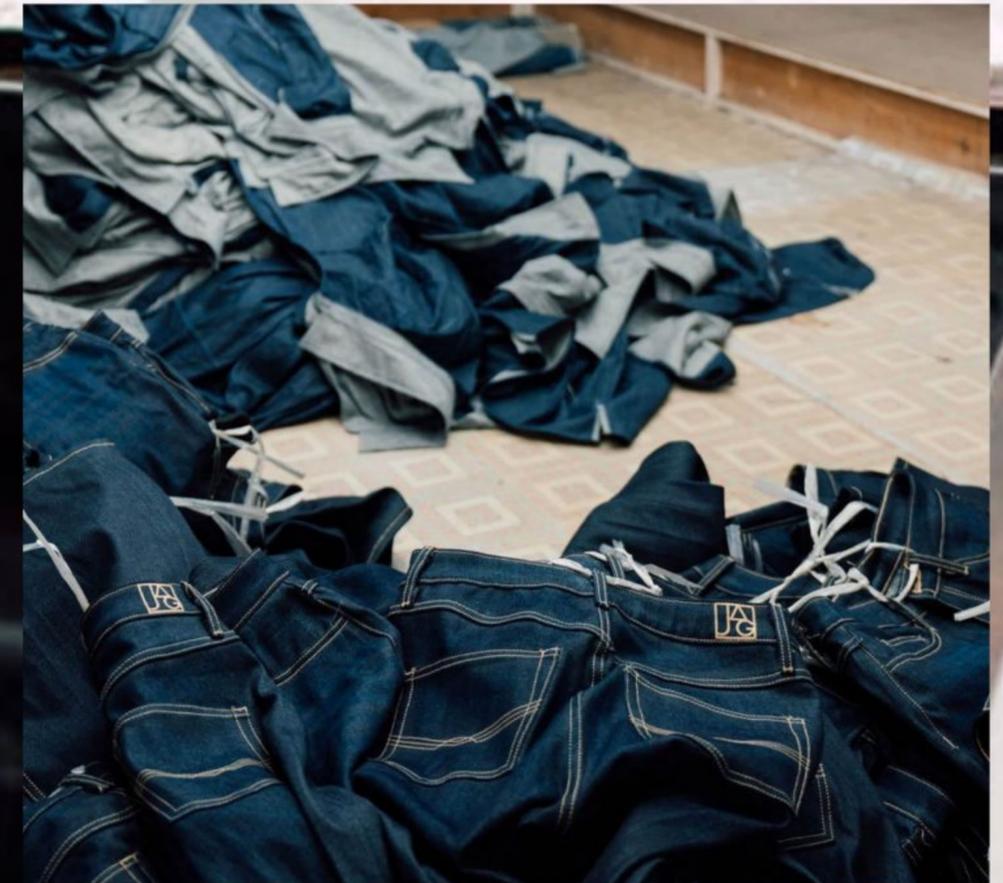
With the intention to align with global best practice in care labelling, APG & Co introduced GINETEX care symbols across all brands to ensure customers have consistent guidance on garment care. The symbols are an addition to text instructions on our care labels. The quality, sustainability, and marketing teams are working closely to design a series of educational material for our customers to understand the care symbols, apply better garment care to make garments last longer, and learn more about how we produce and our materials.

Production Processes

We understand that our product-related initiatives are incomplete without clear targets on water and energy use at our garment production level. We are working closely with our suppliers to build a data process that ensures timely and accurate data collection starting with our high-volume suppliers. We will include progress on this project in our next report.

Creating Long-Term Value

Through innovations like CLO 3D, advanced inspection standards, clothing tracing and circularity, and care communication, APG & Co continues to embed sustainability into the product lifecycle. These efforts not only reduce our environmental footprint but also foster trust, accountability, and shared value across our ecosystem from factory floor to customer wardrobe. Our approach demonstrates that quality and sustainability are not separate goals, but two sides of the same fabric, woven into the future of responsible fashion.



JAG. x Seamless

JAG joined Seamless - Australia's national clothing stewardship scheme designed to achieve clothing circularity by 2030, at the end of FY24. We have completed our first year of partnership. Our approach was to start small but strong with our most progressive brand, JAG, to understand the workings of the scheme before expanding to our other brands.

The first year has been about learning and collaboration - the JAG team kicked it off with a circularity workshop with the Seamless team, followed by participation in two working groups - Data Reporting & Eco-modulation and Aged Inventory, and multiple event engagements. We have shared our learnings and key projects and learnt from other brands on the work they are doing. Plus, gained insight into other key stakeholders in the clothing supply chain.

As part of our commitment, we've also completed two reporting cycles, and are very proud to share our FY25 performance:

JAG had 68.47% units made with at least 95% single fibre and 56.34% units made with 100% single fibre (example 100% linen, 100% cotton, etc.) of the total units produced in FY25.

JAG is one of the highest performing brands in circularity and eco modulation in Australia. The majority of JAG styles are designed to have better end of life outcomes as monomaterial clothing offers superior recovery and recycling outcomes.

The JAG team is committed to championing this space and driving clothing circularity.

These numbers show JAG's commitment to driving circularity in fashion.

68%

OF UNITS PRODUCED IN FY25 MADE WITH AT LEAST 95% SINGLE FIBRE

64%

OF UNITS PRODUCED WERE MADE USING NATURAL FIBRES LIKE LINEN, COTTON, WOOL

56%

OF UNITS PRODUCED IN FY25 MADE WITH 100% SINGLE FIBRE

LINEN WAS OUR MOST-USED FIBRE

40%

OF OUR FIBRE MIX WAS LINEN; ALL OF OUR LINEN GARMENTS WERE 100% LINEN

only

0.95%

OF OUR TOTAL UNITS PRODUCED WERE POLYESTER, ALL OF WHICH WERE MADE USING 100% RECYCLED POLYESTER

3

SUPPLY CHAIN

A significant part of social impact for most fashion brands sits in the modern slavery and human rights area. For APG, our supply chain and sustainability teams lead all initiatives in this space. Our supply chain pillar covers supplier compliance, production, and logistics.

Supplier policies and processes

APG & Co is committed to driving transparency and traceability in our supply chain. We are proud of the longstanding supplier relationships we have built on trust and innovation. Over the years our suppliers have grown with us and improved their processes and audit performance.

Our teams have had strong supplier onboarding and auditing processes in place for years. These are reviewed regularly. In FY25, we introduced three separate onboarding processes across our key categories – clothing, jewellery, and accessories (shoes, headwear, etc.). Each category has a set of documents that must be signed and implemented by our tier 1 suppliers, including code of conduct, chemical compliance, product safety, among others. Additionally, we have the following initiatives in place:

✔ SEDEX and SMETA 4-pillar

All our tier 1 suppliers must be active members of SEDEX and undertake the SMETA 4-pillar audit biannually at a minimum. If performance is unsatisfactory, suppliers might be required to undertake the audit annually. Our team reviews all audit reports and CAPR. If noncompliance items are not addressed, we work with the supplier to understand the barriers and find solutions together.

✔ Annual Supplier List

APG publishes a supplier list annually of all traced suppliers across all tiers. [This list is aligned with the guidelines provided under the transparency pledge](#), which means our list includes more details and is submitted to the Open Supply Hub. As of end of FY25, APG is the only multi brand company headquartered in Australia that has achieved full alignment with the transparency pledge commitments.

✔ Annual Modern Slavery Statement

APG publishes its modern slavery statement annually on its corporate website. We started reporting in 2020, and FY25 is our sixth year of reporting. It's critical for the business to report on our supply chain, risks, controls, and supplier initiatives, accurately and transparently. Hence, the consultation process is thorough, and the final document is reviewed and approved by the Board.

✔ Workers Voice Initiative

APG has partnered with Whispli to offer garment workers an anonymous, reliable communication platform. This partnership started in FY24 with the launch of our multilingual garment workers reporting page – available in English, Mandarin, and Vietnamese. An awareness campaign was designed to inform how workers could reach out to us and how the platform operates. In FY25, we launched pocket sized information booklets in three languages to build trust and understanding among garment workers. We also launched a separate reporting page for our suppliers to report any issues or concerns regarding their dealings with our staff.

✔ Supplier Engagement Initiatives

We reinstated our annual supplier conference in FY25 after some disruptions caused due to COVID 19. It was held online and almost all our suppliers joined to listen to our key leaders present updates on their teams and projects. The agenda covered business performance, brands' strategies, supplier compliance, quality, sustainability, amongst others. In addition, we conduct annual supplier training on modern slavery and human rights via an online learning module which is compulsory for all our suppliers to complete and pass. We plan to expand this to include living wage in FY26.

✔ Supplier Management Initiatives

— Supplier Consolidation Project

Supply chain oversight and trusted relationships are key to how we produce our garments. An important aspect of good management practices is to have a realistic number of suppliers that can be managed. In FY25, we undertook a supplier consolidation exercise to bring down our numbers and grow with suppliers that deliver our quality and compliance requirements. The aim is to do more with less suppliers. At the start of this project, we had 53 active tier 1 suppliers. We have reduced this to 34 active T1 suppliers and lowered our location footprint from six to four countries. APG & CO no longer produces in Bangladesh and Sri Lanka. Majority of our production facilities are in China and Vietnam, and three factories in India and Indonesia jointly.

— Supply Chain Mapping

We released the supply chain mapping feature to our T1 suppliers on Retraced at the end of FY25 and completed the feature training workshop. This add-on function allows suppliers to map their supply chains without linking it to garments or asking for documents. It focuses on tracing upstream suppliers rather than the garment and works in tandem with the PO tracing feature discussed under our product pillar. Once mapped, all suppliers sit within the network to make garment tracing more efficient as T1 suppliers can select T2, T3, and further using their network. While it's early to share an update on this exercise, we are seeing quicker turnarounds and faster linkages than garment tracing. This project will continue through FY26, and an update will be included in our next report.

LIVING WAGE

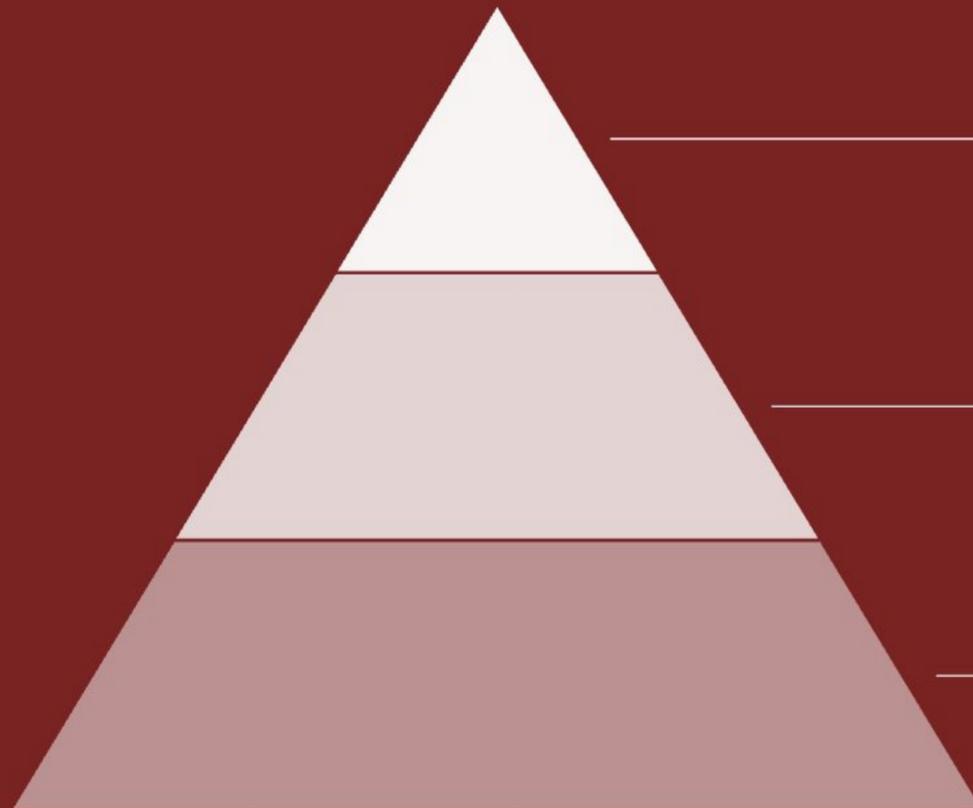
gap analysis

APG contracted an expert consulting firm to conduct a living wage gap analysis of its top 25 production facilities. The independent consultants assessed documents submitted by the suppliers including pay slips, worker contracts, and audit reports. The facilities were chosen based on production volumes. The selected suppliers make up a total FOB value of USD26+mn, which captures 79% of our total production.

The facilities we selected are in China (16), Vietnam (7), Indonesia (1), and India (1). The purpose of the exercise was to map suppliers against recognised living wage frameworks, namely the Global Living Wage Coalition (GLWC) and the Asia Floor Wage Alliance (AFWA).

The suppliers were mapped across three alignment categories ranging from meeting local wage thresholds to almost reaching the AFWA recommended wages. All suppliers met local wage thresholds. Eleven (44%) out of 25 facilities showed good effort and intention to meet better wage practices receiving moderate and high alignment status. Whereas 14 facilities (56%) ranked low performing and need to implement better remuneration practices to progress towards APG's supplier obligations.

Based on the findings, we have designed a three-tiered approach to support our suppliers to progress towards meeting higher standards of wage practices.



Acknowledgement

Acknowledge the high performing suppliers at our Annual Supplier Conference. This not only signals our support for suppliers leading in ethical performance but also incentivises suppliers to do better to have access to more growth opportunities with us.

Collaboration

Work directly with key suppliers to understand their limitations and appetite for change. Encourage suppliers to build plans and targets to progress alignment and report on progress annually.

Education

APG & CO will either expand the existing or introduce a new online training module to help suppliers understand GLWC's recommendations, provide actionable information that can be implemented by suppliers, and reiterate the significance of continued progress in this area in order to grow with APG & Co.

In addition, our Group Sustainability Manager joined a Living Wage Working Group - a voluntary independent industry working group that meets virtually every six weeks to discuss a key issue or topic related to modern slavery and how various fashion brands in Australia are tackling these issues. Most large Australian fashion brands are members of the group, and the aim is to work together to find solutions and work collaboratively to progress on living wage and applying best practice in remediation.

4 OUR people

WE ARE A COLLECTIVE
CREATIVE, SUPPORTIVE, BETTER TOGETHER

Our people are at the heart of our impact and our operations. Empowering our staff to apply themselves, grow, form connections, and build knowledge and skills is extremely important to us and is the reason behind the success of our brands. We believe and apply 'collective' thinking in how we care for our people.



4 OUR people

Wellbeing

APG & Co is deeply committed to staff wellbeing. We continue to invest in initiatives that promote balance, health and connection, ensuring our teams feel supported and engaged. These efforts are to foster a positive and supportive workplace culture.

We organise a variety of activities quarterly to give our people the chance to pause, connect, and recharge. In FY25 we hosted pilates sessions for our staff at a Pilates Studio near our office, organised two 'Bring Your Dog to Work' days, held a financial wellbeing session, and other guest speaker sessions.

Volunteering 

We volunteered at Thread Together, a national charity organisation that supports vulnerable individuals and communities by supplying new clothes donated by brands. 36 employees cumulatively spent 126 hr in sorting, fulfilling request lists, and packing orders. Our staff learnt about the impact of clothing, over production, and the amazing work the Thread Together team is doing.



"It was incredibly rewarding to see how something as simple as clothing can make such a difference in restoring dignity for people in need."

- OUR VOLUNTEER

One Foot Forward 

Our staff joined the month-long challenge that takes place every October to support mental health research and awareness. This is a great way to get our people moving and making an impact. Every step, every dollar, and every conversation contributes to a healthier and more connected workplace.



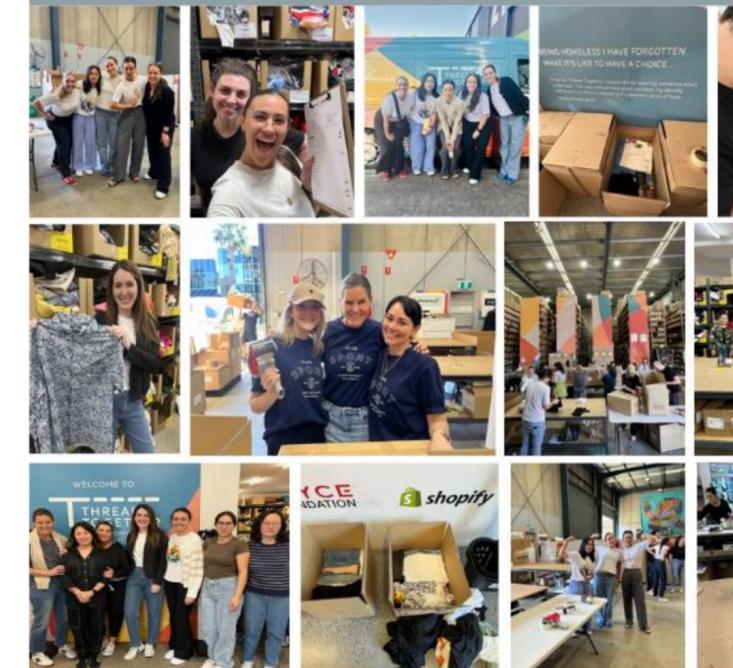
64
STAFF MEMBERS PARTICIPATED

\$8,082
RAISED FOR THE BLACK DOG INSTITUTE

8,607 km
OF PHYSICAL ACTIVITY LOGGED

Clothing Donations 

Beyond volunteering, we also donate unsold and minor faulty products. In FY25, APG & Co donated 5,762 clothing items from JAG, SABA and Sportscraft to Thread Together. Additionally, we also donated a total of 1,012 kg of apparel through our ongoing partnership with the Australian Red Cross. Through our donation partnerships we ensure new clothing remains in circulation and is directed away from landfill. By keeping clothes in circulation, we reduce waste, lower emissions, and contribute to social impact making.



4

OUR people

Knowledge Building

Keeping our staff informed and creating opportunities for them to learn and undertake workplace training courses are part of our knowledge-building environment. It starts with our **induction process**. All new starters do the induction course, which is developed with input from all our teams, so the module captures how our clothing comes to life – from idea to design, production, logistics and finally, the shop floor.

We rollout a variety of **staff training programs** throughout the year. These range from organisation wide mandatory modules, like our human resources training, cyber security, modern slavery, among others. We also hold team specific programs, like our design teams undertake the responsible materials workshop led by the group sustainability manager. Additionally, role specific sessions are also organised. These include senior leadership workshops, product claims and compliance courses, skill-based training, and more.

'The Fitting Room' is our intranet portal that holds all our policies, processes, learning resources, training videos, and more. This channel is particularly used by our retail teams located across the country. Considering our retail teams work remotely, this portal serves as a hub for all information and support materials they might need. Plus, it houses material on staff wellbeing and workplace safety.

Engagement

At the end of each month, we organise a **companywide update** to share how our brands are performing, business plans, latest product range and campaigns, and progress updates from various teams including sustainability. Our CEO, CFO, General Managers, and Team Heads usually lead these updates. This is a great opportunity for our staff to mingle, enjoy some snacks, and learn together. 'Bringing Strategy to Life' is an initiative we hold at the end of every business update. Staff get to nominate their coworkers for driving our goals in their day-to-day work, and one lucky nominee wins a \$200 shopping voucher. It's a great way to celebrate staff members who go over and above to deliver results.

Customer Connection Days

Our staff's favourite initiative. All head office staff members get to work for a day at the store of their choice, quarterly. By being in our retail spaces, our head office team gets to strengthen their understanding of customer experience and gain a different perspective – insights into customer behaviour and our retail teams' operations and challenges. There are always interesting stories and learnings to share afterwards.

Social Events

We love celebrating together and have multiple big and small events sprinkled throughout the year. Some events we hold regularly include our International Women's Day Panel, Mother's Day Afternoon Tea, Brand Roadshows, Olympics launch, EOFY drinks, and Christmas parties for our head office and retail teams. These gatherings reiterate our commitment to operating as a 'collective' and garnering a culture of forming connections and friendships in the workplace.

Strength in numbers

APG & Co employs 862 people across our head office, retail network, and offshore operations.

117

STAFF AT THE HEAD OFFICE

684

EMPLOYEES ACROSS AUSTRALIAN RETAIL OPERATIONS

35

EMPLOYEES ACROSS NEW ZEALAND RETAIL OPERATIONS

26

EMPLOYEES ACROSS OFFSHORE OFFICES – VIETNAM, CHINA & PHILIPPINES

Our workforce reflects a strong representation of women, with 90% female and 10% male employees across the business. In senior leadership roles, 87% are women and 13% are men, demonstrating our continued focus on empowering women in leadership positions.



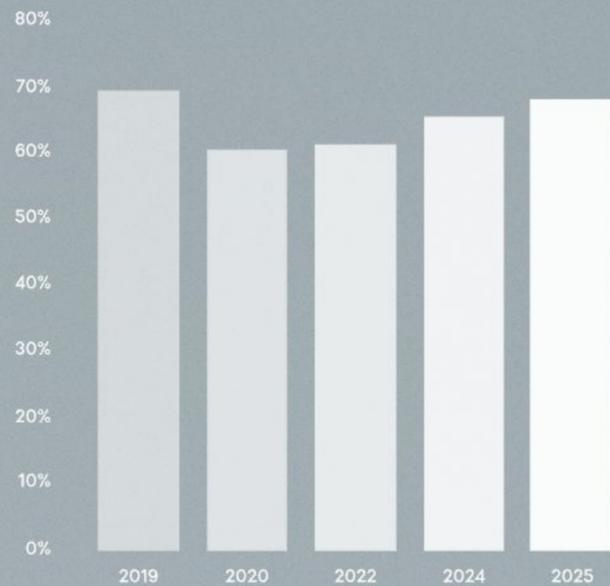
4 OUR people

Staff Satisfaction

The 2025 Engagement Survey achieved an exceptional 95% participation rate.

The results tell a story of growth and resilience; overall engagement rose to 68%, marking steady improvement over recent years. Employees expressed pride in our brands, a deep appreciation for teamwork and collaboration, and a shared belief in the impact of their work.

Overall Staff Engagement



Notably, confidence in leadership communication and future business performance strengthened, with visible gains across key areas such as role clarity, learning opportunities, and trust in organisational direction.

APG & Co leadership is happy with this result as the steady improvement shows that the efforts to address the gaps caused by COVID-19 in work culture and team dynamics are effective.

Staff Survey Responses, March 2025

I enjoy working on my day-to-day tasks and assignments	76%
I believe there are good career opportunities for me at APG & Co	54%
I look forward to going to work	71%
I am confident about the future performance of my organisation	74%
I trust my organisation	71%
I believe in my organisation's values	69%
I have confidence in the decisions made by the executive team at APG & Co	59%
Overall	68%

SPORTSCRAFT



TOP 5

92%

MY MANAGER, OR SOMEONE AT WORK, SEEMS TO CARE ABOUT ME AS A PERSON

86%

I HAVE A FRIEND AT WORK

85%

AT WORK I KNOW WHAT I AM EXPECTED TO DELIVER

82%

I KNOW WHAT I NEED TO DO TO BE SUCCESSFUL IN MY ROLE

80%

I AM PROUD TO WORK FOR APG & CO

4

OUR people



“What sets us apart is that we never stay still.”

- JODIE PARK

“I’m proud to work for APG and our beautiful Australian heritage brands- Sportscraft, SABA and JAG. I have had a full circle journey, having started in Sydney head office, to living in China and Vietnam managing APG’s global supply chain offices and coming back to Sydney in more recent years.

What sets us apart is that we never stay still. Over the past 20 years we have been constantly challenging the status quo with Global Sourcing, Innovation, and Technology, resulting in improved quality and fit, agility, and efficiency to provide the best for our customers.

I strongly believe that we are only as good as our suppliers and partners. We have many longstanding supplier relationships, some going back 10 to 20+ years, which is the heartbeat of our brands. We continue to work closely with our suppliers to support and educate on quality and fit, compliance, and sustainability. Together we share in the joy on delivering beautiful garments for our customers.”

Jodie Park
General Manger Supply Chain & Logistics
23 years with APG & CO

“Capstone placement at APG & Co. has been an enriching and transformative experience. I gained firsthand insight into how Australian fashion brands are integrating sustainability across their operations and supply chains, while applying key theoretical and industry frameworks in a real business environment.

I have deepened my understanding of the role of industry collaborations, strategic partnerships, certifications, audits, technological innovation, disclosure frameworks, and systems thinking in driving long-term sustainability outcomes within businesses. These learnings have strengthened my technical capability and reinforced my commitment to advancing sustainability in my career.”



Felix Ouko Akumu
Internship, Master of Sustainability Program,
University of Sydney

5 CUSTOMERS & retail

Our customers and our retail network are our final, fifth strategy pillar – all the effort and thinking done under the previous four pillars culminate here. Our customers and the shopping experience we give them sit at the centre of all our decisions. “How does it impact our customers” is a question we are encouraged to ask each day, for every project, and every piece of garment we design and sell.

The initiatives discussed in the previous pillars have a significant impact on why our customers love our brands and continue to shop with us. How we design, what materials we use, where we produce, our oversight, our quality standards, everything we do across our supply chains matters to our customers.

As stated earlier in the report, we are investing in meaningful projects that set a strong foundation for our brands to progress our transition journey. We don’t want to set targets or expectations prematurely, only to backtrack later. So, 2024-2026 are our foundation building years. Working towards setting realistic targets and KPIs and reporting on how we are tracking transparently.

Below, we’ve discussed some updates and performance. However, a more rounded plan for this pillar will be shared next year.



5

CUSTOMERS & retail

Brands Network

At the close of FY25, we had 325 retail stores and concessions across Australia and New Zealand under our three brands - Sportscraft, SABA, and JAG. The retail network included:

- 51 Sportscraft freestanding stores (2 openings planned in FY26)
- 17 SABA freestanding stores (5 openings planned in FY26)
- 2 JAG freestanding stores (with 1 opening planned in FY26)
- 82 Sportscraft concessions at David Jones
- 82 SABA concessions at David Jones
- 36 JAG concessions at David Jones
- 2 Sportscraft and 1 SABA concessions at Ballantynes, New Zealand

Shortly after year end, 40 Sportscraft concessions and 12 JAG concessions were opened in Myer. In addition to our physical retail presence, we expanded our e-commerce and online marketplace partnerships, adding Marks and Spencer UK and Myer Online. You can also find our brands on The Iconic, David Jones, Qantas (SABA only), and Ballantynes NZ online marketplaces.

Baptist World Aid Ethical Fashion Report

Our brands have actively engaged with the team leading the Baptist World Aid's Ethical Fashion Report for the last three reporting cycles. This decision to participate in the assessment stems from our commitment to transparency. It also means that our brands get to undergo independent evaluation and receive insights on how we can improve. Given how comprehensive the analysis is and is publicly available, it allows our customers to get valuable insights on the brands.

The last report was the 10th report and our third participation. The survey assessed 460 brands, and the average score was 31.3. Our brands jointly ranked 24th and received the total overall score of 49.48, making us the top 40% brands doing meaningful social and environmental work. We are happy to report that for the third consecutive reporting cycle we have improved our score. We jumped a total of 3.41 points compared to the previous report. While this number might appear small, it takes effort and investment to maintain an incremental performance. It's not uncommon for brands to go backwards in this assessment. Our small, but material changes ensure our upward performance. We increased our scores in four out of five categories - Policies & Governance, Tracing & Risk, Supplier Relationships & Human Rights Monitoring, and Environmental Sustainability.

OUR BRANDS
JOINTLY RANKED

24th

MAKING US THE TOP 40% BRANDS
DOING MEANINGFUL SOCIAL AND
ENVIRONMENTAL WORK



The Ethical Fashion Report examines the fashion industry's practices regarding worker rights and environmental sustainability throughout supply chains, providing a comprehensive, industry-wide snapshot.

[READ THE REPORT](#)

5

CUSTOMERS & retail

Customer Engagement

Our brands cover a broad demographic of customers. From those who do everything on the go to those who still phone us to place an order. It's vital for our customer care strategy to be inclusive. If our retail teams are the face of our brands, our customer care team is the backbone. The team plays a critical role in building trust, strengthening relations, and ensuring every interaction reflects our values as a business.

We believe in active listening. Customer feedback and interactions are consolidated and shared with relevant departments to drive continuous improvement. Our Customer Care team also manages our online community, responding to queries, and managing product reviews. The team holds itself to the highest standards of customer service and has set ambitious KPIs for FY2026:

- 90% customer satisfaction rate
- 11 business hour first response time (FRI), 3 business days full resolution time
- 80% one-touch ticket resolution and
- 80% call acceptance rate

Data Governance & Customer Privacy

Every time a customer engages with our brands, they share more than just their style preferences; they share personal information that enables us to deliver a tailored and seamless experience. This exchange is built on trust.

Customer privacy and confidentiality remain our utmost priority. APG & Co's data is managed responsibly through secure, integrated systems, with communication records carefully maintained in Zendesk and customer profiles securely stored within Omneo. Access to these platforms is strictly controlled, and data is never transferred between systems, ensuring each record is protected from end to end.

Working closely with our IT and Customer Service teams, APG & Co applies rigorous privacy standards aligned with the Australian Privacy Principles. Personal information is encrypted, monitored, and handled only by authorised staff for legitimate business purposes. These safeguards ensure our customers' data is managed with integrity.

By embedding strong governance practices and accountability across departments, we ensure that every interaction honours our customers' trust. Protecting privacy is not just a compliance requirement for APG & Co, but rather, part of the promise we make to every person who chooses to wear our brands.



PROGRESS *snapshot*

GHG EMISSIONS BY GROSS EMISSIONS CATEGORIES		FY2024	FY2023
Scope 1		0.0005 tCO2-e	0.0006 tCO2-e
Scope 2		459.5 tCO2-e	1855.7 tCO2-e
Scope 3	Products, Materials & Equipment	67.0%	2.2%*
	Electricity	14.4%	46.2%
	Postage, Courier & Logistics	8.0%	16.2%
	ICT Services	3.8%	6.1%
	Advertising & Marketing Services	2.9%	6.3%
	Business Travel	1.1%	2.6%
	Employees	1.0%	6.1%
	Waste	0.5%	5.6%
	Stationary Fuels	0.5%	0%
	Professional Services	0.3%	1.5%
	Office Supplies & Services	0.2%	2.6%
	Water & Wastewater	0.1%	1.1%
	Food & Beverage	0.1%	0.3%
	ICT Equipment	0.1%	0.1%
	Transport Fuels	0.1%	0.0%
	Synthetic Greenhouse Gases	0.0002%	0.0%
Uplifts	0.0%	3.1%	

*Products were not measured.

	FY2025	FY2024
Total units produced	1,775,846 Units	1,883,119 Units
Markets	AU, NZ & UK	AU & NZ
Supply Chain Tracing	Tier 1 – 100% Tier 2 – 98% Tier 3 – 87%	Tier 1 – 100% Tier 2 – 97% Tier 3 – 87%
Supplier Audit	Tier 1 – 100%	Tier 1 – 100%
Packaging	Transitioning our virgin plastic garment polybags to 100% certified post-consumer recycled plastic	Completed our mailer satchel transition from virgin plastic to 100% certified post-consumer recycled plastic
International freight (target to move 90%+ product via sea)	95.4% product moved via sea 4.6% moved via air freight	93.3% product moved via sea 6.7% moved via air freight

Please note, we've undertaken GHG assessments voluntarily. In FY25, after we concluded the calculation for FY24, we decided to undertake a data project to focus on streamlining data from suppliers. We will not be calculating in FY25 as we don't expect the results to change much if spend-based data is used again for some categories under Scope 3, specifically Products, Materials & Equipment.



2026 and beyond

Next year marks the final year of our foundation work. We've made noticeable progress in the last two years by shedding projects that didn't give meaningful results, progressing work in areas that do deliver impact, and investing in industry leading solutions and assessments that help us drive better social and environmental outcomes. We are committed to making progress while being mindful of our commercial realities.

2026 is expected to be the year of retail sector recovery and change – the change mostly driven by technology, particularly Artificial Intelligence (AI). We agree that AI will play a transformational role in the global fashion supply chain. As more of our suppliers and partners adopt AI, we expect to see further efficiencies in production. In addition, we anticipate changes in our head office operations specifically around design and product planning and ESG-related data gathering and validation processes.

Change is also expected in the regulatory environment in Australia, with the growing expectation on businesses around better oversight, real commitment and work, and accurate reporting. With Group 1 climate-related reporting kicking off, we are staying updated on how the wider fashion industry is approaching these changes.

Amidst this dynamic environment, our foundational projects for 2026 remain unchanged. We will focus on building KPIs for key stakeholders in the business and finalise the remaining targets for our major initiatives including responsible materials transition, living wage alignment plans for high volume suppliers, Scope 2 emissions, and ESG data refinement.

Last year, we worked with JAG and Sportscraft to build their pilot targets which will be finalised by the end of FY2026. Next, we will focus on setting the targets for SABA. We want to keep the targets achievable – the numbers will take into consideration operational and commercial implications.

A big focus in FY26 will be advancing the work we are doing in living wage alignment. To support our suppliers to progress, we are planning one on one engagement to build plans and targets collaboratively. In 2026, we will focus on dedicated dialogue with our high volume, high impact group of suppliers. We aim to finalise plans for our top 10 suppliers by EOFY26.

This report is our way to communicate transparently and comprehensively on the work we are doing, and moving forward, sharing our targets and progress. We are thankful for the trust and love expressed by our customers and suppliers for our brands.

We are excited about what next year will bring in the world of fashion – making it more responsible, transparent, and circular.



Neha Nagpal
**Sustainability Manager
(Group)**

