

A young man and woman are smiling and embracing each other in a tropical setting. The woman is behind the man, with her hands resting on his head. They are both wearing light-colored, possibly wet, clothing. The background features palm trees and a clear blue sky.

THE
GOOD
REPORT

20
24

COTTON ON



02/03

Founder’s Note

Our opportunity to do *Good* never stops. With each passing year, we must reflect on what we have done and how we can do it better - and how we can make an even greater impact. With our team, our customers and our communities behind us, we are a force for positive change in our industry. Together, we continue to make a positive difference in people’s lives, and it makes me so proud.

Nigel Austin, Founder / Director



Acknowledgement of Country

Cotton On is proud to be an Australian-born business on First Nations lands, and we acknowledge and pay our respects to Aboriginal and Torres Strait Islander Peoples as the original custodians of the land upon which we live and work.

We Acknowledge our Global Support Centre is located on Wadawurrung Country. We honour and pay our respects to Wadawurrung Elders past, present and emerging, and extend that respect and appreciation for the thousands of years that they have cared for and conserved this Country's lands, waters and culture, and continue this role today.

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The Good

Our purpose is to make a positive difference in people's lives. It's not just how we do business, it runs deep in our DNA.

The Good is a movement to create meaningful change and channel our focus on what matters most - encouraging others to join in.

And every year, *The Good* keeps growing. It's what guides us, drives us, pushes us forward and holds us accountable. It's putting it all on the table to make our purpose a reality, and it's finding mates who feel the same, working together to get us there.

It's about building sustainable futures through the expansion of the Cotton On Foundation, and supporting and protecting our people and the planet. And it's about celebrating differences while strengthening connections - because we know we're stronger together.

There are three ways we approach delivering *Good*:

Our Business

Acknowledging our responsibilities as a global fashion retailer to lead by example, including our Ethical Sourcing Program, sustainability efforts and caring for our people.

Our Customers

Partnering with our customers to drive change in the areas that mean the most to them through the Cotton On Foundation.

Our Partners

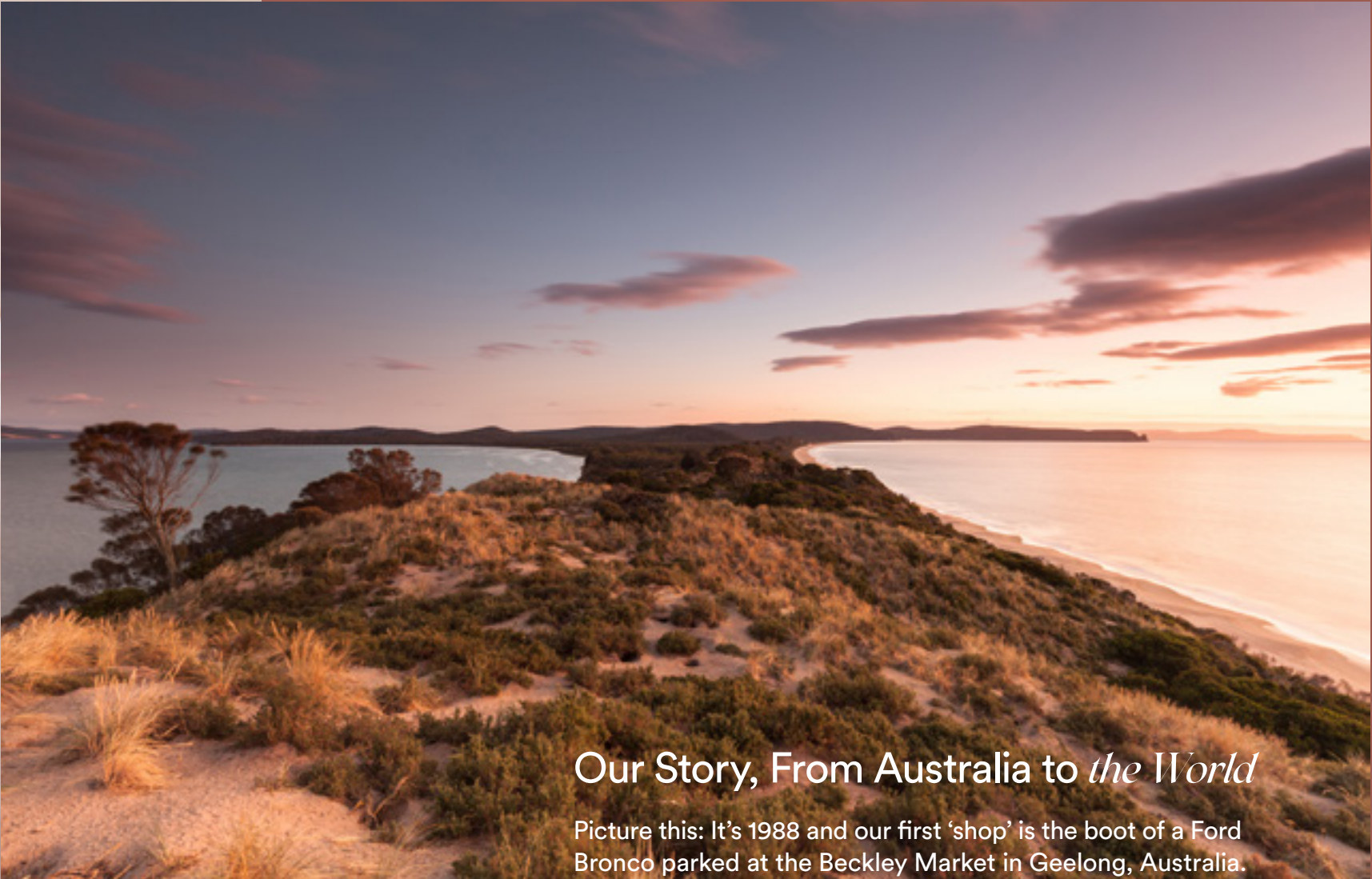
Rolling up our sleeves and investing in partnerships that build strong, resilient and equitable communities in the places where we live and work.

The commitments we made when we started out, like our business, have only grown. We've made a pledge for the future. For our people and the planet. And we know our journey will never stop. We'll never settle because our work will never be done.

That's our word. That's *The Good*.



08/09



Our Story, From Australia to *the World*

Picture this: It's 1988 and our first 'shop' is the boot of a Ford Bronco parked at the Beckley Market in Geelong, Australia. Inside the Bronco are denim jackets, which doesn't sound like much - but it was the start of something big.

Growing up in Australia, our founder started Cotton On with an epic vision in mind. He wanted to take our Aussie lifestyle to the world, delivering Good along the way. It's this simple beginning and the lessons learnt from those early years that forged the path for how we still work today. And it's what set us on track to fulfilling our purpose of making a positive difference in people's lives.

Our Aussie spirit means we don't take ourselves too seriously, except when it comes to the way we do business. The way we go about things is bold, and different, and we're OK with that. We believe some of the best plans are made over beers in the backyard. And so for the last three decades, beers were had and plans were made. Again and again. That's what put us on the map. 20,000 people. 8 brands. 22 countries. 1,500 stores. And counting.



Our *Ethical* Framework

As a business built on purpose, all of our decisions must be aligned to one common outcome - to make a positive difference in people’s lives.

To do this, we’ve laid out our values, beliefs and the principles that govern our decision making. We call this our Ethical Framework.

It underpins everything we do and it keeps us on a path to always grow with purpose.

OUR PURPOSE

We exist to make a *positive difference* in people’s lives.

OUR VALUES

- Ever Better
- Personal Leadership
- People First
- Keeping It Real
- Integrity
- Fun

What We *Believe*

- ‘Doing Good’ (*The Good*) in society is as much a measure of our long-term success as our commercial outcomes
- Robust discussion, authentic relationships and critical thinking drives ever-better results
- Our culture empowers our people to exercise good judgement and encourages freedom within the framework
- Respecting all cultures and diversity within them is important to our success
- If we develop our people, we’ll grow our business

Our Governing *Principles*

- We operate within the global laws, regulations, agreements, commitments and codes that bind us
- We are responsible for protecting the wellbeing and safety of our people, customers and communities
- We have a responsibility to participate in stopping the exploitation and sexualisation of people
- We actively promote fairness, inclusivity, diversity and equality
- We pursue real solutions that protect human rights across the supply chain
- We act as a force for change in the industry on ethics and social responsibility
- We have a duty to improve sustainability and minimise ecological harm



Our Way

A different kind of people walk the floors of our stores, distribution and support centres. We're the kind that take action, that take the words off the wall and put them into play. We're brave and bold and know that we're part of something bigger. Most of all, we show up for our mates and draw in people who will do the same, who are unashamedly themselves and love what they do. Every team member understands their role in achieving our purpose and lives by a set of values that can't be taught, they form the behaviours of who we are.

This is Our Way.

- Customer *obsessed*
- Solution* focused
- Work *together*
- Take *decisive* action
- Make it *simple*
- Act *resourcefully*
- Strive to *win*
- Embrace *change*
- Do the *right thing*
- Love our brands
- Love what you *do*





A Note From Our CEO

We are proud to share our fourth annual impact report. The Good Report captures the collective efforts of our team, customers, suppliers and partners from around the world. Together, we continue to fulfil our purpose, to make a positive difference in people's lives.

Our purpose and values continue to be the cornerstone of who we are. They are deeply embedded into our culture and show up in every decision we make. They are what gets us out of bed in the morning and they constantly drive us to do more. Our business and our ongoing growth are our platform to do Good. As we reflect on the last 12 months, we are humbled by the great work and the positive impact we have made together with our 20,000 passionate team members and incredible customers across the globe.

Since our last report, our industry continues to face challenges. Cost-of-living pressures remain high, global conflict continues to impact people all over the world and the climate crisis is ongoing. But, we choose to show up every day, roll up our sleeves and lead with energy and optimism regardless of the conditions. We're not afraid to dig deep so we can push forward, in the good times and in the tough times.

The needs of our people, the planet and our customer continue to evolve at a fast pace. And as each year passes, we are committed to being courageous in our decisions and ready for whatever comes our way.

We're proud to see the work we're doing continue to make a positive difference on our journey to carbon neutrality, achieving a further 16% reduction in total carbon emissions this year. As part of this effort, we've transitioned more of the fibers in our products to lower-impact alternatives, such as recycled and organic materials. Additionally, we reduced our freight carbon emissions through the completion of our global distribution centre network, which spans five continents.

As we look to the year ahead, our focus remains steadfast on continuing to drive meaningful change where we can make the most impact. What we do is only possible because of our people, our partners and our customers, and we thank each individual for joining us. Our drive to do Good will never slow, and we always believe we can do more. It's an incredible adventure to be on and, in our view, we're just getting started!

Peter Johnson, CEO

In 2024 we:

- Reduced total carbon emissions by 16% and reduced emissions intensity by 15% (FY23). Compared to baseline year (FY19), reduced total emissions by 32% and reduced emissions intensity by 43%.
- Raised over \$20 million for the Cotton On Foundation, bringing the total funds raised since 2007 to \$188 million, supporting Holistic Education, Environment, Mental Health and localised support for First Nations and disaster relief.
- We've opened three new schools—Busibo and Namabaale Primary in Uganda, and Dr. JL Dube High in South Africa—our largest education projects yet. Providing an education for 150,000 students by 2025, we have now built and supported 24 schools.
- Contributed \$5 million to 65 youth mental health organisations through the Kindness in Community Fund and supported 43,000 people with mental health conversation skills with Born This Way Foundation.
- Helped reach 50,492 students with LifeChanger's preventative mental health programs.
- Planted 243,339 trees, growing our total trees planted with our partners One Tree Planted and WWF-Singapore to 666,236.
- Partnered with First Nations-led organisations providing funding for community run programs.
- Rewarded high-performing team members with the trip of a lifetime to experience firsthand our Cotton On Foundation projects in Uganda and Thailand.
- Continued driving our Ethical Sourcing Program with all of our key global suppliers together in Geelong for a five-day connect focused on Product, Quality & Compliance, Sustainability and Ethical Sourcing.

Sustainability

As a global fashion retailer, we recognise our responsibility to reduce our impact and are committed to being part of the solution.

We’re always listening, learning and responding because we believe that real change begins when we engage our people, our customers and our partners on this journey.

We’re not just doing this because it’s good for business; we couldn’t feel good about our business if we didn’t actively work towards meaningful change for the future of fashion.

Sustainability Goals



Carbon Neutral

- Become Carbon Neutral by 2030 (Scope 1 & 2)
- Become Carbon Neutral by 2050 (Scope 3)
- Switch to 100% renewable energy across our operations by 2030



Responsible Design, Materials and Production

- Make 100% of our products with a sustainable attribute by 2030
- 100% of plastics, polyester and synthetic materials made from certified recycled alternatives by 2028
- 100% of our denim washed using water reduction processes by 2026
- 100% certified responsible viscose used in products by 2026
- 100% of paper and cardboard made from certified recycled or sustainably-sourced materials by 2026



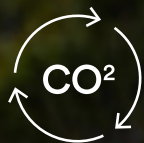
Plastics and Packaging

- As a member of the Australian Packaging Covenant Organisation (APCO), we continue to support its packaging targets

View our glossary of terms and phrases [here](#) and our carbon footprint methodology [here](#).

18/19

Journey to Carbon *Neutral*



How We Do Things

In 2021, we set our most ambitious sustainability goal yet – to become carbon neutral in Scope 1 & 2 by 2030, and carbon neutral in Scope 3 by 2050. This goal reshaped how we approach every part of our business, guiding us to take meaningful action today to create positive change for tomorrow. It’s not just about strengthening our people and our business; it’s about building a more sustainable future for the planet.

As we were up against the most urgent crisis we had faced in more than 30 years of doing business, the climate crisis, we knew we had to take an ambitious approach to protect our planet’s livelihood.

The last few years have taught us a lot, and we are beyond proud of our people for joining us on our carbon reduction journey. We’ve seen significant reductions in our total carbon emissions - but there is still a lot of work to be done.

Fast forward to today, and we have narrowed in on our carbon roadmap and mitigation plan. Together with our environmental partner, Edge Impact, we are guided by science-aligned targets and evidence as determined by the Paris Agreement to stay within a 1.5-degree warming scenario.

What comes next is even more important, and we know we still have a lot of work to do. It is change on a large scale, and it is focusing on the things that can make the biggest impact.

We Will

- Become Carbon Neutral by 2030 (Scope 1 & 2)
- Become Carbon Neutral by 2050 (Scope 3)
- Switch to 100% renewable energy across our operations by 2030

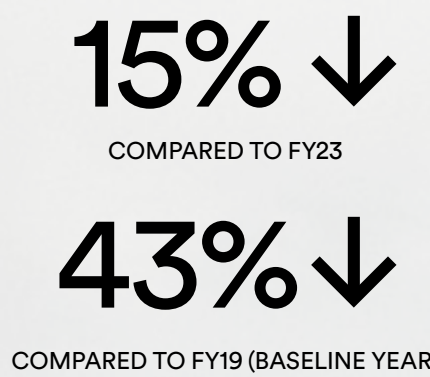
We Have

- Calculated our FY19 (baseline year), FY22, FY23 and FY24 carbon footprint assessment
- Developed our mitigation and implementation roadmap using science-aligned targets and evidence as determined by the Paris Agreement to stay within a 1.5-degree warming scenario
- Guided by our mitigation plan, driven meaningful impact through our Fibres & Materials strategy, transitioning the fibres in our products to reduced impact alternatives such as recycled and organic
- Converted to 100% renewable energy source across all of our New Zealand operations
- Commenced an energy monitoring system within our global store fleet to track usage and emissions



Our FY24 Carbon Footprint

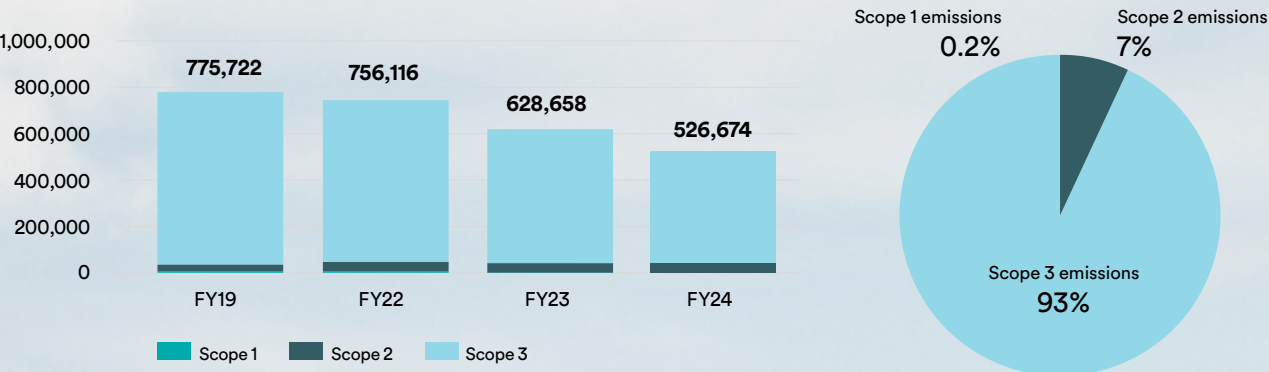
Global Emissions Intensity



Global Carbon Emissions

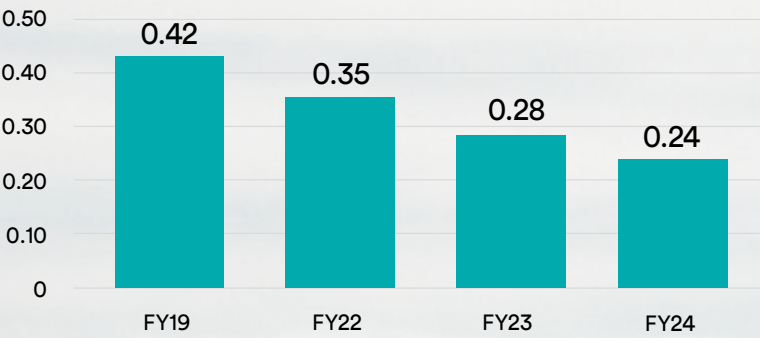


Total Carbon Emissions (tCO₂e)



Emissions Intensity (kgCO₂e/\$)

Emissions intensity shows the total volume of emissions (Scope 1, 2 & 3) per \$, linking carbon reduction to units of GDP. This is a measurement that can be used to compare our progress in carbon reduction as our business grows.



Total Emissions by Scope

	FY19 (tCO ₂ -e)	FY22 (tCO ₂ -e)	FY23 (tCO ₂ -e)	FY24 (tCO ₂ -e)	Description
Scope 1	1,177	7,815	800	860	Refrigerants and fuel combustion.
Scope 2 (location-based)	38,719	39,707	40,988	37,916	Purchased electricity. All grid electricity purchased at our retail, warehouse and office locations globally.
Scope 2 (market-based)*	-	-	40,626	36,992	
Scope 3	735,825	708,594	587,233	488,822	Indirect emissions of supply chain and capital goods expenditures, business travel, employee commuting and waste management.
Total^	775,722	756,116	628,658	526,674	

		FY19 (tCO ₂ -e)	FY22 (tCO ₂ -e)	FY23 (tCO ₂ -e)	FY24 (tCO ₂ -e)
Scope 1 & 2 Emissions	Fuel combustion	137	539	630	676
	Fugitive emissions (refrigerants)	1,040	7,276	170	184
	Purchased electricity (location-based)	38,719	39,707	40,988	37,916
	Purchased electricity (market-based)*	-	-	40,626	36,992

	Category	FY19 (tCO ₂ -e)	FY22 (tCO ₂ -e)	FY23 (tCO ₂ -e)	FY24 (tCO ₂ -e)
Scope 3 Emissions	Cat 1: Purchased goods and services	403,998	421,647	331,632	290,294
	Cat 2: Capital goods	37,864	45,343	53,347	22,913
	Cat 3: Fuel- and energy-related emissions	4,772	5,480	5,560	2,508
	Cat 4: Upstream transportation and distribution	22,262	28,910	43,103	27,627
	Cat 5: Waste generated in operations	20,736	21,939	19,312	18,766
	Cat 6: Business travel	9,549	3,468	7,287	7,467
	Cat 7: Employee commuting	4,683	4,221	11,368	9,184
	Cat 8: Upstream leased assets	N/A	N/A	683	668
	Cat 11: Use of sold products	207,456	155,234	84,048	80,654
	Cat 12: End-of-life treatment of sold products	23,409	21,256	26,227	25,470
	Cat 14: Franchises	1,096	1,096	4,665	3,273

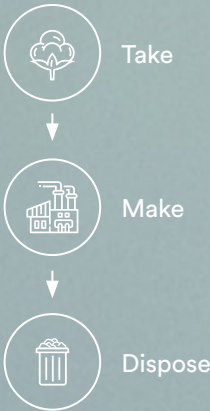
Methodology:
We will continue to review and improve our methodology and data when calculating our carbon footprint, and this year we recalculated our data for FY19, FY22 and FY23 assessments. To view our methodology, click [here](#).
*Market-based approach used for Australia and New Zealand as the Residual Mix Factor (RMF) is known. RMF is used to account for electricity usage that isn't offset by renewable electricity investments. Location-based approach used in all other locations.
^Total emissions for FY19 and FY22 use location-based approach for Scope 2. FY23 and FY24 use market-based approach for Scope 2.
Total emissions may not equal the addition of Scope 1, 2 and 3 emissions due to rounding.

Baseline Year: FY19 (1 July 2018 - 30 June 2019)
FY19 was selected as the year that most accurately represented business as usual before the SARS-CoV-2 (COVID-19) pandemic.

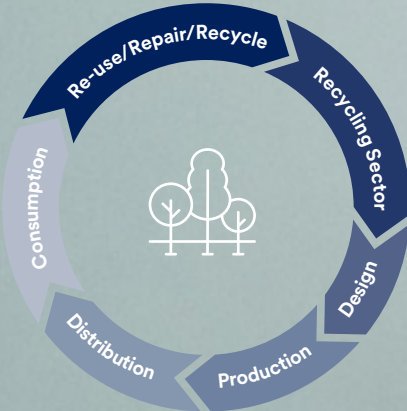
Circular Fashion

As a global fashion retailer, we have a role to play in helping create circular fashion strategies, and we're engaging with industry peers and partners to help get there together.

Our production strategy includes circular design initiatives, recycled components and packaging, upstream and down-stream recycling, and an improved business model where we increase stock efficiency and decrease overproduction.



Linear economy



Circular economy



Recycled Fibres

We're committed to transitioning more of the fibres we use in our products to recycled alternatives, such as recycled cotton for our iconic denim fits and graphic tees. Our goal is for 100% of our plastics, polyester and synthetics to be made from certified recycled sources by 2028. And it's not just waste from the apparel industry that feeds into our circular design strategy, but waste from any industry.

This year, for the first time, we trialled using sustainable bio-derived elastane fibre, Lycra EcoMade. Elastane fibres, also known as polymers, are traditionally hard to convert to sustainable options without impacting performance or quality. After a successful trial, we'll be rolling out this innovative eco-fibre alternative across more of our products in future.

Another of our key product ranges that uses recycled fibres is our Recycled Swim. Since 2020, our swimwear has featured recycled polyester, sourced from both pre- and post-consumer plastic.

These innovations in product design reduce reliance on finite resources and help close the loop while maintaining the same high quality our customers love.

UPPAREL Textile Recycling

This year, our partnership with UPPAREL saw 85,119kg of textiles from our faulty goods program diverted from landfill.

We will continue to support and grow our partnership in the year to come as we build on our circular strategies for responsible end-of-life treatments.

Reverse Resource Scrap Waste Pilot

Through our partnerships with Reverse Resources and Recover™ in Bangladesh, we have mechanically recycled 21,490kg of textile production waste.

Next year we will launch our first product range using recycled fibre from this pilot program. Over the next 12 months, we will work with our suppliers to scale the program, and from there integrate it into new regions.



1kg/2.2 lbs of Recover™ recycled cotton fibre saves up to 2,116 litres of water or 40 washing machine cycles.

Seamless

Transforming how clothing is made, used, reused and recycled in Australia

We continue to be supporters of Seamless, Australia's national clothing product stewardship scheme. It aims to make Australian fashion and clothing truly circular, and significantly reduce the 200,000 tonnes of clothing that currently goes to Australian landfill each year.

With Seamless, we are working together on a pilot program for circular business models. Set to launch next year, we'll be delivering a resale platform for Cotton On Kids products, giving second life to the clothes our littlest customers outgrow.



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Case Study

Instore Innovations

Our commitment to responsible design, materials, and production goes far beyond our product; it’s woven throughout our 1,500 stores worldwide. This means that when you step into one of our Cotton On, Cotton On Body and Cotton On Kids stores, you’re surrounded by intentional choices we’ve made to champion sustainability.

From the hangers holding the effortless fashion favourites our customers love, to the instore price signage and printed campaigns, we’re making better choices for the planet.

Campaign signage
• In Australia, we’ve begun phasing out traditional foam board and replacing it with the eco-friendly alternative, Envirocare* • We’ve combined the Cotton On, Cotton On Body and Cotton On Kids brands campaign signage jobs and shifted from monthly to bi-monthly campaign cycles globally, reducing the amount we print and deliveries required to each region and stores
Instore price points
• In Australia, everything printed instore is done so on certified sustainably-sourced paper • Reusable ‘Price Point Packs’ are now in place across Australian stores, preventing the need to print new price signage when a price changes
Clothes hangers
• We’re continuing to transition single-use plastic hangers to reusable, sustainably-sourced timber alternatives globally

Using our Cotton On stores in Australia as the blueprint, we’ll continue to roll out and scale these initiatives worldwide and across our other brands, Supré, Factorie and Typo.

*Envirocare is made from 100% recycled paper and avoids using optical brighteners and chlorine to reduce environmental pollutants.

Responsible *Design, Materials* and Production

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How We Do Things

We’re focused on transitioning more of our fibres and materials to reduced-impact alternatives such as recycled and organic, and prioritising work in innovation and technology through environmental credentials to assess the carbon footprint of our raw materials with independent consultants.

Across our supply chain, we work with supplier partners who are certified to globally-recognised standards, including:

- Global Recycled Standard (GRS)
- Recycled Claim Standard (RCS)
- Global Organic Textile Standard (GOTS)
- Organic Content Standard (OCS)
- Certified viscose (LENZING™ and REPREVE®)
- Forest Stewardship Council (FSC)
- Australian Cotton: Includes unique bale identification number and barcode identifier that is inserted at the time of picking the cotton
- USA Cotton: Permanent bale identification tag

These standards aim to define requirements to verify responsible practices used in production. They offer a chain of custody model that tracks the raw materials from source through to finished product. This process offers a way to verify the sustainability claims of our products for our customers. We will continue to partner with our suppliers to enhance the traceability and sustainability credentials of the fibres and materials we source.

Manufacturing processes are crucial to our goal to source responsibly. Water use is a key challenge the fashion industry is addressing. By continuing to use new and innovative water reduction processes across denim styles, we’re using less water to create the vintage-inspired washes our customers love. We’re also collaborating with our suppliers on other production processes which form part of our plan to reduce the environmental impact of traditional production methods while maintaining product quality.

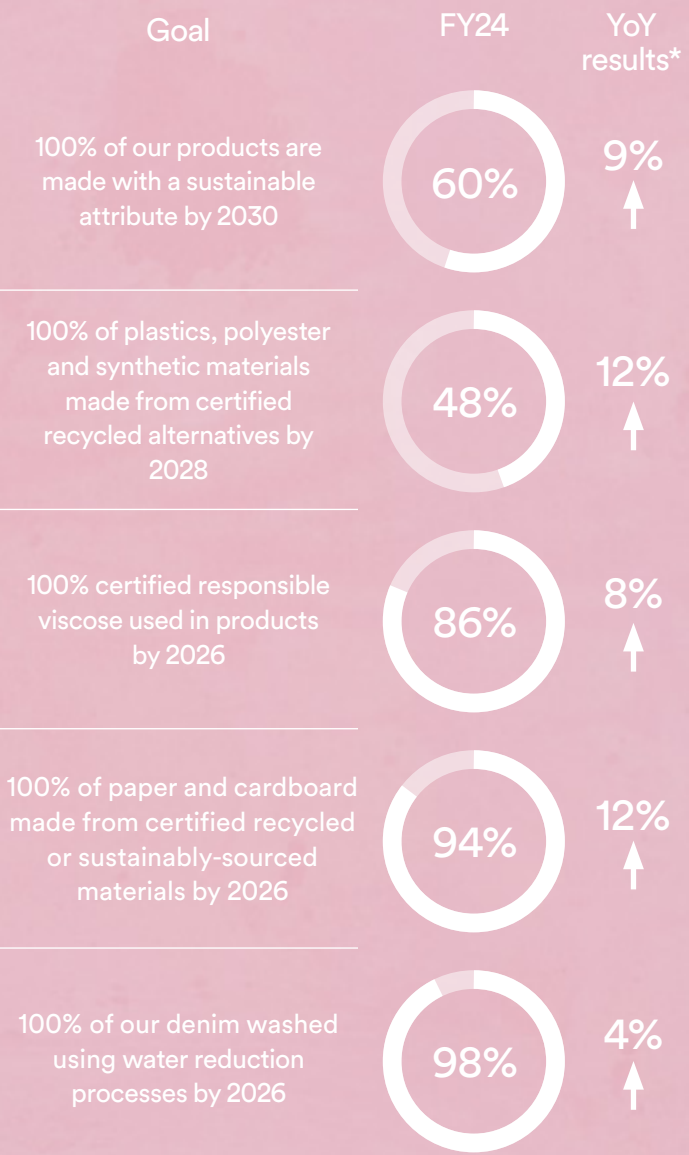


Our Made With Good Goals

We’re making great strides with our Made With Good Goals.

Cotton

For cotton, we’re prioritising sustainable, traceable fibres, with a stronger focus on reduced-impact alternatives like organic and recycled cotton. By incorporating traceable cotton, such as Australian Cotton, we enhance visibility into our environmental and community impact.

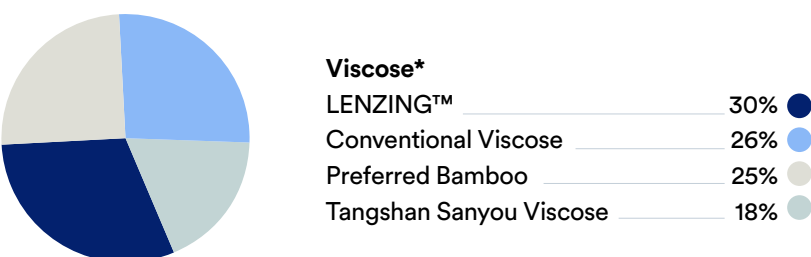
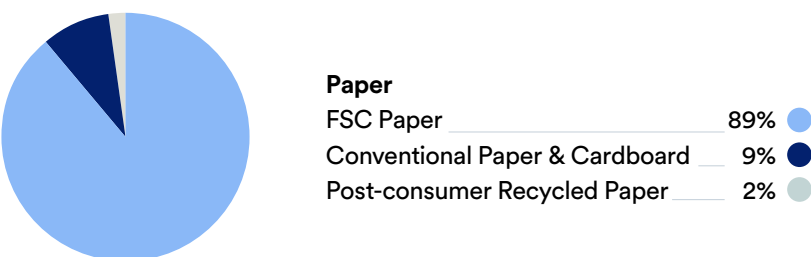
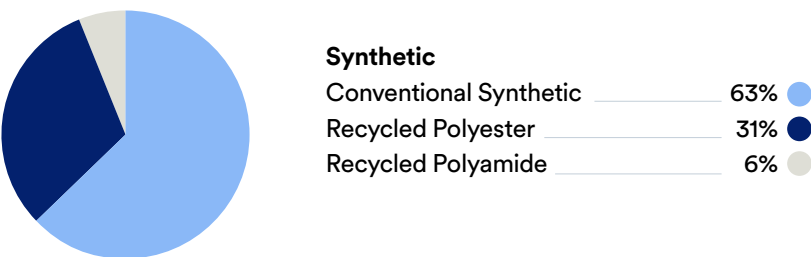
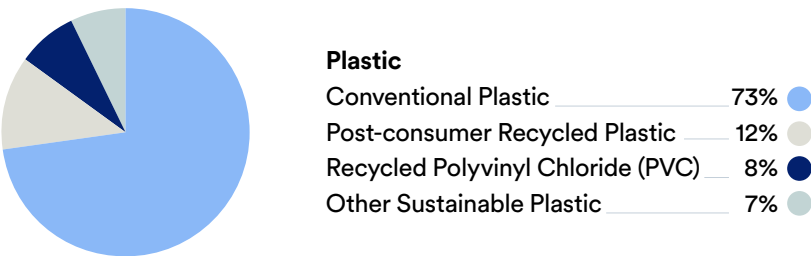


Goal progress is measured by using product units.
*Percentage change calculation is used for YoY results comparison.

Responsible Material *Sourcing*

We're all about using sustainable and responsible materials that help reduce our impact and create quality fashion our customers love. Our team are working hard to make positive progress within our material categories.

Top 5 Fibres Breakdown



Fibre totals are measured using fibre weights.
*Does not add to 100% due to rounding.

Case Study

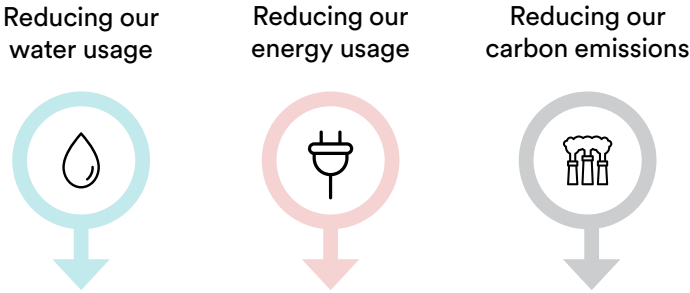
Better Denim

For us, Better Denim is denim that our customers will want to live in, day after day. Tried-and-true fits. Washes that get better with wear, and denim made with care and made to last.



All our new Cotton On denim is made with 20-30% recycled cotton.

We continue to make all our new Cotton On denim with 20-30% recycled cotton, and as industry technology advances we plan to increase the recycled cotton usage to 40% and 50% within our new denim. Better denim from start to finish, that doesn't compromise on quality or fit.



Stage 1 - Raw Material

All our new denim is made with 20-30% recycled cotton. We first introduced recycled cotton into our denim in 2019 with 10% recycled cotton from pre- and post-consumer waste. We are striving to include more recycled cotton fibres in our denim, while ensuring integrity and durability of the fibre for longevity.

Stage 2 - Fabric Production

We're committed to supporting suppliers in a process of continuous improvement, as new technologies are developed and introduced.

Stage 3 - Washing

Traditional industrial denim washing processes use a lot of water - a resource we can't afford to waste. We've worked closely with our key denim suppliers to explore innovative technologies that can achieve the same final result with a much lower environmental impact. These include ozone wash, laser, nanobubble and water reduction technology.

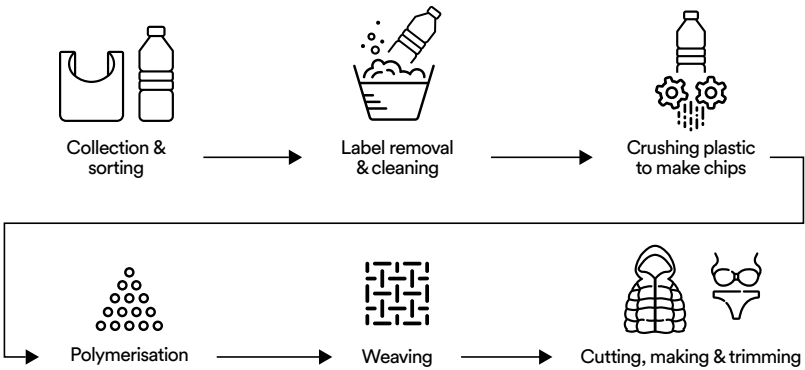
Case Study

Recycled *Swimwear*

Since 2020, we have been delivering recycled swimwear and will continue to offer women’s and men’s swimwear made with recycled polyester, commonly sourced from waste plastic materials. These product lines utilise pre- and post-consumer plastic, including 80-95% recycled polyester made from post-consumer waste.

Compared to raw materials, sourcing recycled materials helps to reduce reliance on finite resources such as water and energy, and reduce waste going to landfill - making a positive difference in more ways than one.

In this process, plastic waste is converted into chips and then spun into yarn.



 Our swim hangers are made from 86% recycled post-consumer plastic

 Our swim cover-ups are made using organic fibres

We will continue to strive to redesign all swim components, including trims, foam cups, metal d-rings and wires, elastic, thread and kimbles with more responsible materials.



Case Study

Organic Newborn Range

Our littlest customers just got even cuter. This year, on our mission to transition more of the fibres in our product to reduced-impact alternatives, we launched Cotton On Kids’ organic cotton newborn range.

The soft, breathable and durable organic cotton fabric perfectly suits a newborn’s sensitive skin and lasts through all their firsts (including the hand-me-downs).

Each garment meets organic agricultural standards, supporting the health of soils, ecosystems and communities by prioritising natural processes over artificial inputs. As part of our Made with Good strategy to transition more of our product materials to reduced-impact alternatives, we’re working on expanding our organic cotton options across more Cotton On Kids collections.



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Plastics & *Packaging*



How We Do Things

Our focus areas for our plastics and packaging journey revolve around packaging for customer and packaging for transport.

We have identified the products within our business that require the highest rate of packaging, and we’re working towards initiatives that reduce the amount of packaging in our products, using more materials with a sustainable attribute and eliminating single-use plastics.

Our non-apparel range, which includes products such as fragrance, candles and ceramics, has traditionally required the most packaging. So, we’ve been transitioning our non-apparel packaging to reusable, recyclable or compostable options.

Now, 67% of our non-apparel packaging is made with a sustainable attribute.

Australian Packaging Covenant Organisation (APCO) packaging targets

As a member of APCO, we continue to support its packaging targets, an important step on Australia’s journey towards a circular economy for packaging.

- Design 100% reusable, recyclable or compostable packaging by 2025
- 70% of plastic packaging being recycled or composted by 2025
- All packaging made from 50% recycled content by 2025



Packaging for Transport

To keep product safe up until the moment it reaches our customer, we’re focusing on packaging for transport. This type of packaging is vital to make sure all products arrive to our customers without damage.

Waste generated at this stage will often fall to our own distribution and retail teams to dispose of, so we want to make this process as easy as possible. We’re moving away from materials such as polystyrene that are not recyclable and towards recyclable packaging that reduces impact. Since we last reported, we have continued to commit to reducing plastics and packaging in transport.

We’ve recapped what we reported last year and the progress we’re making.

Plastic shopping bags	- Plastic shopping bags removed in 2019 - Customers can now choose from paper (over 80% recycled and 100% recyclable) or a reusable Cotton On Foundation tote bag for purchase
E-commerce postage satchels and satchel machine	Four of our distribution centres (USA, Australia, New Zealand and South Africa) installed at least one custom satchel machine that cuts postage satchels into three sizes. Satchels are made from >90% recycled plastic and are 100% recyclable with other soft plastics
E-commerce cardboard cartons	- Our distribution centres in Australia, New Zealand, Singapore, South Africa, Malaysia, the UK and the USA use recyclable cardboard for shipping cartons - A volume reduction automated carton packer has been installed in the UK this year to further limit paper void fill
E-commerce packing fill	- Eliminated plastic packaging fill, replacing it with FSC paper alternatives >90% recycled polyethylene and recyclable in soft plastic recycling streams
Retail cardboard cartons	Product sent from our distribution centres to our retail stores is sent in re-used cardboard cartons from our supplier shipments
Pallet wrap and wooden pallets	- Converted from 385g stretch wrap film to 150-160g film after upgrading all machines. The lighter pallet wrap has allowed us to reduce usage by 55%, or approximately 25,000kg of film annually - Our US, Australian, New Zealand, Singapore and South African distribution centres have expanded or moved into state-of-the-art facilities implementing new storage solutions. This has further reduced the need for stretch film or wooden pallets, reducing global use by more than 30%

Packaging for Customer

We know our business decisions impact our customer’s ability to dispose properly of our packaging. We’re continuing to work to eliminate single-use plastic and focus on the ability to use kerbside recycling streams. The push away from plastic and towards paper has been big in our industry. Where we use paper-based items, we work with suppliers who are certified by the FSC to source virgin or recycled paper and cardboard materials.

We’ve continued our APCO assessment process, involving two steps. First, the APCO Packaging Recyclability Evaluation Portal (PREP) online tool verifies whether our packaging is recyclable in Australia and New Zealand kerbside recycling streams, and provides feedback on reasons why an item may not meet recyclability criteria.

All packaging is now designed with APCO’s Sustainable Packaging Guidelines and Principles in mind. Simple changes to packaging design, such as the elimination of separate hooks on the top of sock header cards, have resulted in greater levels of packaging recyclability being achieved.

This is because separable components smaller than 50mm in size are too small to be captured during the recycling separation process and are therefore categorised as waste, going directly to landfill. By integrating the hook into the card packaging design, this landfill is eliminated.

Second, we use the Australasian Recycling Label (ARL) program to generate the appropriate symbols for our packaging, with clear instructions for recycling and disposal at a component level. Our goal is to have all of our customer packaging labelled with ARL symbols by 2025.

Non-apparel range	Removed plastic components from our non-apparel packaging and redesigned packaging with reusable, recyclable or compostable materials
Polystyrene	Converted to 95% recycled and recyclable card
Product care labels	100% of our product care labels are made from 100% recycled polyester
Product swing tags	100% of our product swing tags are made from 100% recycled paper
Typo	99% of all packaging is made from certified responsible materials or a minimum of 50% recycled materials - Removed plastic poly bags from single greeting cards
Cotton On Foundation water	All water bottles in the UK, USA, Australia, New Zealand and South Africa are 70% recycled aluminium bottles that are 100% recyclable

Sourcing *Ethically*

Our suppliers are at the centre of our commitment to ethical trade, ensuring that the environments where our products are made are safe, fair, sustainable and accountable. We have a very clear line in the sand when it comes to unethical behaviour - it's a zero-tolerance approach. It's not just good business, it's the only way to do business.

Previously hosted in China, this year we held our Cotton On Connect supplier conference in Australia for the first time. We welcomed 250 participants from our global supplier base to our hometown of Geelong for the bi-annual event, knowing real progress and innovation comes from real conversations.





Where We Source From

Our product is pretty special and each piece has a story. Behind every item in our stores is a big team of suppliers who've helped it get there.

Over the years we've consolidated our supplier base to 185 supplier businesses, creating strategic, long-term partnerships. To build transparency, we have categorised each stage into tiers of production:

- Tier 1 - Final stage, sewing and assembly
- Tier 2 - Wash, dyeing, printing and embellishment
- Tier 3 - Fabrics, yarns and components
- Tier 4 - Raw materials

Suppliers



161,382 workers employed | 58% of workers are female

Percentages based on number of units produced in each region in FY24

We Will

Create
end-to-end
supply chain transparency

Drive our

Ethical Sourcing Audit Program
in line with our 14 Rules to Trade

Strengthen ongoing
supplier partnerships
to foster continuous improvement programs

Go deeper into our
supply chain tiers
with our Ethical Sourcing Audit Program

Formalised in 2009, our Ethical Sourcing Audit Program was put in place to protect human rights and the environment while continuing to strengthen our supplier partnerships.

The Ethical Sourcing Audit Program, aligned with our 14 Rules to Trade, sees us partner with suppliers on continuous improvement programs and expand the assessment and monitoring program beyond Tier 1.

In 2024, we extended our audit scope to include a supplier worker sentiment pilot in India, in the form of anonymous survey.



We know 100% of our Tier 1 suppliers and factories



100% of sourced materials are disclosed at Tier 1 during on-board stage. We also make these known via a bi-annual disclosure event where factory names and locations are declared on our corporate website



100% of Tier 1 production has been assessed by our auditors, focusing on social and environment compliance. 67% of them achieved a gold grading

For more on our audit rating criteria, see [page 50/51](#).

We Have

Partnered with our suppliers on continuous improvement programs

Supplier Connect Conference

This year, we welcomed our global supplier partners from China, Bangladesh, India and Vietnam to our hometown, Geelong, for our Connect Supplier conference. Previously held in China, this was the first time the event was held in Australia. Our once bi-annual conference, halted during the global COVID-19 pandemic, gives us the opportunity to bring leaders, team and suppliers together, focusing on maintaining true partnerships through collaboration.

Training and Education

To continue to educate and drive improvement throughout our supply chain, we developed training materials and conducted training sessions with our global suppliers in China and Bangladesh, focusing on:

- Working hours, wages and entitlements
- Health and safety
- 14 Rules to Trade
- Traceability

We will continue to identify areas of opportunity within our supply chain to further educate suppliers and workers to keep improving across key areas. We'll remain agile in our training approach to support identified hot spots.

Supplier Strategy Improvement Program

This program is designed to identify Tier 1 factories in our Group Production Strategy who require support and substantial improvement within their Ethical Sourcing audit performance. The goal is for all suppliers to achieve and sustain an audit rating of gold within our supply chain.

To help them get there, our team analyses existing findings and audit performance history and then implements improvement plans, provides recommendations, and delivers support to suppliers and factory management on key focus areas.

We Have

Expanded our Ethical Sourcing Audit Program deeper into our supply chain tiers

Worker Sentiment Survey

Based on the findings of our FY23 Living Wage Gap Analysis, in FY24 we introduced the Worker Sentiment Survey pilot in India. An anonymous and voluntary worker survey, distributed in local languages, it is conducted in addition to regular audits. The survey provides an overview of worker feedback, with a focus on human rights due diligence where additional support is required. We have also partnered with a third-party consulting firm to capture and deliver responses.

By piloting the survey in collaboration with Indian suppliers, we're able to further improve the audit tool and work towards evolving all country audits to align.

Auditing Deep Dive

In FY24 there were 506 audits conducted across our global supply chain. Among them, 419 audits were performed at Tier 1 factories and 87 were conducted at fabric mills and trim facilities.

Spot Check Audits

To support our risk management effort and internal quality control procedures, we work with an external consulting firm to conduct spot check audit rotation at factories in addition to the in-house audit program.

This initiative provides the assurance we need around our suppliers and factories aligning with our 14 Rules to Trade.

Home Worker Management Process

We acknowledge that home workers may exist within our supply chain, so we have built a program that protects their rights. To read the full policy, [click here](#)

We're an organisation driven by purpose, to make a positive difference in people's lives, and our supply chain is no exception. It's been that way from the beginning, and in 2009 we formalised our Ethical Sourcing Program as well as our code of conduct, known as our 14 Rules to Trade. Together with our Ethical Framework, these make up the key parts of Sourcing Ethically.

Ethical Sourcing Program

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Before partnering with a supplier, we make sure they understand our expectations when it comes to operating ethically, and how to adhere to our 14 Rules to Trade. The rules cover all four of the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. These are: freedom of association and the effective recognition of the right to collective bargaining; the elimination of forced or compulsory labour; the abolition of child labour; and the elimination of discrimination in respect of employment and occupation. The rules have also been translated into Chinese and Bengali to ensure full understanding.

The program is managed by our ethical sourcing team, which is made up of team members in Australia, China and Bangladesh. They work closely with our suppliers to implement the 14 Rules to Trade and manage the supplier auditing process from end to end, conducting education and training where required.

14 Rules to Trade

1. No child labour
2. No forced labour
3. Respectful working environment including diversity, equity and inclusion
4. Working conditions are safe and hygienic
5. Advancing to living wages
6. No bribery or corruption
7. Fair working hours
8. All employment laws are followed
9. Disclosure of entire supply chain
10. Respect for freedom of association and collective bargaining
11. Reduce environmental impact
12. Responsible sourcing - raw materials and practices
13. A valid business license and building permit must be held
14. Implementation and proving compliance to the 14 Rules to Trade

We are committed to an ethical and transparent approach to business, ensuring effective systems and controls are in place to safeguard against any form of modern slavery across our entire operations.

Modern Slavery

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Our Modern Slavery Statement sets out the steps we take to address the risks of modern slavery and human trafficking in our operations and supply chains. This is in accordance with the Transparency in Supply Chains Act of 2010 in California, the Modern Slavery Act 2015 in the United Kingdom, the Modern Slavery Act 2018 (Cth) in Australia nationally, and the Modern Slavery Act 2018 (NSW) in New South Wales.

We also have an established risk team based at our Global Support Centre in Australia and in each of the markets we operate in, as well as having auditors in China and Bangladesh. This combined effort works to identify and mitigate risks, and evolve our zero-tolerance approach across our business.

We are constantly progressing in our approach to modern slavery and work closely with our suppliers, industry leaders, governments and NGOs to ensure our operations are governed by this zero-tolerance approach.

Read more in our policies and statements:

- [Modern Slavery Statement](#)
- [Anti-Slavery and Human Trafficking Policy](#)
- [Child Labour and Forced Labour Policy](#)
- [Gender Equality In The Supply Chain Policy](#)

Supplier Partnership Management

Our supplier partnerships extend far beyond the transactional, working together to build strategic plans for long-term performance goals and growth. Each supplier’s strategic plan is created to align with their own needs as well as those of Cotton On. They are reviewed several times a year to ensure ongoing alignment as well as production availability.

We use our Supplier Strategy Workshops to collaborate with our suppliers, giving visibility on all short- and long-term plans. In these workshops, we elaborate on scorecard results and action plans. These programs allow us to work in partnership with our suppliers.

Supplier Scorecard System

We work closely with our suppliers to set up a path of success using a scorecard system. This allows us to grade supplier performance annually based on key metrics across production, ethics, sustainability, product quality, compliance and logistics.

The grading system encourages suppliers to not only produce incredible products but to do it ethically. Our Audit Grading System rewards those scoring in the highest categories with an increase in business and identifies where we need to work with and develop a supplier further.

Scorecard	Explanation
Diamond	Preferred partner delivering over and above in all areas
Gold	Key partner, consistently delivering in all areas
Silver	Partner, working together to deliver in all areas
Bronze	Under performance review



Supplier Partnerships

We might be one of Australia’s largest global retailers, but we take a huge amount of pride in working with a relatively small number of suppliers - our top 20 suppliers produce 53% of our products.

Our supplier base allows us to develop more strategic, long-term partnerships that create mutually beneficial outcomes, while building greater trust and transparency between our businesses.

Case Study

Cotton On *Connect* 2024

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Our product is something we’re really proud of. Creating something that sparks joy in our customers and team is pretty special, and we see it as a privilege. With this privilege comes great responsibility, and we take our role seriously.

Behind every piece of clothing or accessory is a whole team of people working hard to bring our products to life, and at the very centre of it all are our suppliers. After 33 years in this industry, we know real connection to our suppliers comes from more than just ‘buying trips’. It comes from bringing suppliers on the journey with us, to form partnerships that transcend interactions and create relationships we are proud of.

This year, we welcomed global supplier partners from China, Bangladesh, India and Vietnam to our hometown of Geelong for Cotton On Connect 2024. Previously held in China, this was our first time hosting the event in Australia. Our once bi-annual conference, having stalled during the global COVID-19 pandemic, was back in full swing, and we were in the same room together for the first time since 2019.

Across five days, more than 800 of our supplier partners and team members attended a 59-stall product fair, brand workshops, and product and brand strategy sessions, with the highlight of the week, the Connect Conference. This allowed our leaders to speak first-hand about our brand’s history, growth strategy, DNA, production strategy and *The Good*. But the main event was our Supplier of the Year Awards, recognising the highest performing supplier partners across 11 categories from Cut & Sew and Stationery to Product Innovation Excellence, Sustainability Excellence and the Diamond Supplier of the Year. The winning criteria? Delivering over and above in all Supplier Scorecard System areas, including our Supplier Improvement Strategy.



Nurturing and supporting supplier partnerships is at the core of how we work. As Penni Donaldson, General Manager, Cotton On Production puts it, *“Consolidation of our supply base, together with the diversification of the countries where we manufacture, has been an important part of our global production strategy. Our suppliers are critical partners in delivering for our customer and helping drive our purpose of making a positive difference in people’s lives.”*



For the remaining week, our Global Support Centre played host to workshops covering sustainability, agility, AI, sourcing ethically, brand and customer strategy, and quality and compliance. A 59-stall supplier product fair also enabled our buying teams to collaborate directly with suppliers onsite to secure next season’s best sellers.

“The creativity, energy and excitement that comes from having our key suppliers together with our team to celebrate outstanding performance as well as build on our future together was so inspiring,” said Bianca Ginns, Cotton On Brand Director, as the event concluded.

As the week wrapped up, one thing was clear: making real connections is paramount when creating and delivering amazing product for our customer.



To deliver, we need opportunities to come together in person, to collaborate, share knowledge, celebrate and inspire each other. And moments like Supplier Connect 2024 do just that.

We provide a confidential hotline that is available to all workers in our suppliers' factories.

Auditing and *Remediation*

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Our Ethical Sourcing Program is underpinned by a robust auditing, corrective action and remediation process, managed by our team in Australia and on the ground in the regions where our products are made.

As well as helping us understand where and how our products are made, the audit process enables our suppliers to come on the journey with us and play an active role in our commitment to ethical and sustainable operations.

As our business continues to grow and shift, we are adapting and evolving our Ethical Sourcing Program and audit protocol. We increased the number of audits beyond Tier 1 factories and conducted an in-depth program to gain visibility into risk factors across the supply chain.

Confidential Reporting Service

Since 2022, a confidential reporting service has been available to all workers in our Tier 1 factories. It gives every individual in our supply chain the opportunity to anonymously report any breaches against our 14 Rules to Trade, grievances or workplace issues without fear of retaliation. The anonymous service is accessible 24 hours a day, seven days a week. As part of our Supplier Agreement, all suppliers must display our confidential reporting service information where it is accessible to each and every one of their workers.

Read more in our policies and statements here:
[Supplier Confidential Reporting Service](#)

Auditing

Audit includes:

- A comprehensive walk-through of the entire factory
- A document review to verify compliance with wage payment, fire and building safety
- Private employee interviews to better understand their working conditions and employment terms
- A final meeting with the management team to discuss the audit result and prepare the corrective action and remediation plan

Following each audit we work closely with our suppliers if and when there are non-compliances or breaches of our 14 Rules to Trade. The factory improvement program includes recommendations and corrective actions in alignment with industry standards or local law, followed by a timeline on review or reaudit.

Audit Grading System

Our commitment to building and supporting a transparent, ethical and sustainable supply chain remains strong. This year we continued to focus on strategic improvements within our supply chain, working with our supplier partners to identify the key areas for improvement and implement strategies to pave the way for stronger results.

We reviewed and improved our methodology for tracking the results of our factory reports. To dig deeper into our supply chain, we separated reporting of our ongoing supplier partners and new supplier partners. For our new partners, we audit and assess their factories in the first year of working together to create a benchmark for ongoing improvement. For our long-term strategic partners, the audit results help drive continual improvements.

This table reflects our ongoing Gold supplier partner results, which are factories with an audit result from the previous year to compare to. In FY22 30% of our suppliers reported a Gold grading, this group of strategic suppliers have made significant improvement with 66% delivering a Gold rating in FY23 and maintaining this strong performance into FY24. As a result of our supplier improvement program, we also had more suppliers increase their grading from Bronze in FY23 to Silver in FY24.

Category	Explanation	FY22 % of factories*	FY23 % of factories*	FY24 % of factories*
Gold	• 0 Zero-Tolerance findings • 0 critical findings	30%	66%	66%
Silver	• First occurrence of a critical finding • Less than eight critical findings with corrective action and remediation plans	46%	28%	29%
Bronze	• Eight or more critical findings with active corrective action and remediation plans • Repeated occurrence of a critical finding	21%	6%	5%
Red	• First occurrence of a Zero-Tolerance finding • Immediate remedial action required • Factories are to be reaudited every three months	3%	0%	0%

Critical non-compliances such as child labour, forced labour, unpaid wages, undisclosed factories, bribery and corruption, physical, sexual, verbal harassment or abuse, and inconsistency among factory records such as fake or false records are classified as Zero-Tolerance findings.

Where a Zero-Tolerance finding is identified by an auditor, the auditor will report the issue within 24 hours. Corrective action plans are issued immediately and need to be completed within seven days. The remediation will vary depending on the Zero-Tolerance breach.

Critical findings include non-compliance around management systems including working hours, overtime and correct payment of legal minimum wages and entitlements. Critical findings also include building and fire safety, ensuring valid safety certificates, fire extinguishers, smoke detectors, fire alarms, and chemical and waste management.

***METHODOLOGY**
Results reflect factories with a year-on-year comparable audit result. Comparable audits are those that have been completed in two consecutive audits by our auditors or industry recognised third-party auditors.

FY24 Audit Counts

506 audits completed

396 factories across all tiers

3,248 workers interviewed

3,248 workers were interviewed across all audit scope to review working conditions, wages, working hours and entitlements, terms of contracts, training and grievance mechanisms. This year, the worker interview data from India audits contributed to our pilot Worker Sentiment Survey.

We identified nine Zero-Tolerance findings with a classification of unauthorised subcontracting. These were remedied within the financial year report via consultancy, training and factory improvement actions.

We provided training to suppliers in China, Bangladesh, India and Vietnam on Cotton On ethical sourcing requirements to help and guide them to continuous improvements on overall performance.

This year, our supplier training focused on:

- Cotton On Ethical Sourcing Program
- Traceability and disclosure
- Unauthorised Subcontracting Action Plan
- Confidential reporting service
- High-risk region production
- Worker wage and benefits
- Safe working conditions
- Environmental compliance

We reviewed and improved our training materials to create an interactive learning environment with suppliers, providing them with knowledge and opportunities to share best practices. In FY24, we provided 10 supplier training sessions with 511 participants in total.



We’ve long supported a transparent approach to understanding the living and working conditions of the people who produce our products. We’re doing what we can to move towards a living wage, not just a minimum wage - it’s one of our 14 Rules to Trade and the right thing to do.

Living Wages

We set clear expectations through our 14 Rules to Trade that all workers in our supply chain must be paid at the legal wage set by the manufacturing country, and we’re committed to partnering with suppliers and factories on advancement to living wages. Practically speaking, increasing wages is not as simple as paying more for our products - the extra funds don’t always make it into the pockets of workers.

Since 2009, our Ethical Sourcing Program and 14 Rules to Trade have focused on protecting human rights, including advancing to a living wage. In the last year we have made positive progress in completing a Living Wage Gap Analysis, driving our ethical purchasing practices and separating labour costs. We are committed to transparency across our supply chain and will continue to work closely with our team, supplier partners and advocacy groups on long-term, sustainable strategies to advance to a living wage.

This year we have been working on the key focus areas that were highlighted in the Living Wage Gap Analysis. We’ve revised and conducted refresher interview training to our in-house auditors on interview techniques and data cross-checking to ensure further data transparency and accuracy. We now require suppliers to declare their wage data prior to each audit in a self-assessment form. And we’ve extended the Worker Sentiment Survey as part of our auditing process, continuing to consult with an external firm on living wage transition and ensuring further transparency.

The Difference Between a Living Wage and a Minimum Wage

A living wage is the income necessary for a worker to meet their basic needs and those of their family, including discretionary income, and should be earned during legal working hour limits.

Minimum wages have been defined as the minimum amount of remuneration that an employer is required to pay wage earners for the work performed during a given period, which cannot be reduced by collective agreement or individual contract.

Our Living Wage Approach

Wages and entitlements form part of our audit criteria and worker interviews. As a result of any audit conducted at a factory, if we find an issue with wage and entitlements, we:

- Set clear corrective action plans with factory management to remediate
- Undertake training with management to ensure understanding of agreed requirements
- Ensure worker training on rights and entitlements is effectively conducted within an agreed timeline
- Ensure factory managers implement management systems to uphold their legal obligations
- Set follow-up dates for both training and reaudit

Living Wage Gap Analysis

In FY23 we established our supply chain wage data library, which helps to analyse the variance between wages and benefits at a region and country level where our suppliers operate.

We also conducted our first Living Wage Gap Analysis across 308 factories. This analysis was conducted using available data from internal audit reports and internationally recognised program audits, including a sustainable supply chain solution database (SEDEX). A living wage has been defined by the Global Living Wage Coalition (GLWC) as

“The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events.”

The aim of our analysis was to gain greater wage transparency and payment of a living wage using data from the lowest income group in each factory. This group represented employees with low skills and/or entry level. The comparison income used was the total sum of a basic monthly wage plus any allowances and incentives earned within regular working hours (excluding overtime), which was then compared to the regional living wage benchmarks published by the GLWC.

The results of our Living Wage Gap Analysis showed positive progress in our commitment to advancing to living wages, and together with our supplier partners, we will continue to do the work to help get us there. We will now work with each of our individual suppliers on their action plans and align on supplier strategies and scorecard performances to actively improve and advance to living wages.

Ethical Purchasing Practices

Our approach to Ethical Purchasing Practices is built on our 14 Rules to Trade. These rules are the ways in which we interact with suppliers and factories when sourcing and buying products. Based on the learning journey with Action Collaboration Transformation (ACT) and other signatories during the period of 2018 to 2023, last year we finalised our Ethical Purchasing Practices which serves as a guideline to conduct commercial transactions in accordance with our Ethical Framework.

For our suppliers and factories, Ethical Purchasing Practices can increase stability, leading to productivity gains, sustainable growth and building strong relationships. For workers in our supply chain, Ethical Purchasing Practices can help create an environment that enables improvement in working conditions, efficiencies, productivity and wages. This is achieved through itemised labour costs, fair payment terms, planning, forecasting and training.

Itemised Labour Costs

Itemised labour cost is confirmed as part of the product development and costing finalisation in the Ethical Purchasing Practices.

Fair Terms of Payments

We operate a Supply Chain Finance Program in partnership with HSBC, which gives our suppliers access to invoiced amounts within 10 days of shipment. Other inventory purchases are based on fair terms of payment that range from 30 to 120 days and are agreed between both parties as part of the Supplier Agreement.

Planning and Forecasting

We work together with our key suppliers to develop annual plans around production planning, capacity forecasting and scheduling. Engaging with our suppliers quarterly on these plans allows us to constantly improve our accuracy and make sure our suppliers can maximise their capacity and efficiencies.

We have developed a scorecard system that allows us to grade suppliers based on the following key performance metrics: quality, on-time delivery, agility, product innovation, price, logistics, and social and environmental sustainability. We hold annual scorecard workshops with our suppliers, providing the opportunity to share areas of improvement, develop action plans and align on growth strategies.

Training

Training and stakeholder communication are crucial. Information sharing for business development and product planning strategies with suppliers and factories is provided through regular communications, meetings with supplier senior management, and in-country visits with each respective business partner and stakeholders.

Responsible Exit Strategies

We have had strong relationships with our suppliers for many years; while year-on-year factory turnover does happen, in the case of exit, the process aligns with the Ethical Framework and company values. Our Ethical Sourcing function works closely with all stakeholders in production to manage the process, which is worker-focused and has minimal business impact at the factory level.



COTTON ON

Traceability and Transparency

This is what it boils down to: we need to know who makes our product and where it's made. We're committed to transparency at all levels of our supply chain - which means sharing this information with our customers and the world.

Our traceability program is aimed at identifying and partnering with each of the facilities within our supply chain to drive factory improvement, made possible through strong two-way dialogue with our suppliers.

Supplier and final-stage factories are required to disclose the inputs, components and raw material factories as part of our onboarding process. Suppliers participate in a disclosure survey twice per year to confirm, amend and disclose any additional facilities in their supply chain.

We began publicly disclosing our supplier and Tier 1 factory list in 2016 as part of our journey to achieve 100% traceability and transparency. Our suppliers are updated and published on our website twice a year. [Read the full list here](#)

We have mandated assigning a factory to every purchase order. This resulted in greater visibility for all teams of where our product should be made. We also introduced an escalation process to remediate unassigned facility production. 100% of our orders are raised in our system at factory level, which means all of our products can be traced back to supplier and final-stage factory.

We take a zero-tolerance approach to working with undisclosed factories, as outlined in our 14 Rules to Trade, and have implemented an unauthorised subcontracting investigation process in our supplier audits. The next phase of our traceability program is at a product level. We will engage our suppliers on the entire product life cycle, from sewing and assembly to where the raw material comes from.

We continue to work with our suppliers as part of our commitment to end-to-end supply chain transparency.

In FY24, 100% of our Tier 1 suppliers disclosed the source of their Tier 2 - 4 partners at onboarding stage. To ensure further transparency, we also require ongoing disclosure of source materials and trims twice a year, with names and locations included. In FY24, 100% of our Tier 1 suppliers disclosed this information.



Cotton Supply Chain Traceability Program

Our 14 Rules to Trade strictly prohibits any type of forced labour, discrimination or harassment of workers in our supply chain, regardless of the country or region.



We are signatories to the Responsible Sourcing Network to support collaboration, transparency, traceability and accountability within the cotton sourcing sector to remove slavery from high-risk cotton sourcing regions. In 2019 we implemented the Cotton Supply Chain Traceability Program to understand how cotton moves around the globe in response to allegations of forced labour across high-risk regions.

We partnered with our Tier 1 cotton sourcing suppliers to identify each of their fabric mills, yarn spinners, cotton ginneries and cotton farms, resulting in additional levels of transparency and ensuring cotton is not sourced from high-risk regions. We're focused on increasing the volume of traceable cotton fibres in our sourcing by using certified organic and recycled cotton, and Australian Cotton.

COTTON:ON

People

It's simple – we want to attract great people that feel supported, appreciated and proud to be part of a global team. Our people are the heart of our business, so we're focused on building a culture and environment that allows them to win.





Team Member Snapshot

 **22** countries

20,000+ team members | **26** average age

Female leadership **63%**

4,021 new hires globally

Female: 77% Male: 21%
Non-Binary & Other: 2%

68,000 
visits to our free world-class
Body Health & Wellness Club

 **13,325** anniversaries celebrated

3 Years average tenure

48  individual & team
Our Award winners

133 little mates attend Cotton On Childcare
at our Global Support Centre

We Will

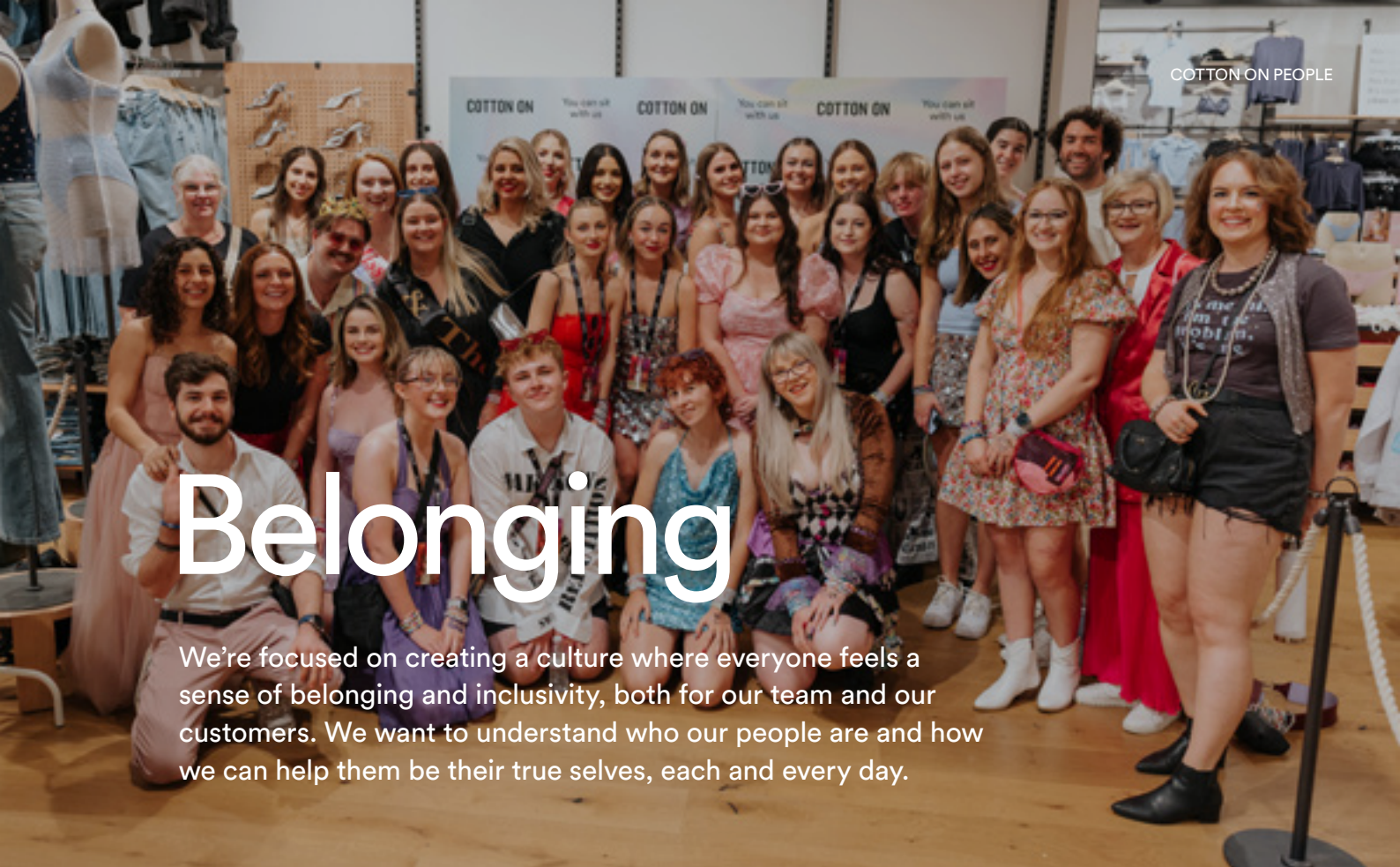
- Ensure our global team feels as though they belong by building a culture underpinned by diversity, equity and inclusion
- Invest in leadership programs to nurture the next generation
- Enhance our team members’ careers and performance in all areas of their lives through development programs and opportunities
- Champion wellbeing by embedding it in everything we do, every day
- Equip every region with physical, social, emotional and mental health support on the ground





Wellbeing

We're committed to helping our people be their healthiest selves through meaningful work in a balanced environment. We're here to support our people, their development and their resilience to enable them to show up as their best, most authentic selves.



Belonging

We're focused on creating a culture where everyone feels a sense of belonging and inclusivity, both for our team and our customers. We want to understand who our people are and how we can help them be their true selves, each and every day.

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We Have

- Continued to embed our internal wellbeing program, Healthiest YOU, with a focus on preventative strategies to support physical and mental wellbeing. This program was also further integrated into retail training programs, launching this to our global retail leadership community. 77% of our team told us that their manager encourages them to prioritise their wellbeing through our bi-annual survey.
- Enhanced our Here For You + Yours program for our global team, expanding services to include social workers, financial counsellors and nutritionists, providing free and confidential 1:1 support 24/7 to our team members and their loved ones when they needed it most.
- Promoted wellbeing initiatives, including World Mental Health Day, Men's and Women's Health Weeks, R U OK? Day and other seasonal wellness challenges.
- Seen our Global Support Centre team use our free world-class Body Health & Wellness Club more than 68,000 times, with access to gym floor, fitness classes and holistic services.
- Helped keep our people well with subsidised flu shots, skin checks and seasonal health checks throughout the year at our Global Support Centre, Supré office and Australian Distribution Centre.
- Fuelled team members at our Global Support Centre with 86,559 chef-prepared meals and 105,997 coffees in reusable cups.

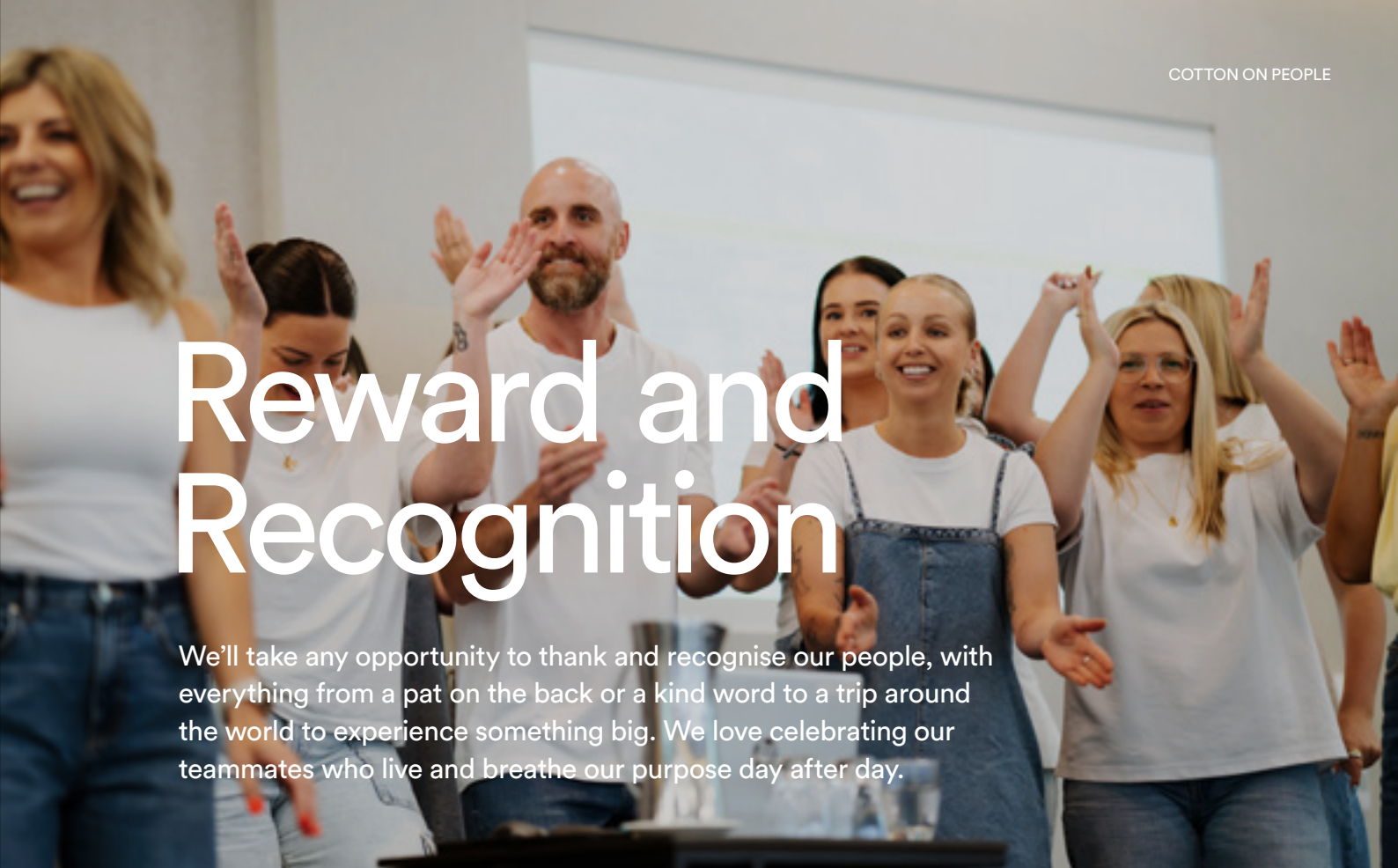
We Have

- Continued our focus on 'Belonging' within our bi-annual Engagement Survey, giving us a deeper understanding of the makeup of our global team. 81% of our team feel that people from all backgrounds have an equal opportunity to succeed and be their authentic selves at work (*Engagement Survey 2024*).
- Empowered our Global Support Centre team members to make their own choice regarding the January 26 public holiday. Team members were given the option to swap their public holiday, as well as education tools in line with our Reconciliation Action Plan and cultural education sessions with First Nations partners to deepen their understanding.
- Seen our Australian leadership team take part in an immersive off-site cultural education session focused on our hometown of Geelong, with Wadawurrung Traditional Owners.
- Broadened our days of significance, taking the time to celebrate meaningful moments with our team in their local community.
- Continued to review and revise HR policies, recruitment selection processes and best practices in areas of inclusion to drive equal opportunity outcomes for our team, future talent and customers.
- Supported more than 400 parents in their return to work after welcoming a new family member through our Returnity program, and gifted Baby + YOU packs containing essentials for expecting families across the globe.
- Continued to support equal opportunity and visibility for diverse talent in our brand campaigns.
- Welcomed more than 300 office dogs over the year. We also take the opportunity to celebrate them on every International Dog Day.
- Proudly celebrated the second birthday of our on-site, discounted Cotton On Childcare at our Global Support Centre, with 133 little mates attending each day and 309 through the year.



Learning and Development

We're committed to helping our people grow for today, tomorrow, and wherever life may lead them. We aim to support and empower them to build their skills and create their own opportunities.



Reward and Recognition

We'll take any opportunity to thank and recognise our people, with everything from a pat on the back or a kind word to a trip around the world to experience something big. We love celebrating our teammates who live and breathe our purpose day after day.

82/83

We Have

- Supported and driven our global team to achieve their career goals, with the majority of our team feeling that they have access to the learning and development they need, and that their manager shows a genuine interest in their career aspirations (*Engagement Survey 2024*).
- Continued to see our global team own their development and utilise our self-serve digital learning platform, YOUhub, with 136,119 learning courses completed to upskill and support their growth.
- Designed a bespoke leadership program for our retail team to support with upskilling in key leadership capabilities identified as challenges for our team.
- Continued to support our global workforce through everyday development conversations as part of our Best of YOU program.
- Hosted fashion design students from Oklahoma State University for the third consecutive year for a week-long internship at our Global Support Centre. This collaboration allows our business to gain insights from young talent with a US perspective, while we offer them a valuable practical learning experience in a new market.

We Have

- Continued to recognise and thank our people 365 through our reCOGNise program. Leaders and teams celebrated the people in our business going above and beyond for their customers, living our values and achieving personal milestones.
- Relunched our global recognition program, Our Awards, giving more of our team the opportunity to Fly with Foundation. We sent team members to experience the impact of the Cotton On Foundation first-hand in supported regions and provided team experiences to celebrate team members who have had a considerable impact on the business.
- Offered a range of benefits across our regions to support our people and their families, including health insurance, financial advice and more.
- Committed to pay equity in the workforce, with an ongoing commitment to maintain a zero gap.
- Celebrated 13,325 anniversaries, including 1,601 10+ year anniversaries, 285 15+ year anniversaries and 25 20+ year anniversaries.

Case Study

Celebrating our People, Celebrating Extraordinary

A different kind of people walk the floors of our stores, distribution centres and support centres. The kind that takes action, is brave, bold, real and proud to be part of something bigger. They are customer-obsessed, committed to *The Good*, and living and breathing our purpose and values. They work hard, play hard and love celebrating each other. Our culture is about recognising and inspiring each other to be extraordinary.

This year, we reimagined how we recognise our people by introducing a new reward program, Our Awards. It features a streamlined, leader-led nomination process for teams who Win Together and individuals who show potential as a Rising Star, facilitate togetherness with outstanding Leadership, break boundaries as an Entrepreneur or influence the trends of tomorrow with their Product Love. And the big reward? A ticket to Fly with Foundation.

The first Our Awards season has been a huge success, with 165 nominations submitted and 32 winners joining Cotton On Foundation on life-changing trips to the communities we support within Uganda and Thailand. During these authentic, 'boots on the ground' journeys, Our Awards winners are transported to the heart of Cotton On Foundation's impact to walk in the footsteps of students enrolled at Cotton On Foundation supported schools within Uganda and Thailand, reconnect with nature and mind among the New Zealand wilderness, and restore and protect the Great Barrier Reef. Alongside like-minded workmates, the group bonded through their unique and unforgettable experiences, inspiring a sense of gratitude and a determination to advocate for Cotton On Foundation's mission of creating a world where young people can thrive.

This is what it means to be recognised at Cotton On. This is Our Awards.

Having the opportunity to Fly with Foundation to Uganda felt incredibly rewarding. The best part of my experience was walking up Mt Many to visit Nabbunga Primary School. We woke up in the early hours of the morning, and as the sun rose, we stood at the top of the mountain and saw the students making their way up to school. Before we knew it they had overtaken us, they were so excited to start their day. When we finally arrived, the students were all gathered outside with their teachers, starting their day with song and dance. We couldn't wait to join in. We sang, we danced and we laughed together. The whole community was so passionate, and so committed towards being a part of this positive change. I was overwhelmed with emotion by the experience and felt a huge sense of connection towards the community, our purpose, and the positive impact we're having together.

I felt incredibly grateful for my leaders, my crew and the business for supporting my development and journey at Cotton On. My leaders have always empowered me to challenge myself, grow from new experiences, and allowed me to be genuine in the process. It was so special to be recognised on that platform and share in the celebration with my crew.

I began my journey with Cotton On as a Peak Casual when I was 15. The Foundation has played a huge part in my motivation and engagement, both personally and professionally. I've been a part of driving these campaigns in store with customers and crew to support our holistic education pillar. So, to have the chance to go and see our impact made me feel incredibly grateful, proud, and even more connected to our purpose and vision.

Celeste

Retail Team Leader, Australia

My Fly with Foundation trip to Uganda was truly a life-changing experience and I am so grateful for the opportunity. It was so special to see firsthand all of the amazing good that we do as a team! My highlight was seeing the passion and pride that the teachers and students had in their school and their education.

Hannah

Retail Team Leader, New Zealand

Being part of this moment [in Uganda] was something unique and unforgettable for me. A movie was playing in my head all the time and at the same time I asked myself if it was real. No doubt, it was the most incredible and amazing experience of my entire life. It made me feel part of it all and part of the business' purpose, which is to make a positive difference in people's lives. The impact of experiencing each moment brought even more meaning to offering Foundation products in store and all the engagement we have with the project.

For me, the best part of the trip was seeing how children and young people wanted to share with us the knowledge they are acquiring. Every story I heard and what each one had to share was incredible, it really impressed me how involved and happy they are for having this opportunity.

Jessica

Retail Team Leader, Brazil



Case Study

Championing Women in Sport



For more than 30 years, our connection to local sporting clubs has remained a core part of who we are, and as a business with 77% of our team identifying as female and many of our customers women and girls, we will always champion causes that engage and empower women.



In 2017, with longstanding ties as an official sponsor of our local Australian Football League (AFL) team, the Geelong Cats, we signed on as the official apparel sponsor of the Australian Football League Women (AFLW). Today, we're proud to create elite sportswear and playing kits for all 18 AFLW clubs, ensuring that more than 600 players and their support teams are decked out in industry-leading products that bring to life how they want to be represented as sportswomen.

Seven years ago, when 24,500 people gathered to watch the AFLW's official first game, we knew taking on this endeavour would be big. But the response has blown us away. We've supported the biggest participation surge of girls and women in sport in Australia, and we couldn't be happier to be part of it.

We also work closely with the LGBTIQA+ community within the AFLW and the AFL, designing Pride guernseys in conjunction with individual clubs and players for the league's Pride round, and with First Nations artists to bring their stories and culture to life through on-field gear throughout the season.

We can't wait to see the heights the AFLW will soar.

Reconciliation

As an Australian-born business, our Reconciliation Action Plan is an important step in working towards our purpose. It's all about coming together to play a part towards a future that embraces and unifies all Australians.

NAIDOC Week at Cotton On Global Support Centre
Wadawurrung Country
North Geelong, Victoria



Cotton On leadership team with Yolŋu rangers in North-East Arnhem Land Yolŋu Country in Northern Territory.

We Acknowledge and pay our respects to Wadawurrung Elders past, present and emerging and deeply value their continued care and connection to their lands, waters and traditions. We extend this respect and Acknowledgement to all First Nations Peoples.

Our Reconciliation Vision

As an Australian-born business, our Reconciliation Action Plan is an important step in working towards our purpose.

We also know that just Acknowledging First Nations Peoples is not enough. For us, reconciliation must be authentic and underpinned by growth, connection, justice and respect. It’s a journey of many footprints, and we’re approaching that journey with curiosity, humility and heart.

We know we must listen, learn and come together with a genuine desire to create a future that supports cultural safety, diversity and inclusion. For us, it’s all about building a culture of belonging and self-expression where everyone has a voice and every voice is heard.

We will celebrate First Nations Peoples, including their continuous survival on their unceded lands - the same lands where our business was born. We will reflect, open our hearts and walk together with Aboriginal and Torres Strait Islander Peoples and our global team through our reconciliation journey, for Good.

In doing so, we’re reshaping our identity as we continue to fulfil our purpose to make a positive difference in people’s lives.

Our Reconciliation Journey

Over 30 years ago, we started out in Geelong, Victoria on Wadawurrung Country, and today our stores are represented all across First Nations land in Australia.

The way we see it, it’s our responsibility to lean into conversations about reconciliation and take meaningful action. It’s about coming together to play a part towards a future that embraces all Australians, to create the space to listen, to hear different perspectives from our teams and customers across the country, and to continue to make the changes today that will help shape tomorrow. We know there’s work to do and real change starts at the top, but every one of us is accountable and we want to use our platform to create positive social change, because this is bigger than just us.

We’re big believers that diversity of thought benefits everyone and creating space to learn and understand different perspectives is paramount to that. This year our leaders continued to commit to their personal ‘reconciliation’ journeys, furthering their cultural understanding and continuing to foster their commitment to lead with a genuine desire to evolve, both as individuals and as an organisation. We’re optimistic about what we can achieve together, to make a positive difference - that is what we are determined to go after.

We Have

- Supported personal choice on January 26, offering our Global Support Centre and Chadstone Support Centre team members the option to observe the public holiday on an alternative day and donated to Wadawurrung Traditional Owners Aboriginal Corporation in recognition of the day.
- Immersed the Executive Leadership team in First Nations cultural awareness on Wadawurrung Country, in North-East Arnhem Land with Yolŋu Traditional Owners, and on Yirrganydji Country and Gunggandji Country. Our leaders also participated in unconscious bias training and education with Arranyinha Pty Ltd, a First Nations business operating on Wadawurrung Country.
- Received Reconciliation Australia’s endorsement to begin developing the next phase of our Reconciliation Action Plan, Innovate. This plan will create more opportunities for us to engage our Australian team and partners with our ongoing reconciliation journey.
- Launched our first Reflect Reconciliation Action Plan in October 2022, in partnership with Wadawurrung Traditional Owners Aboriginal Corporation, Reconciliation Australia, and First Nations Reconciliation Advisor, Adnyamathanha Woman Marsha Uppill.
- Recognised National Reconciliation Week, National Sorry Day and celebrated NAIDOC Week.
- Partnered with First Nations artists to design guernseys for the Geelong Football Club and the AFLW.
- Raised the Aboriginal flag at our Global Support Centre in 2019.

- Continued to embed an Acknowledgement of Country across several touchpoints of our business and the use of Acknowledgement of Country and Welcome to Country protocols.
- Promoted First Nations artists, product collaborations and events, including collaborations with King Stingray and Nardurna.
- In FY24, donated product to First Nations organisations including Wa-Ring Fashion Label, National Indigenous Youth Education Coalition (NIYEC) and Strong Brother Strong Sister. We also supported Wadawurrung Traditional Owners with product for their annual Woorrangalook Victorian Koori Surfing Titles, strengthening culture and bringing together the local First Nations community.

Through our Foundation we have:

- Contributed more than \$4.8 million to First Nations partnerships.
- Partnered with The Reef Cooperative to launch a new First Nations Reef Intervention Training Program to ensure Traditional Owners have the micro-credentials and certifications they need to lead and manage reef conservation on their Sea Country.
- Partnered with Stars Foundation, committing \$500,000 to support more than 200 education places for Indigenous girls and young women in Stars Foundation in-school mentoring programs in the Northern Territory through our Supré Foundation.

To view our full Reconciliation Action Plan, [click here](#).
For more on our First Nations partnerships, [click here](#).

We Will

- Continue to deliver and embed the commitments made in our Reflect Reconciliation Action Plan.
- Build our vision for our Innovate Reconciliation Action Plan, to gain a deeper understanding of our ability to influence through our platform, strengthen relationships and develop innovative strategies to empower First Nations Peoples.
- Continue to deliver and embed the commitments that support reconciliation across our business and for our customers, using our influence to enable positive change for Aboriginal and Torres Strait Islander Peoples.
- Build new relationships with and create meaningful opportunities for Aboriginal and Torres Strait Islander Peoples.
- Continue to educate and raise awareness through our RAP, turning intention into meaningful action for our team members, customers, and the communities we live and work in.
- Continue building a culture of belonging where every team member can thrive through self-expression and cultural safety, and be celebrated for who they are.
- Partner with and consult Aboriginal and Torres Strait Islander Peoples as an integral part of our RAP development process. We will do this through respectful and appropriate consultation within Cotton On and with our external partners.
- Be transparent about our reconciliation journey with our people and our customers as we enable long-term and meaningful change.
- Improve policies to recruit and support Aboriginal and Torres Strait Islander Peoples in our business.
- Report on our progress and work with Reconciliation Australia.

Sea Country on Yirrganydji and Gunggandji Country
Great Barrier Reef

Cotton On *Foundation*

From day one, Cotton On Foundation has stood up against inequality. Seventeen years later and with more than \$188 million raised, our commitment to creating positive change is stronger than ever.

We are the force for a *better* tomorrow.

Vision

Create a world where every young person can thrive.

Mission

\$300 million by 2030 for Education, Mental Health and the Environment.



We deliver our vision by focusing on three global pillars:



Holistic Education

Create learning environments that inspire future leaders of tomorrow.

We Will

Provide education and pathways to meaningful employment.



Environment

Protect and preserve Earth's natural assets.

We Will

Partner to regenerate biodiverse ecosystems and protect wildlife habitats in the sea and land.

Deliver activity that will protect and preserve our oceans, starting with reef conservation along the Great Barrier Reef.



Mental Health

Make sure every young person has someone to turn to.

We Will

Reduce stigma and increase access to prevention and mental health services.

Localised support included in our impact:



First Nations

Partner with First Nations led and owned organisations to ensure community is achieving self-determined futures.

We Will

Build upon capacity of partners to amplify and support culture, language and the wellbeing of young people.



Disaster Relief

Pivot our model as required to partner with organisations providing disaster relief where it's most needed.

Since 2007

\$188+ million raised

Highlights:

Holistic Education

24 schools built and supported



IN TOTAL

Providing 150,000 students a full primary to secondary education by 2050

30 million meals served



15,761 sanitary pad kits distributed

118 water tanks built providing 6.8 million litres of fresh water

988 scholarships awarded



14,000 students enrolled annually

5,107 secondary graduates

644 tertiary graduations

484 teachers in schools this year

440,027 total healthcare centre visits



3 health centres supported

Mental Health

739,000 young people reached

through partnerships with Born This Way Foundation, LifeChanger Foundation, Mental Health Foundation of New Zealand, Strong Brother Strong Sister and in-school programs

Environment

666,236 trees planted



in partnership with One Tree Planted and WWF-Singapore

230 MARRS Reef Stars

installed on the Great Barrier Reef to support ongoing reef conservation



First Nations Reef Intervention Training Program launched by The Reef Cooperative, supporting Traditional Owners to lead and manage reef conservation on their Sea Country

First Nations

5 First Nations partnerships

supported, on Wadawurrung Country and Yolu Country

150+ First Nations young people supported through Strong Brother Strong Sister youth programs annually

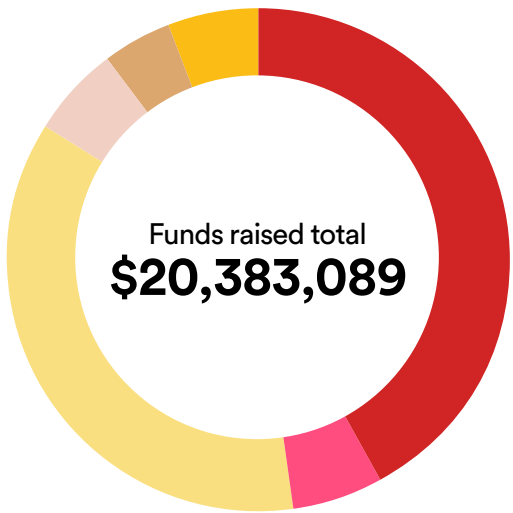
23 C-BATE (Community Based Aboriginal Teacher Education) participants at Yirrkala School and Laynhapuy Homelands School undertake study each year to reach their education qualifications

All the work the Cotton On Foundation achieves is only possible with the support of our team, customers and incredible partners.

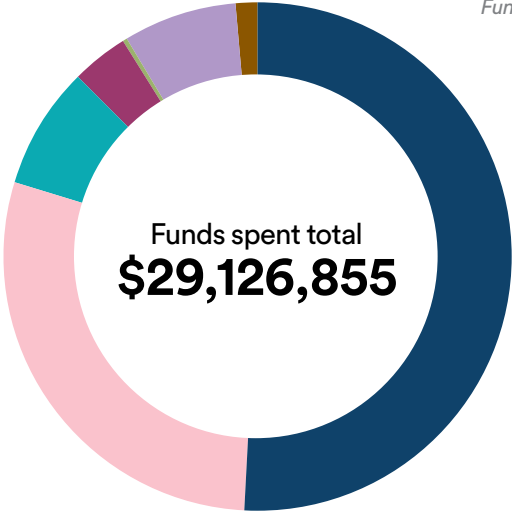
Thank you.

Funds reported in AUD

The Year in Numbers



Charity Bags \$8,590,505	Essentials \$1,184,364
Water \$1,173,954	Events \$911,237
Donations \$7,370,578	Other Giving \$1,152,451



Education \$14,844,124	Disaster Relief \$118,478
Mental Health \$8,411,539	COF Administration \$2,069,967
Environment \$2,258,884	Non Cash (Depreciation) \$365,809
First Nations \$1,058,054	

In FY24 we spent \$29.1 million towards:

Holistic Education

- Completed three of our biggest school builds ever - two in Uganda and one in South Africa. Over 2,300 students are currently attending Busibo and Namabaale Primary Schools in Uganda, and Dr JL Dube High School in South Africa.
- Launched the Reading Program in Uganda, bolstering students' confidence and accelerating learning progress.
- Introduced play-based early childhood development programs in Thailand to support kindergarten students in developing key social and emotional skills, while fostering a love of learning.
- Rolled out the Leadership Development course to Head Teachers in Uganda. Participants are already driving meaningful change in their school communities through impactful leadership projects.
- Teamed up with education and mental health partners in Uganda and South Africa to deliver mental health and wellbeing camps to 200 senior students.

Mental Health

- With our partner Born This Way Foundation, delivered \$5 million to 65 youth mental health organisations across the globe and supported more than 43,000 people with the skills to have conversations about mental health via completion online of the Be There Certificate.
- Supported 42,319 Australian students and 8,173 New Zealand students to participate in LifeChanger preventative youth mental health programs.
- Continued to support the Mental Health Foundation of New Zealand through the Pink Shirt Day campaign, raising \$590,000 to help reduce stigma and eliminate bullying.



Did you know?
The very first Cotton On Foundation tote bag raising funds for charity was sold in 2004, a tradition which Cotton On Foundation has continued!

Environment

- Planted an additional 243,339 trees across four countries.
- Supported One Tree Planted and WWF-Singapore initiatives that delivered training programs to 156 community members on community-led conservation, and supported 335 jobs.
- Partnered with Citizens of the Reef and The Reef Cooperative to launch a new First Nations Reef Intervention Training Program to ensure Traditional Owners have the micro-credentials and certifications they need to lead and manage reef conservation on their Sea Country.
- Supported The Reef Cooperative to fabricate 500 MARRS Stars, which are ready for in-water installation.

First Nations

Wadawurrung Country

- Continued to support Strong Brother Strong Sister as a culturally safe place to provide guidance, mentorship and empowerment to young First Nations people on Wadawurrung Country.

Yolŋu Country

- Continued to support The Mulka Project and their young team in pursuing their cultural and creative projects, as well as music workshops for young people in the community.
- Our partnership with Dhimurru Aboriginal Corporation and Yirrkala School continues to support the facilitation of Learning on Country, which incorporates Yolŋu knowledge and learning in their curriculum, keeping cultural identity and wellbeing at the forefront.
- Supported the growth of Djalkiri Foundation as an organisation that centres Yolŋu knowledge and frameworks in ways of working and builds individualised capacity and pathways for Yolŋu.
- Continued to support the C-BATE (Community Based Aboriginal Teacher Education) program through supported community-based study and training to increase the number of qualified Yolŋu teachers at Yirrkala School and Laynhapuy Homelands School.

Holistic Education

Our Goal

We will create learning environments that inspire the future leaders of tomorrow.

We Will

Provide education and pathways to meaningful employment.

We Have

Delivered projects in Uganda, South Africa and Thailand which include:

- Providing long-lasting sustainable infrastructure to ensure future generations can continue to access education.
- Training teachers and school leaders across early childhood, primary and secondary schools through 21st century learning.
- Providing clean drinking water in schools and two meals each day for all students.
- Ensuring every student has access to healthcare in their local community.
- Delivering student wellbeing programs through social and emotional learning.
- Providing pathways advice and scholarships for students to pursue study beyond school in vocational and university courses.

Through strong partnerships, our impact extends beyond the classroom with the following activities:

- **In Botswana**, The African Women Leadership Academy (TAWLA) empowers young women through a 10-month program covering leadership and life skills training, mentoring and networking.
- **In South Africa, the US and Australia**, Retail Academy is an employment program delivered to high school students to help them prepare for their own search for meaningful employment. This year we have partnered with the following organisations to bring Retail Academy to more than 260 young people:
 - Dr JL Dube High School, South Africa
 - Da Vinci RISE High, LA, United States
 - Afrika Tikkun, South Africa
- **In Australia**, 23 C-BATE (Community Based Aboriginal Teacher Education) participants at Yirrkala School and Laynhapuy Homelands School undertake study each year to reach their Education qualifications.





Case Study

David Ssentongo’s Story

Teacher and Director of Studies
at Kyalulangira Primary School in
Uganda

David’s love for education began at a young age.

“Teaching has always been a part of who I am. Since childhood, my [own] teacher referred to me as a teacher and supported me greatly. She often gave me the opportunity to lead my classmates and set a wonderful example for me.”

Now teaching at a Cotton On Foundation supported primary school, David has witnessed a positive shift from the education philosophies he grew up with – a key focus of the Cotton On Foundation Education team, who have partnered with teachers to implement 21st century learning techniques.

“In the past, teachers were the centre and fountain of everything in the classroom, and students had limited opportunities to showcase their abilities. Today, however, teachers have shifted from being mere instructors to facilitating active participation, allowing children to engage more fully in class activities.”



Case Study

Naw Khin Twel Win’s Story

Graduate of Cotton On Foundation
Pathways Program in Thailand

As a recipient of a Cotton On Foundation scholarship, Naw Khin Twel Win was supported by the Typo Fellowship – a partnership between Cotton On Foundation and Typo team and customers to support students past high school, into university or vocational studies, and on to meaningful employment.

After studying public health, Win is now a Sexual Reproductive Health and Rights Officer, working for a non-profit.

“Cotton On Foundation doesn’t only support financially but also emotional support, encouragement and love. It’s felt like a family who really cares for you and wants you to be a successful person. The team always make sure that we are doing great in university and able to reach out for help anytime.”

To learn more about the Typo Fellowship program, [click here](#).

Three New Schools *Opened*

Quality education. For us, that’s where it all started. Today, supporting holistic education globally remains a defining pillar of the Cotton On Foundation, working to bring unique and tailored education solutions to each of the communities we work in.

FY24 was a proud year, as we opened three newly renovated schools to thousands of students across Uganda and South Africa.



Busibo & Namabaale Primary Schools - Uganda COMPLETE

Busibo and Namabaale Primary Schools have been redeveloped to create three campuses on the one site. This is our newest model of a primary school. Inspired by our commitment to the social and emotional learning of every child, each campus has been designed to create a safe sense of community and to build facilities that are age-appropriate for every stage of a child’s journey through early childhood education and primary school.

The three-campus model includes:

- 20 traditional classrooms
- Teachers’ accommodation
- A variety of indoor and outdoor non-traditional learning spaces
- Individual play areas for the three levels of the school
- Two kitchens
- Multipurpose facilities at each campus
- A library
- Inspiring teacher facilities to encourage professional development and collaboration among the educators

In addition to these facilities, the learners are provided with:

- Two meals per student per day
- Five litres of water per student per day
- Scholastic materials
- Access to healthcare
- Sanitary products for girls



Dr JL Dube High School - South Africa COMPLETE

In the town of KwaMashu, we’ve been working with Dr JL Dube High School since 2019, the closest high school to eThekweni Primary School (a Cotton On Foundation supported primary school). Our redevelopment of Dr JL Dube High School helps remove the barrier of transportation, with students able to continue their education journey with the best resources available to them, without having to leave their neighbourhood. By upgrading infrastructure and resources, we hope to ensure that students are set up to continue their journey through school and pursue their chosen pathway after graduation.

In March 2022, we celebrated the turning of the soil at the school, marking the commencement of the first major renovations at the learning facility since it was built in 1979.

Completed in March 2024, the refurbished Dr JL Dube High School supports more than 1,280 students from Grade 8 to Grade 12. With educational pathways that are more accessible than ever, students are empowered to seek more opportunities beyond school.

The renovated school includes:

- 42 new world-class classrooms, including computers and internet access
- A new Pathways Hub offering wellbeing and leadership programs
- A multipurpose field and indoor sports hall
- A performing arts hall
- A brand-new kitchen
- New toilets and washrooms



Students at Dr JL Dube High School

Completed Infrastructure

Over the last 16 years, funds raised by our passionate teams and customers have helped support essential and sustainable infrastructure in pursuit of developing inspiring, holistic learning environments that support students and their broader communities.

Schools



Mannya Kindergarten, Rakai District, Uganda
300 educational places



Mannya Primary School, Rakai District, Uganda
1,000 educational places



Mannya Secondary and Multipurpose Building, Rakai District, Uganda
1,000 educational places



Busibo Secondary School, Lwengo District, Uganda
1,000 educational places



Busibo Primary School, Lwengo District, Uganda
500 educational places

2007 - 2012 2014 2016 2017 - 2020



Nseese Primary School, Rakai District, Uganda
500 educational places



Phitsanulok Education Centre, Thailand
150 educational places



Nabbunga Primary School, Rakai District, Uganda
500 educational places



Kyalulangira Primary School, Rakai District, Uganda
500 educational places



Mbazzi Primary and Secondary, Rakai District, Uganda
1,200 educational places

2017 - 2020



Kasomolo Primary School, Rakai District, Uganda
500 educational places



Kyaterekera Primary School, Lwengo District, Uganda
500 educational places



Kamunuku Primary School, Rakai District, Uganda
500 educational places



Kalyamenvu Primary School, Rakai District, Uganda
500 educational places



Kensekka Primary School, Rakai District, Uganda
500 educational places



Bwe K'Lar Primary School, Mae Sot, Thailand
150 educational places



Ethekewini Primary School, KwaMashu, South Africa
1,280 educational places



Ntebbe Za Ddungu Primary School, Rakai District, Uganda
500 educational places



Bunjakko Primary School, Lwengo District, Uganda
500 educational places



Dr J.L. Dube High School, KwaMashu, South Africa
1,280 educational places



Busibo Primary School (redevelopment), Lwengo District, Uganda
Expanded from 500 to 910 educational places



Namabaale Primary School, Lwengo District, Uganda
910 educational places

2021 - 2024

Healthcare

2007 - 2012 2014



Ross Langdon Health Education Centre, Rakai District, Uganda
Community training, HIV testing and counselling



Busibo Health Centre, Lwengo District, Uganda
52,500 patients seen



Mannya Maternity Ward, Rakai District, Uganda
5,000 babies delivered



Mannya Health Centre, Rakai District, Uganda
145,000 patients seen



Namabaale Health Centre, Lwengo District, Uganda
30,000 patients seen

Additional Infrastructure



Boreholes, Rakai and Lwengo Districts, Uganda
13 constructed



Coffee Drying Structures, Rakai District, Uganda
Supporting 3 coffee cooperatives



Biogas Digesters
13 biogas digesters installed



Teachers' Accommodation
Supporting 171 teachers



Rhino Tanks, Rakai and Lwengo Districts, Uganda
118 tanks installed = 6.8m litres of clean water harvested



Cotton On Foundation Office, Masaka, Uganda
Accommodating 40 team members



110/111

Mental Health



Our Goal

Every young person should have someone to turn to.

We Will

Reduce stigma and increase access to prevention and mental health services.

We Have

LifeChanger Foundation

Positively impacted 115,928 young people across Australia and New Zealand, through a combination of LifeChanger Foundation’s interactive workshops and digital teacher resources.

Mental Health Foundation of New Zealand - Pink Shirt Day

Raised \$590,000 to increase awareness and understanding of the prevalence and impact of bullying on young people’s mental health and wellbeing, with programs and resources that reduce bullying.

Strong Brother Strong Sister

Supported 65 children and young people to attend youth groups and school holiday activities.
Provided 38 children and young people with 1:1 mentoring support.
Supported 28 individuals with access to social, emotional, health and wellbeing programs.

Born This Way Foundation

Launched the global Kindness in Community Fund, supporting 65 organisations with funds to increase access to mental health services for young people across 10 countries.
43,000 people engaged with the Be There Certificate online mental health course, exceeding our goal of 40,000.

Our education teams have enabled delivery of in-school programs supporting students’ mental health and wellbeing, reaching 14,000 students.

If you are struggling with your mental health and you need to talk to someone, reach out to a trusted friend, family member or trained professional.

Cotton On Foundation is not a provider of mental health support services or guidance. If you feel you are in need of mental health support, please visit findahelpine.com who have identified more than 1,600 free and confidential support resources available over phone, text or web chat.

BORN THIS WAY Foundation

A kinder world is our kinda world

"Kindness has the power to
change someone's day, maybe
even their life, for the better."
Lady Gaga

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In September 2023, Cotton On Foundation and Born This Way Foundation came together with a shared mission to give 100% for youth mental health and inspire a global movement of kind action. Our global campaign, 'A kinder world is our kinda world', featured Born This Way Foundation co-founder, Lady Gaga, alongside young people sharing their real, authentic stories and experiences.

From 1 September to 10 October 2023, 100% of net proceeds from Cotton On Foundation products and donations directly supported Born This Way Foundation in sharing mental health resources and inspiring a global movement of kind action.

Impact driven by youth: *Kindness in Community*

As part of our Cotton On Foundation x Born This Way Foundation fundraising journey, we asked both team and customers to nominate organisations for a Kindness in Community Fund grant. These were local organisations that were close to the heart of our team and our customer, have made an impact and deserving recognition for all the good they do.

Born This Way Foundation collected more than 1,900 nominations, with over 75% of those nominations submitted by youth. Young people drove the process at each step: from nominations, to the initial review, to the shortlist, all the way to final selection.

Sixty-five grantees were selected across 10 countries, receiving a total of \$5 million.



Team Engagement

At the centre of our campaign for kindness was our retail team on the ground, sharing the message and inviting customers to join us in supporting Born This Way Foundation.

Teams globally were educated and inspired with mental health resources, dedicated virtual connects with the Born This Way Foundation team and kindness message boards in our storerooms.

BORN THIS WAY/
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Everyday UPSTANDER



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Mental Health Foundation of New Zealand, Pink Shirt Day

For the sixth year in a row, we partnered with the Mental Health Foundation of New Zealand to support their Pink Shirt Day initiative!

From 22 April to 19 May, 100% of proceeds from the sale of Cotton On Foundation products and donations in New Zealand were contributed to the Mental Health Foundation of New Zealand in their mission to stand up against bullying.

All in all, together we raised \$590,000, with more than 38,000 people across New Zealand wearing our pink shirt design to show their commitment to being Everyday Upstanders.

Funds raised are providing schools, workplaces and communities with resources and education about how to prevent bullying, promote kindness and inclusivity, and develop a wellbeing initiative for young people.



Strong *Brother* Strong *Sister*

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Cotton On Foundation's support of Strong Brother Strong Sister on Wadawurrung Country in the Geelong and Surf Coast region ensures that the youth-led and First Nations-led organisation can continue to provide a culturally safe place for young people.

The organisation is led by a dedicated team of First Nations young people who design, advocate for and deliver programs and services that are grounded in community needs. They deliver regular youth groups, 1:1 mentoring sessions, access to Geelong Suicide Prevention Program, a family support program and, more recently, a Greater Geelong region in-school program.

Youth Groups

- **Little Bunyips** is a program for 4-10 year olds, supporting learning and play in a culturally enriching space. The Koorie Youth Group caters to 10-18 year olds, where they can connect with young mob, participate in fun activities and explore culture in a supportive environment.
- **Mentoring programs** are co-designed with each young person to build on their cultural identity and aspirations, ensuring the mentoring journey is meaningful and impactful, and that excellence is achieved on the individual's own terms.
- **The Geelong in-school program** supports First Nations students at eight schools on Wadawurrung Country with access to cultural and fun activities that are designed to support young people within the school to ensure better outcomes for all.

Strong Brother Strong Sister's programs go beyond guidance and mentorship, fostering social and emotional wellbeing for greater outcomes for First Nations youth.

LifeChanger

Change your socks. Change a life.



LifeChanger Foundation is a preventive mental health and wellbeing non-profit that empowers young people with the courage to thrive, by developing their social, emotional and resilience skills for life.

Change your socks. Change a life.

In February 2024, Cotton On Foundation partnered with LifeChanger Foundation on a month-long campaign to stand together for youth mental health, centred on the sale of a specially designed, limited-edition pair of socks.

100% of proceeds from the sale of these socks, sold online and in store at Cotton On, Factorie and Supré, were dedicated to supporting LifeChanger in their mission to create positive change and empower every young person to reach their fullest potential.

Through Cotton On Foundation's ongoing commitment to LifeChanger Foundation, the following has been possible throughout FY24:

- 50,492 young people positively impacted through preventative youth mental health workshops.
- 3,369 mentors trained to support youth in need.
- Digital LifeChanger resources provided to more than 492 teachers, positively impacting more than 65,436 young people in school classrooms.



Supré Foundation partnered with LifeChanger to:

- Positively impact 5,000 young people through preventative youth mental health workshops in secondary schools.
- Train 500+ mentors nationally.
- Deliver LifeChanger workshops to more than 20 schools nationally.

Funding commitment: \$250,000

In-School Programs

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As part of our efforts within our Holistic Education pillar, Cotton On Foundation supports students' mental health and wellbeing with the following in-school programming.

Mental Health and Wellbeing Camps

Partnering with local organisations in Uganda and South Africa, we delivered mental health and wellbeing camps to 200 senior students. Camps were designed to provide young people with tools to manage their own mental health, build resilience and be the best version of themselves. Key topics included:

- What is mental health?
- Coping with loss and grief
- Fostering healthy relationships
- Managing stress
- Supporting my friends



The camps were a huge success with teachers and students alike and the impact is already evident.

'It was excellent because I have learnt about team work, communication skills and decision making.' – Participant in Uganda

'I experienced excellent learning and understanding of my mental health, how to work upon it in case of any challenges and when to look for more assistance.' - Participant in Uganda

Social and Emotional Learning (SEL) in schools

SEL develops skills in self-awareness, self-management, social awareness, relationship building and responsible decision-making. We supported 14,000 students in Uganda, South Africa and Thailand to deepen their practice of SEL. Simple but impactful activities have helped to create emotionally safe spaces, and students and teachers have reported feeling a greater sense of connection and wellbeing.

'We notice in our classrooms more engaged, curious and confident students.' – Teacher from Bwe K'Lar, Thailand

Environment

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Our Goal

We will protect and preserve Earth’s natural assets.

We Will

Partner to regenerate biodiverse forests and protect wildlife habitats.

We Have

Soil

- Supported our partners to complete tree planting projects across eight countries: Australia, Botswana, Brazil, New Zealand, Singapore, South Africa, Uganda and the USA. With 666,236 trees now in the ground.
- Supported One Tree Planted and WWF-Singapore initiatives that delivered training programs to 156 community members on community-led conservation, and supported 335 jobs.

Sea

- Partnered with The Reef Cooperative to launch a new First Nations Reef Intervention Training Program to ensure Traditional Owners have the micro-credentials and certifications they need to lead and manage reef conservation on their Sea Country.
- Supported the installation of 230 MARRS Reef Stars on the Great Barrier Reef to improve ongoing reef conservation. An additional 500 are fabricated and ready for installation on two more sites.
- Supported Citizens of the Reef’s Great Reef Census program, collecting 55,534 images from 359 reefs on the Great Barrier Reef and contributing to our partner’s mammoth effort of surveying over 20% of the Great Barrier Reef to date.
- Supported the delivery of the Yirrganydji Reef Cooperative Educational Program to 130 students across three high schools and two primary schools on Yirrganydji Country in Cairns.
- Supported the settling and monitoring of 8-10 million coral larvae on the Great Barrier Reef.

Planting a *Better* Future

From seeds in the ground to forests of the future, every tree counts. These contributions will help restore wildlife habitats and create a healthier climate for all. Last year, in collaboration with our partners One Tree Planted and WWF-Singapore (and thanks to you – our global team and customers), we raised funds to plant more than 422,000 trees in Uganda, Brazil, Australia, Singapore and New Zealand.

This April, we raised the remaining funds to reach our one million tree target, with 666,236 trees now in the ground.

Here are the projects we’re supporting:

Australia

PROJECT: Bushfire Recovery Nurseries
PARTNER: One Tree Planted ✓

Botswana

PROJECT: School Tree-Planting Project
PARTNER: The African Women Leadership Academy (TAWLA) ✓

Brazil

PROJECT: Corridors for Life
PARTNER: One Tree Planted ✓

Malaysia

PROJECT: Orangutan Wildlife Corridor Project
PARTNER: WWF-Singapore

Namibia

PROJECT: School Tree-Planting Project
PARTNER: Family of Hope

New Zealand

PROJECT: Waingake Native Restoration
PARTNER: One Tree Planted ✓

South Africa

PROJECT: Kruger to Canyons: Blyde Expansion Restoration Pilot
PARTNER: One Tree Planted ✓

Singapore

PROJECT: Green Cities
PARTNER: WWF-Singapore

Uganda

PROJECT: Albertine Rift Restoration
PARTNER: One Tree Planted ✓

United Kingdom

PROJECT: England 2024 - Community Forest Restoration
PARTNER: One Tree Planted ✓

USA

PROJECT: California Wildfire Forest Restoration
PROJECT: Longleaf Pine Restoration, Florida
PROJECT: 2024 Pennsylvania
PROJECT: Bolt Creek Fire Restoration, Washington State



First Nations

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Our Goal

Partnering with First Nations led and owned organisations to ensure community is achieving self-determined futures.

We Will

Build upon capacity of partners to amplify and support culture, language and the wellbeing of young people.

We work with First Nations partners to create impact across all of Cotton On Foundation's strategic pillars of holistic education, mental health and the environment.

We partner with communities who lead with vision, and have established and long-standing programs. Our funding provides flexibility to these organisations to follow the path they choose, as we know community-run programs are the most effective way to create lasting change.

We're proud of our First Nations partnerships and their impact.

We Have

Wadawurrung Country

On Wadawurrung Country, we provide funding to Strong Brother Strong Sister who support young people and their families with access to regular youth groups, one-on-one mentoring and family services.

Northern Territory

In the Northern Territory, our partnerships support Yolngu-led and owned organisations who enhance young people's connection to culture and identity. Partners include Djalkiri Foundation, Dhimurru Aboriginal Corporation, The Mulka Project, and Community-Based Aboriginal Teacher Education (C-BATE) through a partnership with Yirrkala School and Laynhapuy Homelands School.

Supré *Foundation and* Stars *Foundation*

Vision: We advocate for a world where young people can reach their full potential.

Supré Foundation

Stars Foundation provides holistic mentoring support to Aboriginal and Torres Strait Islander girls and young women across Australia, providing students with a space where they feel safe and can take pride in their culture as well as helping give them the self-belief to complete their secondary education.

Investing in First Nations young women and providing opportunities for them to choose their path and fulfil their potential creates a powerful ripple effect and an enduring legacy for Australia.

By supporting Stars, Supré Foundation is helping to positively impact the lives of Indigenous girls and young women, their families and communities.



Supré Foundation supports more than 200 Indigenous Australian girls aged 16 to 18 years in the Northern Territory through the Stars Program to:

- Positively attend school and participate in the Stars program.
- Successfully graduate from Year 12.
- Provide pathways for further education and employment beyond graduation.

Funding commitment: \$500,000

Case Study

Disaster Relief: *Brazil*

This year, with a heavy heart, we witnessed as Brazil was the victim of extreme flooding. When we heard our mates were in dire straits, we knew we had to help fast.

As a business who has operated in Brazil since 2014, our team and customers came together and rolled up their sleeves to fundraise for support that would assist those who needed it most.

From 20 May to 16 June 2024, we donated 100% of proceeds from Cotton On Foundation product sales online and in store to Brazil Ascendendo Mentes. We had a goal of delivering \$20,000 over the four-week period, and as usual, our team and customers exceeded this target.

In total, \$22,834 was raised to help Ascendendo Mentes provide vital food security assistance through the purchase and distribution of seven tonnes of essential, non-perishable food items.





Thank You

The Good we do is only possible because of you - our dedicated team, incredible customers and valued partners. As our business continues to grow, so does our ability to make a positive difference in more lives.

We're so excited to build on this momentum with you all - we're just getting started.

Thank you for joining in *The Good* and helping create a positive difference in people's lives.

COTTON ON

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COTTON ON **BODY**


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