

# BARKERS

MATERIAL TRUTH REPORT 2019









# MADE FOR LIFE.

**What gets us up in the morning? What guides our choices as a business and as people? Central to the Barkers ethos is the importance of identifying the thing that drives you - without that, there's no direction.**

## **Our guiding principle? Barkers is “Made for Life”.**

Our range of apparel and accessories are designed for living, harnessing everyday style and enduring quality. This principle shapes everything we do, whether it's choosing a new denim supplier for our jeans, giving our stores a fresh fit-out, or making our head office more environmentally friendly. Most of all, everything we create comes back to you: what you do, what you like and where you go. We design for the life you live.

**Our “Made for Life” ethos is supported by three brand pillars: Product, Purpose and Planet.**

## **Product**

This is everything - after all, as a retailer, we wouldn't be here without it. We're committed to creating high quality product that's built to last. And because it's got to last, enduring style and timeless design are our priority.

## **Purpose**

We think that a purpose should get you up in the morning. Ours is a drive to do better by our customer, and our planet too. We aim to make great product with an awareness of

sustainability, and to lead by example as we shift and improve our business model with urgency.

## **Planet**

This is a big one, and at the essence of this report. We're championing transparency, sustainability and responsibility in all corners of our business - from our sourcing and manufacturing, to logistics and operations, even the little things like our light-bulbs. We think the status quo is no longer acceptable, so we're making changes (big changes) to minimise our impact on this planet, its people and our future.

**For us, “Made for life” isn't a snapshot: it's a moving picture. We've always been committed to providing our customers with the best options, but we know that “best” is always in flux. Best can get better.**

It's a goalpost that shifts as our values evolve, technology improves and we become more aware and accountable of our impact on our environment.

So with that in mind, this report seeks to outline and detail our commitment to transparency, sustainability and the bettering of our business model. Barkers is “Made for Life” but we're committed to also making things better for both the future and the now.



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# CEO LETTER

Barkers Group CEO Jamie Whiting explains the substance behind Made For Life, why it's more than just a slogan – and the major push to become one of the most responsible clothing companies in New Zealand.

In the Summer 2018 issue of 1972 Magazine, I wrote about where Barkers has come from – the struggles and triumphs of the decade since our team took over. Now, I want to talk about where we're going. It's effectively a mission statement – a vision of what our company can be to our people and our customers, and the impact we'd like to see it have on the world.

***It starts with the slogan 'Made for Life'. We see the meaning as two-fold: firstly, that we emphasise a level of quality and design which means that instead of buying seasonally, you're buying for the long haul. Our materials will last, and we design for timeless style, rather than fast trend-driven fashion.***

Secondly, and perhaps more aspirationally, Made for Life means that our garments will help towards a more sustainable planet, rather than be a drain on it. The fashion industry has

a disappointing environmental record, and its workers can operate under pretty poor conditions at times. We have always set higher standards for ourselves, and achieved them – but now we're pushing on to something bigger and bolder. We've set ourselves the challenge of building a responsible fashion business. Easy to say – but here's how we'll do it. Call it a five-point programme for making Barkers / Max Group a world leader in ethical and responsible fashion.

We're going to rapidly scale up our use of environmentally responsible and certified sustainable fabrics, with the goal of having them make up 100% of our supply chain as quickly as possible but no later than 2023. This means more use of lower impact fabrics like linen, organic cotton and hemp, while minimising synthetics, and using recycled materials wherever possible.

We'll go deeper and deeper into our supply chain to ensure that, for example, the yarn and trim merchants who supply our manufacturers achieve the same standards of excellence we already demand of our garment makers.

Barkers will be strong advocates for timeless style, as opposed to chasing short trends or selling gimmicky seasonal garments designed to only be worn a few times before being discarded. So: no polyester Christmas jumpers sold into the New Zealand summer, sorry.





We'll continue to foster a strong culture within Barkers, one which looks after our people and engages with social initiatives which speak to a broader purpose beyond pure profit. For example, I have joined the steering committee of The Formary – a group which is dedicated to finding new purposes for recycled textiles, and developing circular fibre reuse models, thus minimising waste.

Finally, we'll take the same sense of mission and values into Max, the women's clothing chain we acquired towards the end of last year. As we start to evolve and grow the brand, we'll ensure the same philosophies guide us across the whole group.

I'm under no illusions – this will be the signature challenge of my professional career.

But it's something that our entire business, from the board through the shop floor, is fully behind. We're already making major strides.

**One of our biggest initiatives of 2019, is the launch of Saitex denim.** It's no secret that denim – a rugged, hard-wearing fabric that many men and women adore – is a real environmental problem. Getting that vivid blue colour looking exactly as distressed as you want it requires a phenomenal volume of indigo dye. This is often disposed of in pretty careless ways, leaving waterways and adjacent land much worse off.

This is why Saitex is so impressive. A fair trade leed and Bluesign certified manufacturer, it is a world first, a melding of incredible technology and deep environmental and social



consciousness.

It treats its waste water until it's entirely purified. It houses and feeds its associates, and is rightly beloved as a fair trade employer as a result.

We're the first New Zealand company to partner with them, and are launching a full collection of their jeans as a result of their matchless processes and commitment to sustainable manufacturing.

This doesn't come cheap. We've had to pay a significantly higher cost to move across. But it feels right, and in sync with our purpose. The new denim is in stores now – I hope you like it, and feel great about wearing it. And that you'll come with us on this journey to build a company truly made for life.



 **JAMIE WHITING** | Group Managing Director Barkers / Max



# OUR MISSION

“We think that if you can't be a responsible business, you shouldn't be in business. Barkers has a purpose that goes beyond profit: we want to be a brand that makes a positive impact on the world. Everything we do centres around how we can improve the impact we have on both the environment and the people our business touches. We don't want to sit on the sidelines, or be asked by future generations why we didn't do more.”



# THE WHAT AND WHY OF MATERIAL TRUTH

## Firstly, what is this report?

'Material Truth' is a new report about Barkers' sustainability and transparency, covering all aspects of our business - suppliers, fabrics and materials, logistics operations, ideology and everything in-between. Basically, we've taken a long hard look at where we are now, what we're improving, what we can do better and (most importantly) where we want to be... and we're sharing it with you.

## So why are we doing this?

We're making this report public so you can join us on this journey - following our progress as we discover better alternatives and practices, and creating a dialogue of what a business needs to be now.

***Our company strategy is to be a responsible business - we want to be clear and honest about where our products come from, how they're made, and where they end up.***

We put a lot of effort into choosing responsible suppliers, as well as working openly and collaboratively with all of them - we're proud of this and want to share it with you.

## Why be a responsible business?

We think that if you can't be a responsible business, you shouldn't be in business. Barkers has a purpose that goes beyond profit: we want to be a brand that makes a positive impact on the world. Everything we do centres around how we can improve the impact we have on both the environment and the people our business touches. We don't want to sit on the sidelines, or be asked by future generations why we didn't do more.

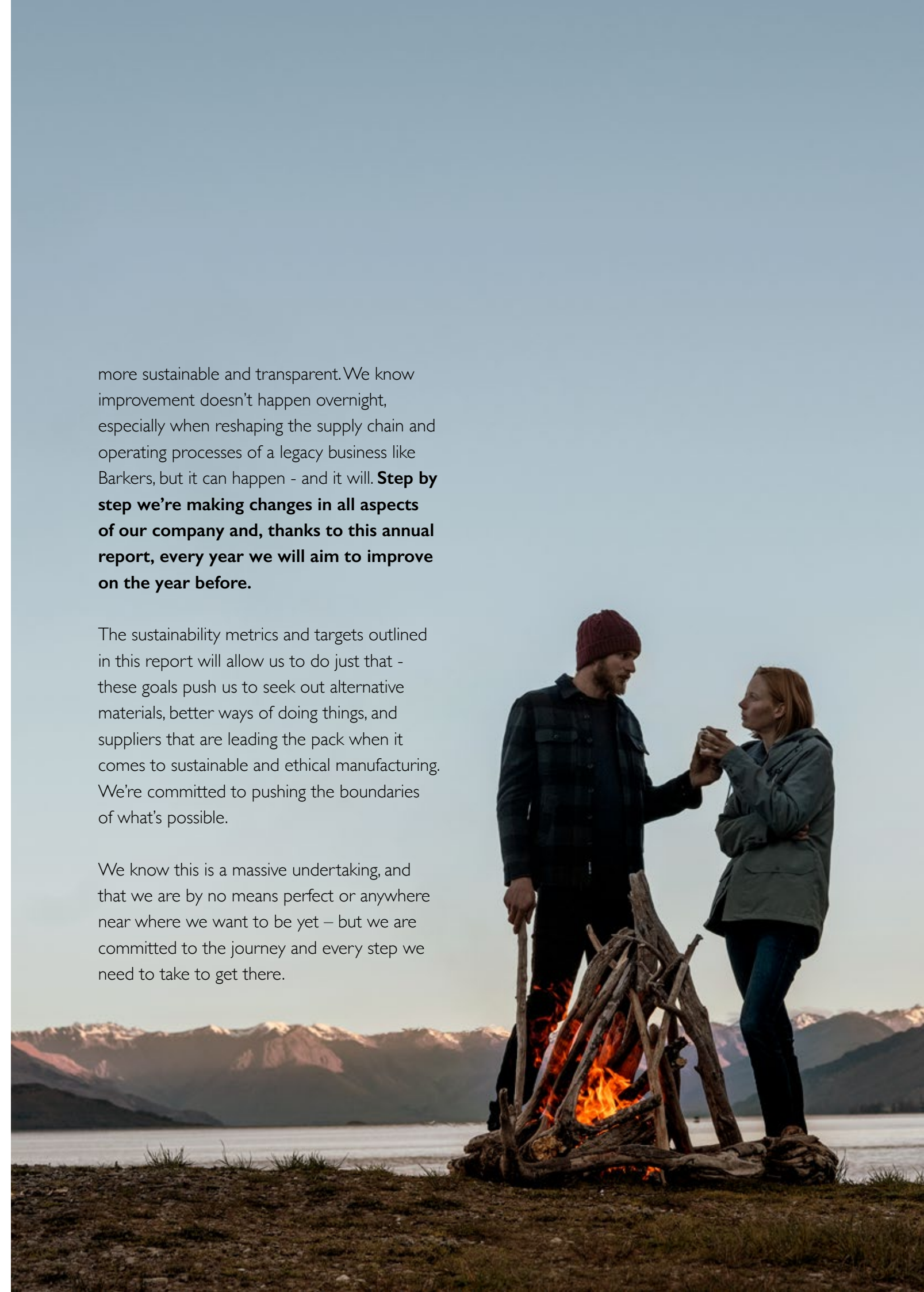
## How is this report going to inform our decisions going forward?

This report is a first for us, but it's certainly not the last. We will be producing this report every year going forward. It's our yardstick, allowing us to measure our progress and stay accountable. We're not perfect yet, but we're embracing improvement and are committed to bettering all aspects of our business to be

more sustainable and transparent. We know improvement doesn't happen overnight, especially when reshaping the supply chain and operating processes of a legacy business like Barkers, but it can happen - and it will. **Step by step we're making changes in all aspects of our company and, thanks to this annual report, every year we will aim to improve on the year before.**

The sustainability metrics and targets outlined in this report will allow us to do just that - these goals push us to seek out alternative materials, better ways of doing things, and suppliers that are leading the pack when it comes to sustainable and ethical manufacturing. We're committed to pushing the boundaries of what's possible.

We know this is a massive undertaking, and that we are by no means perfect or anywhere near where we want to be yet - but we are committed to the journey and every step we need to take to get there.







# THE HISTORY OF BARKERS

We're pretty proud to be one of this country's most well known and trusted men's retailers. We've been going for over forty five years, and we're still New Zealand owned and run. In a big busy world, our commitment to being a local brand sets us apart from the pack; it laid the foundations for our legacy and shapes our future thinking.

Since this report is all about moving forward, let's take a short look back at the journey of innovation and dedication that got us where we are today.

***It all began in 1972, when founder Raymond Barker opened "Raymond's" and began outfitting Kiwi men for daily life and special occasions.***

Rewind a little further, and in 1967 nineteen-year-old Ray from Orakei travelled to the United Kingdom on his OE. His first job in London was with Burton Tailoring, a made-to-measure clothing company, and he honed his eye for men's apparel and tailoring while soaking up the sights and culture of London.

A few years later he returned home to New Zealand, and at the age of 25 he opened his first store on the corner of High Street and

Victoria Street in central Auckland.

From the very start he was committed to creating quality menswear that channelled international trends with a distinctive Kiwi approach - something we still do today. His store was so popular (especially on Friday nights) that queues would often be out the door, and five months after opening his High Street store Barker opened another on Queen Street.

Barker's business was loved by customers and employees alike; treating our staff like family has always been our thing, and during the seventies and eighties the team at the flagship store





would be taken out for steak and drinks every Friday - a gathering so popular that they were even once joined by the Doobie Brothers.

One of the best sellers in those days was the Barkers signature body shirt - a familiar icon of stylish seventies menswear. With shirts like these and a classic yet on-trend range, Ray Barker dressed many local celebrities from television, music and radio.

***Barkers Stores continued to dominate local men's fashion in the eighties, championing bright colours and embracing the growing trend of looser fits.***

The nineties saw the birth of one of our most famous items - Barkers trackpants. Demand was so high that our local manufacturers in West Auckland would often work through the night, and 50,000 pairs were sold in only a couple of years. To this day it remains one of our most famous items - and one we relaunch occasionally to much fanfare.

However the nineties also saw the arrival of international competition and a shift in the fashion landscape, as many popular surf brands hit New Zealand and dress codes relaxed. Meanwhile other brands were producing in China, offering more competitive pricing and steep discounts.

In the early days, the Barkers clothing range was manufactured locally in Auckland, Tauranga, Manawatu and elsewhere around the country - but the lifting of import tariffs led to the decline

of local manufacturing and a shift in the national and international apparel model. To stay in business, Ray reluctantly joined the many other brands that were moving manufacturing off-shore during the nineties, and in 2002 he finally sold the business.

From there, Barkers has been evolving with the rapidly shifting fashion market over recent years, while also cementing our position and identity as a New Zealand brand.

We've opened lots of groundbreaking new stores, honed our range, and joined forces with other Kiwi icons like the All Blacks.

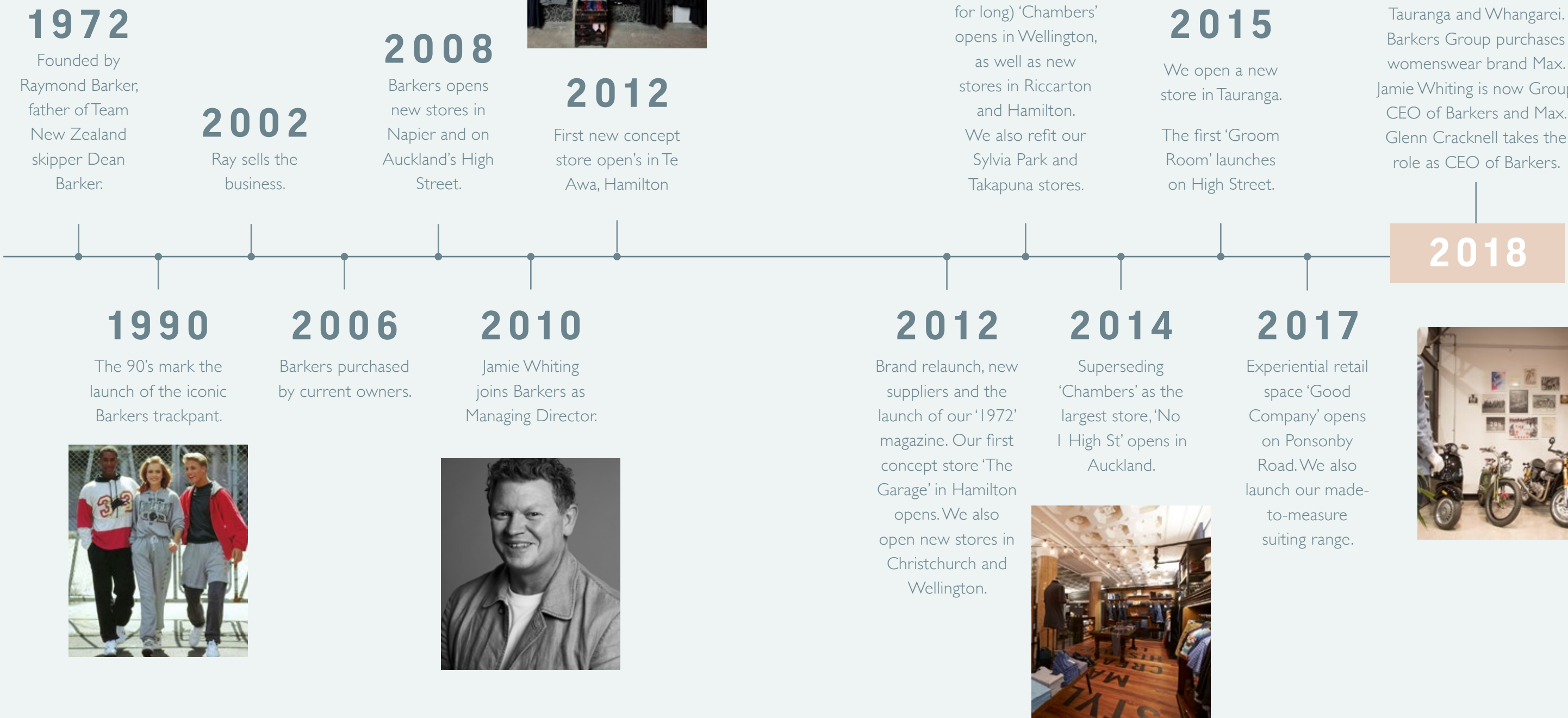


**We've asked ourselves some big questions too. Who are we? What do we stand for? What life does our customer live? These have led us to where we are today, and our ethos Made for Life. Through his decades of business, Ray Barker never stopped embracing change - and neither will we.**





# BARKERS THROUGH THE YEARS







# GOALS AND PROGRESS

1

## Supply Chain

**Goal:** 100% of supply chain visible by 2023.

**Current Progress:** All of our suppliers must sign our robust code of conduct before we do business with them. 100% of our CMT (Cut-Make-Trim) factories have current Social Audit Compliance. In 2019 we will work with a new audit partner, who currently work for our sister company Max, to create a new group-wide audit plan, with particular focus on worker welfare and ethical sourcing.

2

## Product

**Goal:** 75% of product environmentally responsible fabrics by 2020, 100% by 2023.

**Current Progress:** Is at 28%, with this increasing to 58% for 2019.

3

## Carbon Reductions

**Goal:** CEMARS (carbon reduction) Certification by FY 2019. Carbon neutral certification by 2023.

**Current Progress:** We are in the initial stages but as our sister company Max is already undergoing a lot of work in this area, we will be aligning with them. Once we are certified we will then be able to set our annual carbon reduction targets and will report on this in our 2020 report.

4

## Packaging

**Goal:** Environmentally Responsible Packaging

**Current Progress:** In 2018 we changed all our retail bags to fully compostable FSC responsibly sourced paper; the inks are vegetable based and glue is water based. In 2019 we will replace our courier bags to also be responsible and introduce re-useable stock bags.



**MADE FOR LIFE.**

**ENVIRONMENT**



# OUR APPROACH

## Our Design Approach

Here at Barkers we're not all about trends, we're about style. Rather than the flash-in-the-pan garments found at fast-fashion retailers, we design appealing and considered products that help you look your best (whatever the occasion) and are built to last.

**Our design principle centres around two key priorities:**

- 1. Timeless style**
- 2. Enduring quality**

Both of these are underpinned by our commitment to integrate more sustainable materials and practices in our manufacturing - this means creating high quality garments that last longer and are better for the planet. It's simple really, and it's important.

## Our Philosophy

Barkers ethos 'Made for Life' applies to all aspects of our business model and is supported by three brand pillars - product, purpose and planet - and our range of apparel and accessories are designed and crafted for living

and for life. Our philosophy means we're committed to reshaping our supply chain and manufacturing processes to make our operation more environmentally and socially sustainable for our world. You can read more about 'Made for Life' on page 4.

## Our Fabrics

Using fabric made from natural fibres is our priority, and the vast majority of our range (96% in fact) is made from cotton, wool and linen.

**Why natural fibres?** Well in addition to their superior look and feel, natural fibres are a sustainable resource - they are renewable and biodegradable.

Natural textiles are far better for the environment than synthetics which are derived from petrochemicals.

**Polyester accounts for less than 3% of our range, and almost half of this is made from recycled material as we pursue solutions that foster a circular economy.**

## Cotton

This soft, breathable fabric comes from the cotton plant and we use it for everything from our collared dress shirts to more casual items like T-shirts and shorts. It doesn't retain odour as much as fabrics like synthetics, so you can usually go a bit longer between washes - something we recommend to minimise the environmental footprint of your garment.

Because we use a lot of cotton, it's important that we use the right stuff. Cotton crops require a great deal of water, and many cotton growers rely on pesticides that are harmful for the environment and community. We don't like that, so we're integrating more eco-friendly options into our range.

Where possible we choose to use Certified Organic Cotton as we believe it is the most responsible option with the least environmental impact. We also support the use of Better Cotton Initiative (BCI) cotton. As of January 2019, 34% of our cotton is responsibly sourced, and of this 55% is Certified Organic Cotton and 45% is BCI cotton.

## Denim

A staple when it comes to menswear and a famously hardy textile, denim is a woven fabric made from cotton, with a distinctive twill weave that gives it enormous strength. There's

a dark side to denim though; in addition to the traditional problems associated with growing and harvesting cotton, when disposed of irresponsibly the runoff from indigo dye can be detrimental to waterways and land.

**Our new denim supplier is one of our most important new initiatives.** Saitex treats its waste water until it's entirely purified, as well as providing exceptional working conditions and support for its employers as a fair trade company. They take environmental and ethical sourcing very seriously and are Bluesign, OEKO-TEK, LEED and Fair Trade certified.





## Wool

One of our favourite natural textiles, high quality wool is warm, breathable and soft to the touch. 71% of our wool is currently responsibly sourced, certified by Responsible Wool Standard (RWS) and the Pure Woolmark standard. Wool is predominantly used for knitwear and suiting. 100% of our wool suiting is merino, made under the Woolmark standard. Our knitwear is made from merino or lambswool certified under the RWS and Woolmark standards.

## Linen

Derived from the flax plant, this fabric is renowned for its light, breathable and elegant nature. 70% of our linen products are GOTS certified Organic Linen, with the fabric produced in an OEKO-TEX certified “green” rated factory. Generally woven (although knitted linen is sometimes used for t-shirts) we use linen for our collared shirts, shorts and occasionally even suiting.

## Other Fabrics and Materials

Polyester or nylon accounts for less than 3% of our total fibre use - and of this more than half is currently post consumer waste recycled fabrics. The few feather down products we stock are all 100% certified Responsible Down Standard (RDS).

## Fabric Goals

Our short term goal is to have 75% of our products environmentally and responsibly sourced by 2020, and ultimately 100% of our products environmentally responsibly sourced materials by 2023.

**By 2023 we aim to use either 100% organic cotton or responsibly sourced cotton for all of our cotton knit garments, and all our woven shirts and pants.**

In 2019 we will be introducing the world’s most ethical and sustainably sourced ZQ Merino.







# PRODUCT

“The sourcing of products and textiles is the core of our business, and it’s our mission to do that in the most responsible, ethical and environmentally conscious way possible. Supply chain transparency is vital so that we know the impact our production is having on the environment and community.”

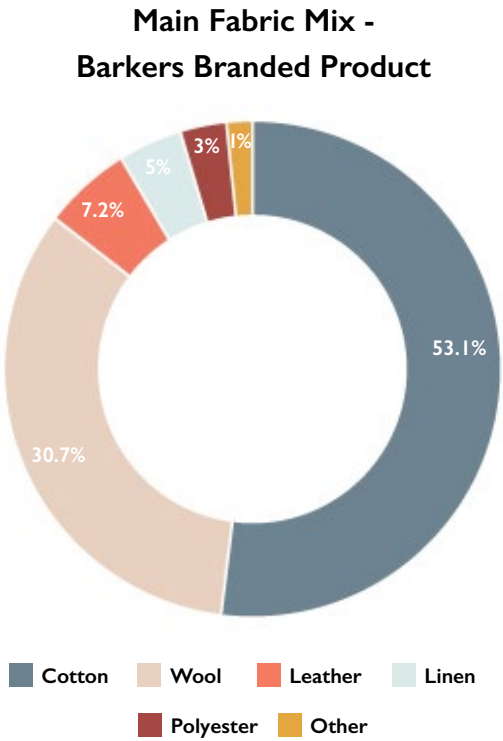


# MAIN FABRIC MIX

The sourcing of products and textiles is the core of our business, and it's important to us that we do so responsibly.

We acknowledge the impact the apparel industry has on the planet and its resources, and are committed to being part of a solution rather than the problem. Supply chain transparency is vital so that we know the impact our production

is having on the environment and community. We love natural fabrics and 96% of the materials we use are made from natural fibres like cotton, wool, and linen. As these are renewable and biodegradable, they are a far more sustainable resource than synthetics derived from petrochemicals - polyester accounts for less than 3% of our range, and almost half of this is made from recycled material.



We love natural fabrics and 96% of the materials we use are made from natural fibres like cotton, wool, and linen.

# MIX OF RESPONSIBLY SOURCED PRODUCT

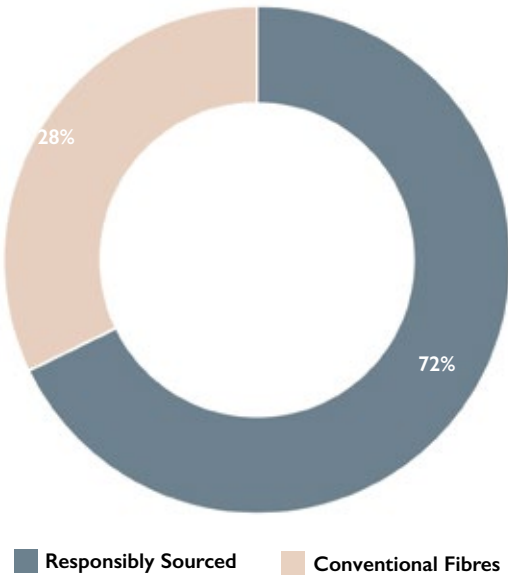
We are constantly aiming to improve our sources of these materials, with suppliers and manufacturers adhering to eco-conscious and socially responsible practices and accreditations. A key part of this strategy is working further down the supply chain with 2nd and 3rd tier fabric, fibre and trims suppliers to ensure authenticity and traceability of these materials, as well as ensuring the downstream suppliers are aligned and adhere to the same principles and Code of Conduct as our garment suppliers.

Our short term goal is to have 75% of our products environmentally responsibly sourced by 2020, and ultimately 100% of our products

environmentally responsibly sourced materials by 2023. We understand the complexity of achieving these goals, however every step we take is a positive action and it is a journey that we are committed to.

To achieve this we work closely with our manufacturers and prioritise accountability, visibility and accreditation. In 2018, 28% of the fibres we purchased were environmentally responsibly sourced. We are working on this area constantly and have increased the mix of environmentally responsibly sourced fibres to 58% for the Winter 2019 season, and are well on our way to achieve our goal of 75% by 2020.

Mix of Environmental Responsibly Sourced Fabrics - Barkers Branded Product



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# COTTON MIX

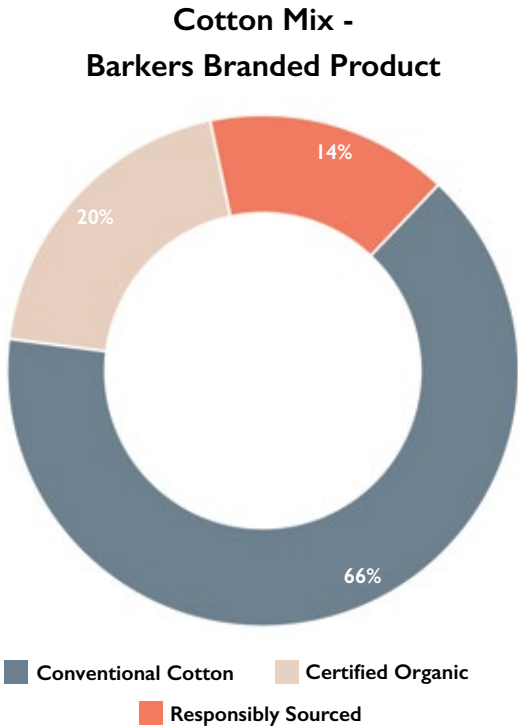
### Cotton

Where possible we choose to use Certified Organic cotton as we believe it is the most responsible option with the least environmental impact, but also support the use of Better Cotton Initiative (BCI) cotton where we are unable to source Certified Organic cotton.

As at January 2019, 34% of our cotton is responsibly sourced, of this 55% is Certified Organic Cotton and 45% is BCI cotton (BCI

stands for Better Cotton Initiative, a name that says it all really - it's just better cotton. Clothes labelled with the BCI standard are grown using more sustainable, environmentally friendly practices, while also prioritising worker wellbeing).

By 2023 we aim to use either 100% organic cotton or responsibly sourced cotton for all of our cotton knit garments, and all our woven shirts and pants.



As at January 2019 34% of our cotton is responsibly sourced, of this 55% is Certified Organic Cotton and 45% is BCI cotton.

# WOOL MIX

### Wool

We love wool, especially super fine merino, it is one of nature's super fibres with the ultimate performance benefits which is why we choose it as the fibre of choice for our suiting and knitwear. 17% of our wool currently is responsibly sourced, certified by Responsible Wool Standard (RWS). In 2019 we will be introducing the world's most ethical and sustainably sourced ZQ Merino. All wool used for Barkers products must come from certified non-mulesed wool growers. 100% of our wool suiting is made from merino under the Woolmark standard. Our knitwear is made from merino or lambswool certified under the RWS and Woolmark standards.

### Linen

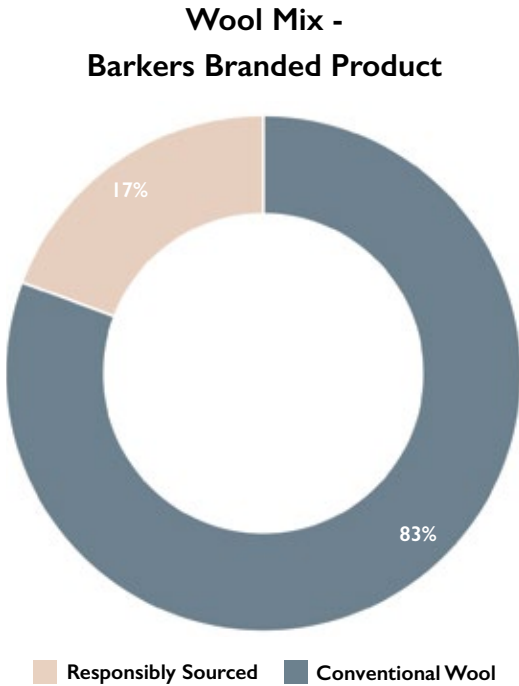
70% of our Linen products is GOTS certified Organic Linen, with the fabric produced in an OEKO-TEX certified "green" rated factory.

### Down

We stock very few down products, but where we do they are 100% certified Responsible Down Standard (RDS).

### Other Fibres

Other fibres such as polyester or nylon accounts for less than 3% of our total fibre use. Of this more than half is currently post consumer waste recycled fabrics. Whilst we don't aim to increase the use of synthetic fibres, it is our aim in future to only use recycled synthetic fabrics.



In 2019 we will be introducing the world's most ethical and sustainable sourced ZQ Merino. All wool used for Barkers products must come from certified non-mulesed wool growers.

Textile Reuse Programme: We recently partnered with the Textile Reuse Programme and sit on the Steering Committee to help develop future circular models for textile re-use, because our responsibility doesn't end when a garment leaves our store.



MADE FOR LIFE.

OPERATIONS





# REDUCE, REUSE, RECYCLE

## At Our Head Office

Did you know our Head Office is a green space? Our solar powered building uses LED lighting to reduce heat and power usage. We also only use environmentally friendly cleaning products.

**We've eliminated 100% of single use plastics in our office, and to further ensure a limited rubbish output we use colour coded recycling bins for paper, recycling, organics and rubbish - recycling is second nature for us.**

We even have a worm farm for organic waste! We're also trying to use less paper, by utilising digital technology instead of the printer. We're committed to minimising our environmental impact and moving towards becoming a carbon neutral business by 2023. We believe every little step counts, and we follow the mantra of reduce, reuse, recycle across our business. This ethos applies to our Distribution Centre and Head Office, as well as our logistics chain.

## Our Distribution Centre

We try to recycle everything we can, making this process simple by using colour coded recycling bins (paper, recycling, organics and rubbish) for all smaller day-to-day stuff.

For the big things, we have large reclaim / recycling cages for all non-reusable cardboard, and separate cages for soft plastics like pallet wrap and garment bags.

Our Distribution Centre is also 100% paperless when it comes to picking stock and receipting. 100% of our machinery are electric vehicles.

## Operational Packaging

We're in the process of designing reusable cartons from recycled post-consumer waste so they can be used again for store replenishment, rather than being single use cardboard boxes.

This eliminates the need to purchase new cartons every year, and cuts down on our cardboard waste at our Distribution Centre. Our aim is to use reusable cartons for 90% of what we send out by 2019.

We are also shifting towards our courier bags being made from 100% biodegradable packaging.

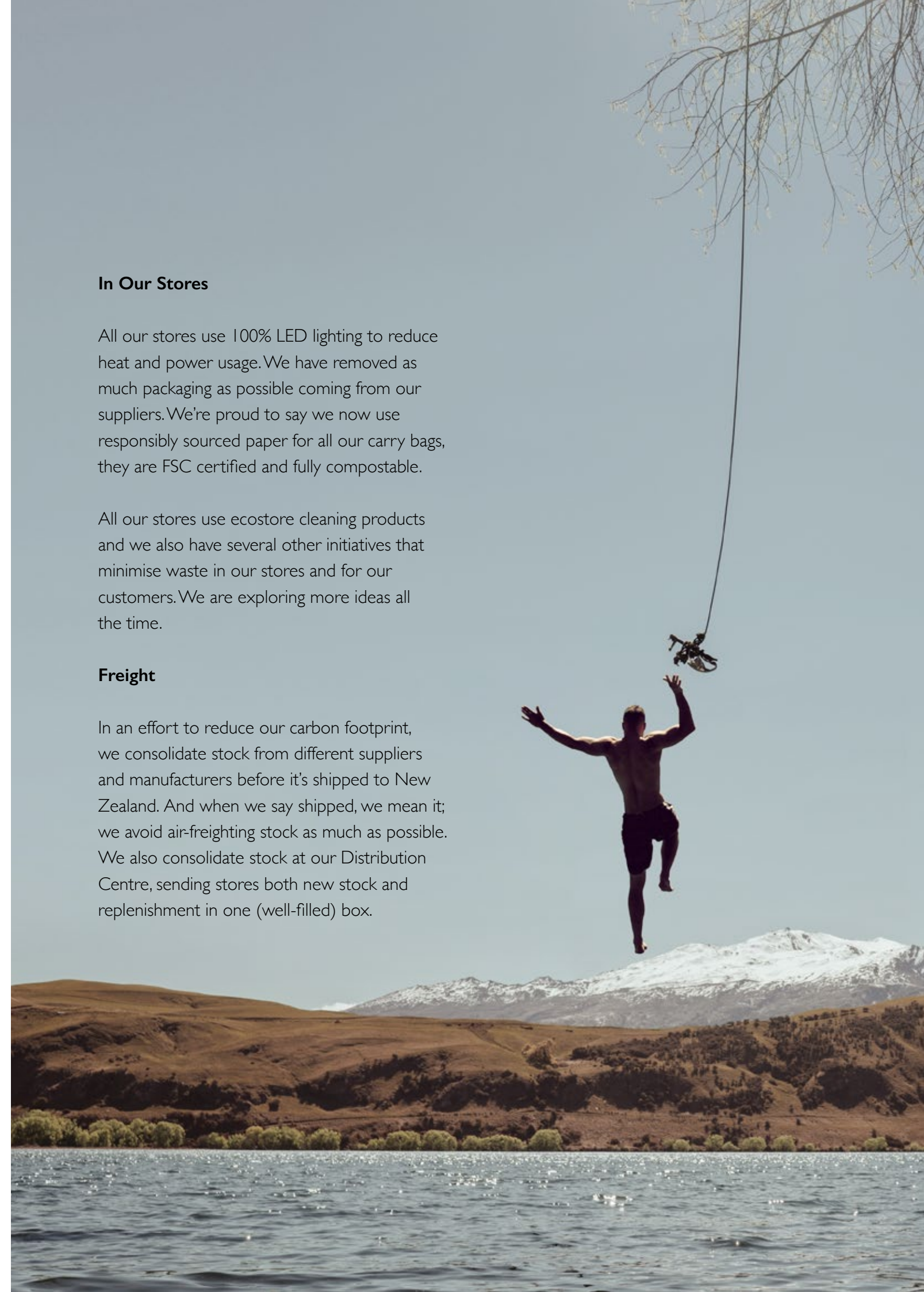
## In Our Stores

All our stores use 100% LED lighting to reduce heat and power usage. We have removed as much packaging as possible coming from our suppliers. We're proud to say we now use responsibly sourced paper for all our carry bags, they are FSC certified and fully compostable.

All our stores use ecostore cleaning products and we also have several other initiatives that minimise waste in our stores and for our customers. We are exploring more ideas all the time.

## Freight

In an effort to reduce our carbon footprint, we consolidate stock from different suppliers and manufacturers before it's shipped to New Zealand. And when we say shipped, we mean it; we avoid air-freighting stock as much as possible. We also consolidate stock at our Distribution Centre, sending stores both new stock and replenishment in one (well-filled) box.





“When it comes to improving our local operations and minimising their impact, we follow the mantra of reduce, reuse, recycle – it’s pretty simple really.”

### Stock Allocation

We’ve put a lot of work into the depth, spread and placement of our stock in stores – we need to have the right stuff in the right place.

If it’s not, that stock either isn’t sold, or is moved to other stores – both of which we don’t want! Instead of shifting stock from store to store, we keep as much as possible at our Distribution Centre, and send consolidated assortments to stores only when they need it. By improving our stock allocation, we help reduce our carbon footprint.

We are currently developing an AI stock management system with our IT partner to add further efficiencies to stock management in the future.

### Dead Stock

We know that faulty or damaged stock is a reality in retail (ours is less than 1% of our total product – which is pretty good) but we never dump any garments to landfill.

**Everything we make is sold; if it can’t be sold, rather than destroy it like other businesses do, we donate it to local charities such as the Salvation Army – surplus fabric is donated to craft users.**

We also encourage our customers to invest in the life-cycle of the garments they buy from us, prioritising mending and charity donations.

### Garment Care

**Caring for your clothing correctly can prolong its lifetime and greatly reduce the amount of product you purchase, which means less stress on the environment.**

We believe that with proper care our garments should last you many seasons. We have put together guides to help you look after your garments, from the washing process through to mending those small tears and lost buttons.

[https://www.barkersonline.co.nz/help/Care\\_Instructions/](https://www.barkersonline.co.nz/help/Care_Instructions/)





**MADE FOR LIFE.**

**OUR SUPPLIERS**



# SUPPLIER CODE OF CONDUCT

**The sourcing of our products and textiles is along with our people, the core of our business. So looking after the people who make our products is a top priority for us. Social Responsibility is a key focus in Barkers’ strategic plan so we continually look to improve the way we operate across all areas of our business.** We are committed to improving our workers’ rights and believe supply chain transparency is vital. To ensure that the suppliers we work with are aligned with our values, we have established a rigorous Code of Conduct that all suppliers must sign and adhere to these practices.

**[Click here to view our Supplier Code of Conduct](#)**

### PRINCIPLES

Our suppliers are our partners, and we hand select who we work with based on their alignments to our values and principles on ethical welfare on their people and commitment to environmental responsibility. We have personally visited all of our factories, we visit China several times a year, to visit our suppliers. 100% of our factories have signed our Code of Conduct and we continue to work with a small number of suppliers to build strong relationships. We do not use single-use suppliers as we believe it’s important to develop long-term relationships, ensuring good visibility and understanding of the workers’ conditions and supplier compliance with our Code of Conduct.

This Code of Conduct binds our suppliers to both the United Nations Declaration of Human Rights, and the Conventions of the International Labour Organisation. It ensures our suppliers have strict standards for human rights, fair wages and good working conditions. No forced, prison or child labour and no use of harmful chemicals and methods like AZO dyes. In addition to all of our suppliers going through a rigorous selection process, our Buying Policies have been developed to ensure our own team work with our suppliers in the most collaborative way possible. Our policies ensure our buying schedule does not put unrealistic pressure on our suppliers and workers. Our supplier selection is based on those that have strong employee welfare and labour rights records. All of our supplier’s workers’ wages exceed the minimum government requirements and all workers are working on a voluntary basis.

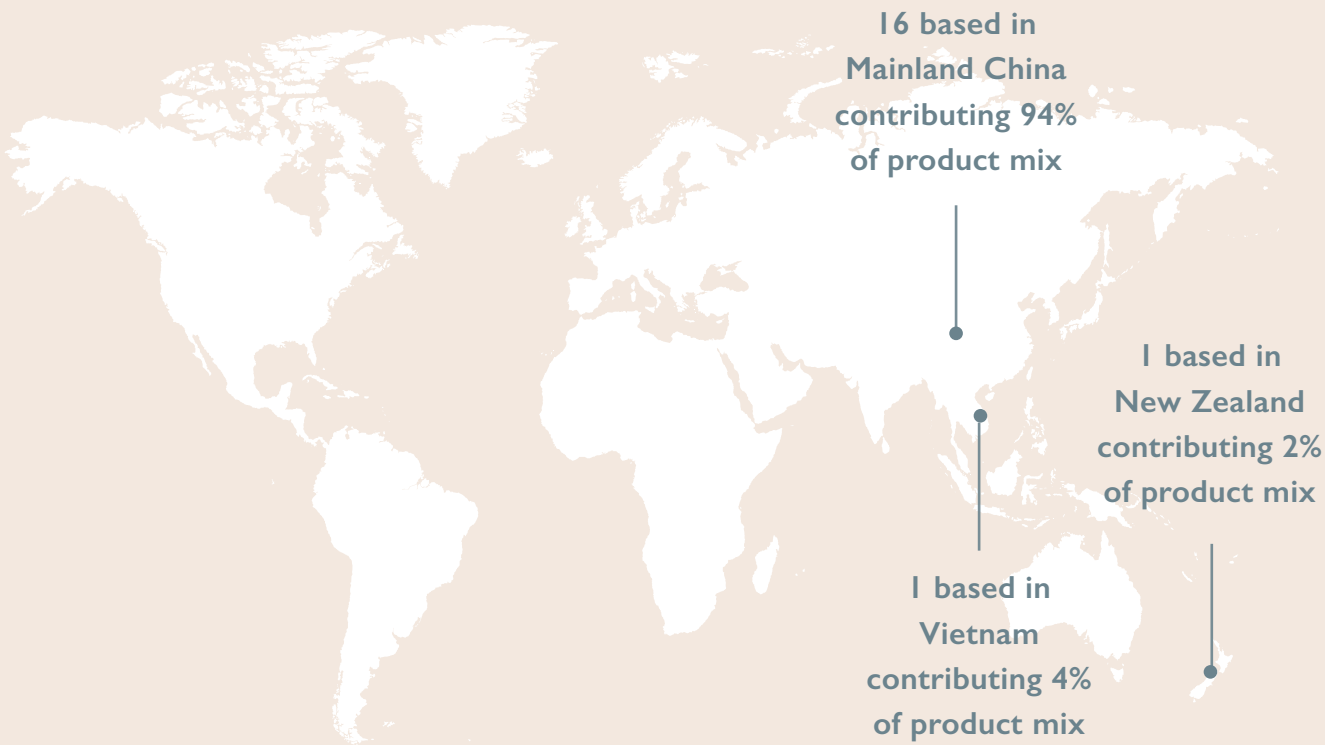
**[Click here to view our full Buying Policy](#)**

All our factories hold current certified audits. Environmental responsibility is extremely important us and we work with suppliers who follow the best practice to minimise their environmental impacts. 70% of our factories are OEKO-TEX 100 or BLUESIGN certified for the use of non hazardous chemicals / green chemistry, and 100% of suppliers strictly adhere to waste water treatment standards as set by the local government.

### Our Suppliers

To ensure we have absolute visibility across our supply chain, rather than using third party agents to source our product, we have 100% traceability and work directly with our factories. This way we can control the quality of the product, as well as select suppliers based on their attitudes and practises toward workers welfare and environmental responsibility.

**For Barkers branded product we have a total of 18 Direct Suppliers.  
Our Top 10 suppliers make up 83% of our total annual purchases.**



### Supplier Tenure





### Suppliers By Category

In most instances, we prefer to work with a single supplier who is a specialist in their area, or in cases of large categories, we may use 2 suppliers. This limited supply base means we can better control the quality of production of our garments, as well as build strong, meaningful partnerships with fewer key suppliers.

2 Shirts	2 Suits / Blazers	2 Casual Pants / Shorts
2 Jeans	1 Tees / Sweats	1 Knitwear
1 Board Shorts	1 Shoes	1 Leather Accessories
1 Luggage & Accessories	1 Socks	1 Hats
1 NZ Made Accessorites	1 Casual Jackets	

**Our aim is to be as transparent with our supply chain as possible, whilst at the same time, manage any commercial risks around sensitive information which may be detrimental to our business.**

Where we have exclusive supply arrangements with suppliers we are comfortable sharing this information publicly. For suppliers who are non-exclusive, we have disclosed all the same information but withheld their names. However, all supplier information is disclosed to our independent audit partner. We will also happily

provide in confidence, to NGOs and other audit organisations if requested. Our supplier information can be viewed on page 64-67.

Barkers doesn't accept any subcontracting. All Barkers suppliers have agreed that the manufacturing is all undertaken at the factory inspected by Barkers and our Audit partner. The checks are performed personally by Barkers Supply Chain Manager who is in China 4 times per year to inspect Barkers production as it goes through the production line to ensure no sub-contracting.







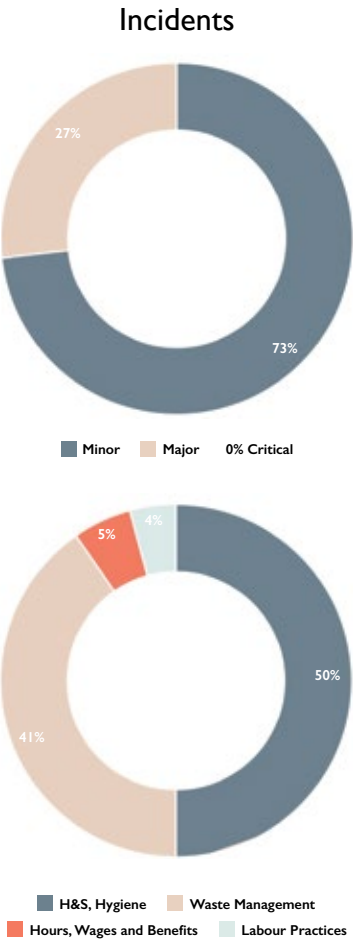
# AUDITS

After initial Audit each factory is then re-audited every 2yrs, or at the expiration of current audit certificate.

In addition, our suppliers often have several other audit certification standards from other international brands they work with.

To avoid “audit fatigue” as well as additional audit costs for our suppliers, we will accept current valid results from other third-party audits, which we indepently verify through our own audit partner.

This is on the basis that the audit certifications are verified by us with the auditing party, and a full copy of the audit along with corrective action plans are provided for our records.



## Incidents

100 incidents were reported in 2018.  
 All incidents were resolved within 60 days.  
 Of the incidents, 73% of these were minor with 0% critical.



A male worker in a blue polo shirt and a light blue surgical mask is focused on his work. He is leaning over a large industrial textile machine, which has many spools of thread and bobbins. The machine is white and metallic, with some green lights visible. The background is slightly blurred, showing more of the factory environment. The overall tone is professional and industrial.

# OUR FACTORIES

“Our factories are a key part of Barkers’ success. We partner with the best suppliers and work together in true partnership. We source responsibly and minimise our impact on the environment, so we personally visit all suppliers before we work with them and continue to visit them several times every year.


We work with suppliers who share the same values for worker welfare and the environment as we do.”



# OUR DENIM FACTORY

## OUR DENIM FACTORY: SAITEX

### FACTS AND DETAILS

 Vietnam: Lot 226/8 Road  
2, Amata Industrial Zone,  
Bien Hoa, DongNai

 4000

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ OEKO-TEX Textile  
Certification
- ✓ Bluesign Environmental  
Health and Safety Standard
- ✓ LEED - Green Star  
Certified Factory
- ✓ Certified Organic Cotton
- ✓ ISA TanTec Leather
- ✓ FairTrade Certified

They may be one of the more casual, overlooked staples in your wardrobe, but a lot of technology and know-how goes into creating a great pair of jeans - and greener denim!

### Who are they?

A new supplier of ours, and one we're so excited to work with! We've teamed up with one of the best in the business, making for the best brands in the world. Based in Vietnam, they not only make great denim, they're committed to minimising their environmental impact and supporting their community - in fact, they're certified one of the cleanest denim factories on the planet.

### What do they make?

These guys make all denim - hard wearing wardrobe classics built for everyday life - that are better for the environment than traditionally manufactured denim.

### Why them?

Their great denim makes them a no-brainer; most importantly though, we respect their ethos and values - one that spans their approach to both product and people. Rejecting the speed and profit-focused cycle of fast fashion (and its environmental and human cost), they've embraced innovation in their manufacturing systems to minimise their impact. We share this ethos and these goals and think they're one of the most responsible factories in the world, which is why we reached out to them to help us make the best, cleanest denim in the world. We're proud to call them a partner!

[www.barkersonline.co.nz/blog/saitex-denim/](http://www.barkersonline.co.nz/blog/saitex-denim/)





# OUR FOOTWEAR FACTORY

## OUR FOOTWEAR FACTORY: FIRST STEP GROUP

### FACTS AND DETAILS

China: Shanghai Middle  
Road, Laixi District, Qingdao,  
Shandong province

625

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ Child Labour Free
- ✓ Intertek Global Security  
Verification
- ✓ UL Social Responsibility  
& Accountability
- ✓ ISA TanTec Leather

Footwear manufacturing is a complicated process, requiring a specific kind of expertise. The leather footwear reserved for special occasions or fancier offices calls for a double whammy of quality and style - something we found at this supplier.

### Who are they?

Based in Qingdao, China, these shoemakers craft high-end leather footwear across their several specialised factories. They work with some of the world's best footwear brands - and they have partnered exclusively with us to bring you the Barkers shoes you love.

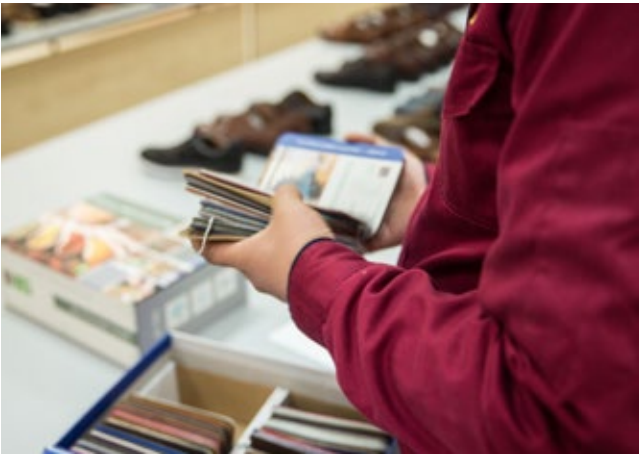
### What do they make?

This factory crafts the majority of our leather dress shoes - those derbies and oxfords you wear with your favourite suit when you're dressed to impress.

### Why them?

With serious expertise in leather footwear, the quality of the manufacturing made them a no-brainer for us - and fantastic service sealed the deal.

We've worked with them for over four years now, and appreciate their knowledge of fashion trends and international retail markets.





# OUR KNITWEAR FACTORY

## OUR KNITWEAR FACTORY: HONGDA GARMENT CO

### FACTS AND DETAILS

China: Dibei Road, Shengzhou  
City, Shaoxing prefecture,  
Zhejiang province

485

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ Child Labour Free
- ✓ Business Social Compliance Initiative
- ✓ OEKO-TEX Textile Certification
- ✓ Use Bluesign Certified Wool
- ✓ Use Responsible Wool Standard (Biella Yarn)
- ✓ Woolmark
- ✓ ISO Certification 9001, 14001, 18001

Knitwear is a staple for us, so it's got to be good. For high-quality knitwear, we work closely with this factory and value their expertise and know-how.

### Who are they?

Based in the Shengzhou region southwest of Shanghai, their team are knitwear experts who manufacture high-end garments for some of the best brands in Europe and the United States. We've been working with them on our knits for over six years, and they exclusively partner with Barkers in the New Zealand market.

### What do they make?

Our knitwear comes from these guys, including our renowned merino and lambswool ranges, and our new luxury fabric developments such as cashmere, alpaca and linen. Their merino knitwear is made from certified Responsible Wool Standard Biella yarn (Bluesign certified) supplied by Sudwolle.

### Why them?

Aside from being great people who we really enjoy doing business with (we think that's so important) we wanted to select the very best knitwear supplier we could find to make product to our high standards. Their factory is highly specialised, making fully-fashioned knitwear using state of the art automatic and computerised knitting machines from Italy, with all hand linking performed by expertly skilled staff.





# OUR SUIT FACTORY 1

## OUR SUIT FACTORY: JITAI GARMENT CO

### FACTS AND DETAILS

China: No.39 Taian Road,  
Hailing Industrial Park,  
Taizhou City, Jiangsu

323

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ Business Social Compliance Initiative
- ✓ International Organisation for Standardization: 9001, 14001, 18001
- ✓ OEKO-TEX Textile Certification
- ✓ Woolmark
- ✓ Child Labour Free

We all know suits are such an important purchase, requiring careful consideration and savvy investment. To make sure you're getting the best, we've been working with the same high quality suit-maker for the past twelve years.

### Who are they?

One of our key tailoring partners, this manufacturer is located in China's Jiangsu Province. They first opened their doors in 1958 and they've been perfecting tailored suits ever since. We began working with them back in 2012 - and we couldn't be happier! Our relationship is so strong that we have an exclusive supply agreement for the New Zealand market.

### What do they make?

Jitai have adopted the best of Italian garment production technology. We work closely with their team to design and craft our tailored suits, blazers and overcoats.

### Why them?

Our working relationship with this manufacturer goes two ways - we collaborate on every design we come up with. And the suits, well they couldn't be better. The team there have been crafting high quality suits for decades and use the latest technology to do so - their advanced equipment and test instruments are imported from Italy, Germany, Japan and Switzerland. They are a member of China Wool Textile Association and have the license for both pure new wool and wool-blend Woolmark from International Woolmark Company.





# OUR SUIT FACTORY 2

## OUR PREMIUM SUITING & MADE-TO-MEASURE FACTORY

### FACTS AND DETAILS

Shandong,  
China

1808

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ Business Social Compliance Initiative
- ✓ International Organisation for Standardization
- ✓ OEKO-TEX Textile Certification
- ✓ Woolmark
- ✓ Child Labour Free

When it comes to creating the perfect made to measure suit, we turn to expert manufacturers. This highly skilled team is one of the best in the business, and harness cutting edge technology for every step of the suit-making process.

#### Who are they?

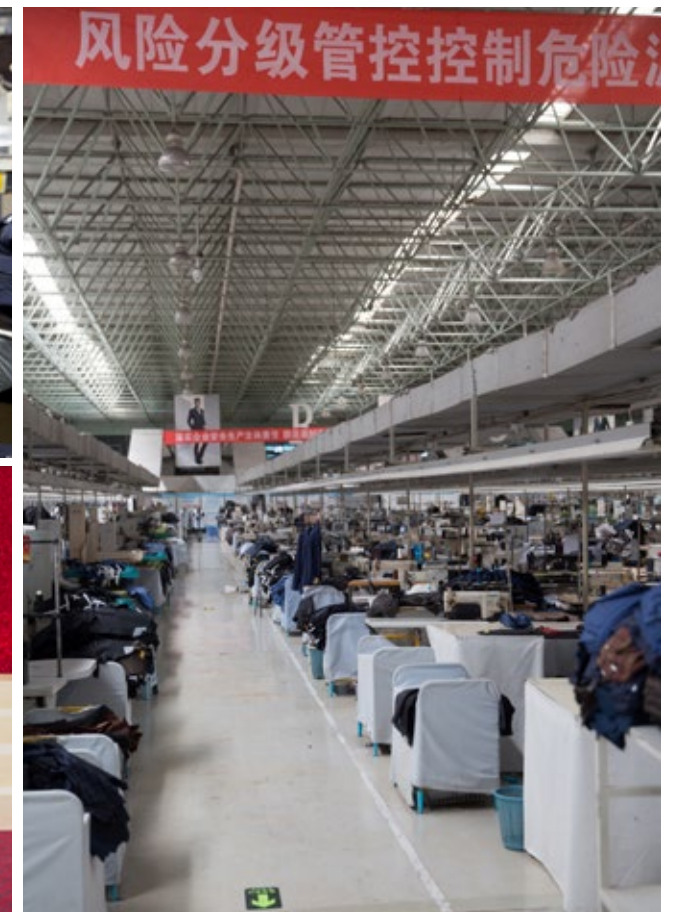
An innovative company driven by excellence, their business is vertically integrated: this means they've been able to establish their own wool and cotton farms, as well as weaving, dying, printing and manufacturing - all supported by exceptional investments in technology. One of the largest textile manufacturers in China, they're so successful that they're listed on the Shanghai stock exchange.

#### What do they make?

These guys use their knowledge and skills of tailoring to craft our tailored suits, blazers and overcoats. We also rely on their expertise and craftsmanship for our Made To Measure suiting service; they know their stuff (so do we, and we only work with the best).

#### Why them?

To achieve their signature of premium quality suiting, their respect for skill, experience and tradition is matched by that for technology, innovation and streamlining. They have invested heavily in state of the art equipment, technological research and product innovation. Their factory has the most advanced textile dyeing equipment in the world, as well as seamless knitting technology fully executed by data.





# OUR SHIRT FACTORY

## OUR SHIRT FACTORY: LUTHAI TEXTILE CO

### FACTS AND DETAILS

China: No.81 East Songling Road, Zichuan, Zibo City, Shandong province

25,000

### SOCIAL & ENVIRONMENTAL CERTIFICATES

- ✓ Worldwide Responsible Accredited Production: Gold Certification
- ✓ International Organisation for Standardization: 9001, 14001, 18001
- ✓ Social Accountability International
- ✓ Child Labour Free
- ✓ Better Cotton Initiative: Grower and Manufacturer
- ✓ OEKO-TEK 100

Shirts are the cornerstone of a good wardrobe and a key part of our apparel range. That's why it's so important that the guys we make our shirts with tick all the boxes.

### Who are they?

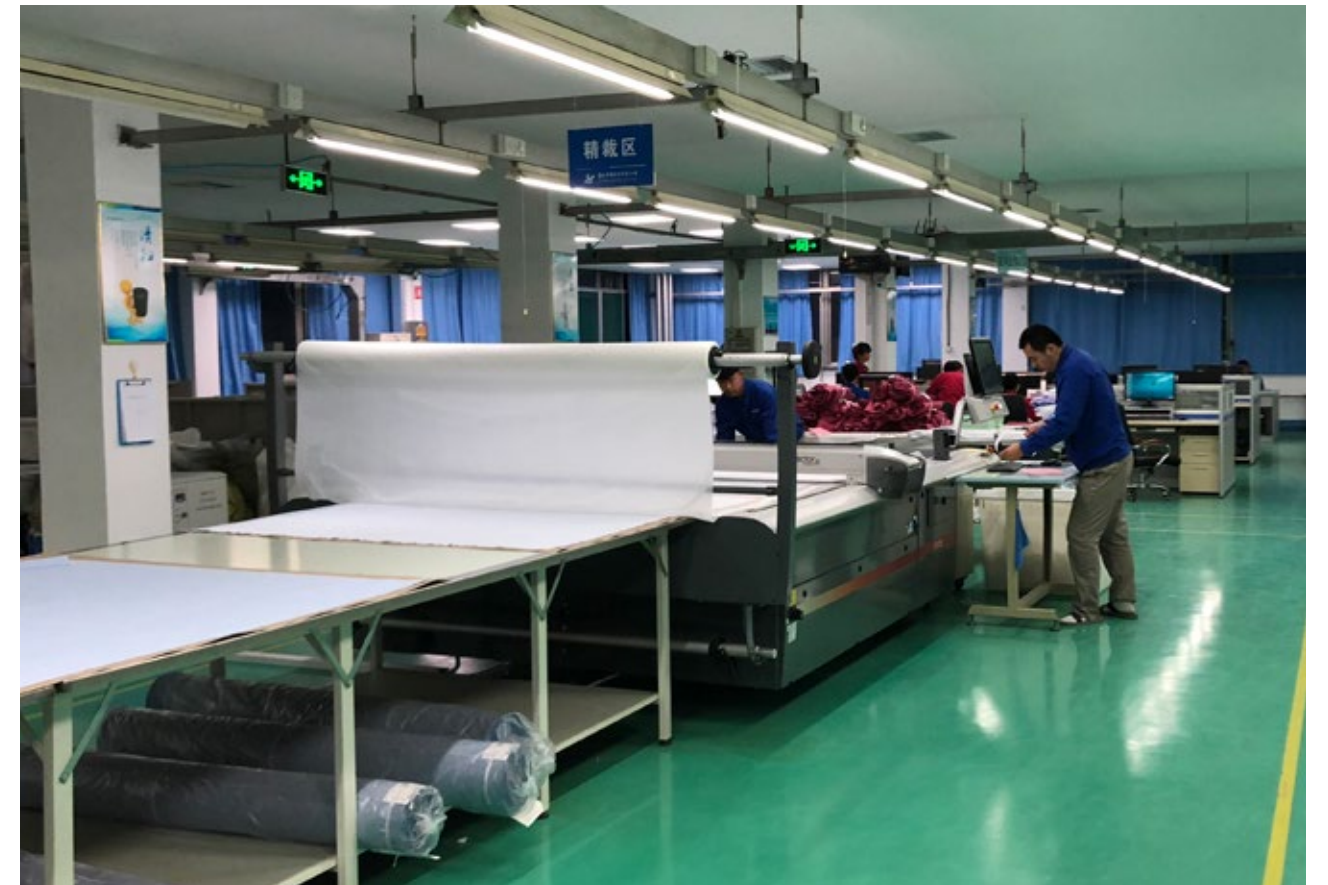
Our tailored shirt range is made by a super high-quality shirt factory located in the Shandong province of China. They are in fact, one of the best in the business. We've been working closely with this supplier for over five years now, and our partnership is so strong, we have an exclusive supply arrangement with them.

### What do they make?

As our primary shirting manufacturer, they create some of our best known shirts, like our Tribeca slim fit in polished cotton, our Thatcher Oxford, and the world famous (in New Zealand) AB's shirt - worn by the world champion All Blacks, OEKO-TEK Certified french linen and many more.

### Why them?

We consider them to be a gold standard and they tick all the right boxes for us. A world-class leader in their field, they operate a fully vertical production model encompassing BCI cotton breeding, cotton planting, spinning, dyeing, weaving, finishing and shirt sewing - they control every step of the process, and we think that's pretty special!





Rank by % of Total Purchases	Supplier	Location	# Workers	Tenure	Product Category	Volume of Total Business	Local Government Monthly Minimum Wage	Factory Average Monthly Worker Wage	Factory Overtime Rate	Other Worker Benefits e.g.Accomodation / meals etc	Audit / Accreditations	1st Tier - Final Stage Production (Cut-Make-Trim CMT)	2nd Tier Inputs / Textile Production (Spinning, Knitting, Dying, Tanning etc)	3rd Tier Raw Materials (Cotton, Wool etc)	Certified Materials used in Barkers
1	Luthai Textile Co., Ltd	No.81 East Songling Road, Zichuan Zibo City, Shandong, China	25000	7 years	Shirts	15%	RMB 1910	RMB 3628	15%	Holiday welfare payment, Quarterly welfare payments, End of year bonus, Social Insurances	SA8000:2008 CQC OEKO-TEX BCI Cotton WRAP OHSAS18000 ISO14000 ISO9001	100% - No Sub Contracting SA8000:2008 CQC WRAP OHSAS18000 ISO14000 ISO9001	FullyVerticle Production Own Fabric Mills Own Dying House Own Laundry OEKO-TEX	BCI Vertical cotton supply	BCI Cotton, Organic Linen, Formeldehyde Free - Eco Non Iron, OEKO-TEX 100 Certified
2	Jitai Garment Co., Ltd	39# Taian Road,Hailing Industrial Park, Taizhou City 225300, JIANGSU, CHINA	323	7 years	Suits	13%	RMB 1890	RMB 4500	Piece Rate	Free Accomodation, Free Meals, Social Insurances	BSCI ISO9001 ISO4001 ISO18001 OEKO-TEX 100 CHILD LABOUR FREE	100% - No Sub Contracting BSCI ISO9001 ISO4001 ISO18001 CHILD LABOUR FREE	FullyVerticle Production Own Fabric Mills Own Dying House Own Laundry OEKO-TEX100	Tianyu Wool Top supply OEKO-TEX100 ISO9001 ISO14001 ZQ Merino	Woolmark Merino, OEKO-TEX 100
3	# 2 Suit & Made to Measure Factory	Shandong, China	1808	3 years	Suits	12%	RMB 1640	RMB 3500	Weekday x 1.5 p/day Weekend x 2 p/day Holiday x 3 p/day	Free Accomodation, Free Meals, Social Insurances, Worker Bonus Scheme, Housing Grants, Education Scholarships	BSCI ISO9001 ISO4001 ISO18001 OEKO-TEX CHILD LABOUR FREE	Fully Verticle Production Own Fabric Mills Own Dying House Own Laundry OEKO-TEX100	Fully Verticle Production Own Fabric Mills Own Dying House Own Laundry OEKO-TEX100	Vertical Wool Top Making Tianyu Wool Top supply OEKO-TEX100 ISO9001 ISO14001 ZQ Merino	Woolmark Merino, OEKO - TEX 100
4	Tees, Sweats & Kint Factory	Ningbo, China	250	1 year	Knits / T-Shirts	10%	RMB 2010	RMB 3500	20%	5 type social insurances (retirement, illness,maternity, unemployment and workrelated injury) as well as commercial accident injury insurance. Free Accomodation and meals.	Audit to be completed	100% - No Sub Contracting	Bros Yarn GOTS Certified Organic Cotton	GOTS Certified Organic Cotton	GOTS Certified Organic Cotton
5	Hongda Garment Co., Ltd	Dibei Road,Shengzhou City, Zhejiang Province, China	485	7 years	Knitwear	7%	RMB 1800	RMB 3500	Weekday x 1.5 p/day Weekend x 2 p/day Holiday x 3 p/day	Free Accomodation, Free Meals, Social Insurances	AMFORI - BSCI OEKO - TEX 100 CHILD LABOUR FREE	100% - No Sub Contracting BSCI OEKO - TEX 100 CHILD LABOUR FREE	Own Knitting Mill, Own Laundry, Sudwolle Beilla Yarn, UPW Yarn OEKO-TEX100 BLUESIAN	Tianyu Wool Top supply OEKO-TEX100 ISO9001 ISO14001	RWS - Responsible Wool Standard Beilla Yarn Bluesign Certified OEKO - TEX 100 Woolmark
6	Casual Pants & Shorts Factory	Zhongshan, China	300	10+ years	Jeans	7%	RMB 1810	RMB 3500	30%	Free Accomodation, Free Meals, Social Insurances	WRAP - GOLD OEKO-TEX 100	100% - No Sub Contracting WRAP	Own Dying House, Own Laundry OEKO-TEX100	Unknown	OEKO-TEX 100
7	Casual Jacket Factory	Nanjing, China	224	10+ years	Casual Jackets	5%	USD 310	USD 923	2.2USD P/hour	Free Meals, Social Insurances	WRAP - GOLD BSCI OEKO-TEX 100 CHILD LABOUR FREE	100% - No Sub Contracting BSCI WRAP CHILD LABOUR FREE	Unknown RDS OEKO-TEX100	Unknown	RDS - Responsible Down Standard Recycled Nylon



Rank by % of Total Purchases	Supplier	Location	# Workers	Tenure	Product Category	Volume of Total Business	Local Government Monthly Minimum Wage	Factory Average Monthly Worker Wage	Factory Overtime Rate	Other Worker Benefits e.g.Accommodation / meals etc	Audit / Accreditations	1st Tier - Final Stage Production (Cut-Make-Trim CMT)	2nd Tier Inputs / Textile Production (Spinning, Knitting, Dying, Tanning etc)	3rd Tier Raw Materials (Cotton, Wool etc)	Certified Materials used in Barkers	
8	#2 Shirt Factory	Shengzhou, China	268	10+ years	Shirts, Ties & Scarves	6%	RMB 1800	RMB 3700	Weekday x 1.5 p/day Weekend x 2 p/day Holiday x 3 p/day	Free Accomodation, Social Insurances	ISO9001 ISO4001 OEKO-TEX 100 CHILD LABOUR FREE	100% - No Sub Contracting ISO9001 ISO4001 CHILD LABOUR FREE	Own Fabric Mill Ties Own Dying House Own Weaving Mill OEKO-TEX100	Unknown	OEKO-TEX 100 SILK	
9	First Step Group Co., Ltd	Shanghai Middle Road, Laixi District, Qingdao, China	625	4 years	Shoes	5%	RMB 1730	RMB 2600	Weekday x 1.5 p/day Weekend x 2 p/day	Free Accomodation, Free Meals, Social Insurances	INTERTEK - GSV UL SOCIAL AUDIT CHILD LABOUR FREE	100% - No Sub Contracting INTERTEK - GSV UL SOCIAL AUDIT CHILD LABOUR FREE	ISA - Tantec Leather	Unknown	ISA Tantec LITE - Low Impact To Environment	
10	Saitex Denim	Lot 226/8 Road 2, Amata Industrial Zone, Bien Hoa, DongNai, Vietnam	4000	1 year	Jeans Denim Jackets	4%		Fair-Trade Wages		Free Accomodation, Free Meals, Social Insurances	Fair Trade Leed Certified Bluesign	100% - No Sub Contracting Fair Trade Leed Certified Bluesign	Kiahara Denim Mill - Japan, Own Laundry	Unknown	Bluesign Certified Oeko-Tex certified	
11	#2 Casual Pants & Shorts Factory	Zhejiang, China	48	6 years	Casual pants & shorts	3%	RMB 1800	RMB 4000	15%	Social Insurances	BSCI SEDEX	100% - No Sub Contracting BSCI SEDEX	Unknown	Unknown		
12	#2 Denim Factory	Foshan, China	310	3 years	Jeans	2%	RMB 1720	RMB 6000	1.0 x p/day	Free Meals, Social Insurances	ISO9001 OEKO-TEX 100	100% - No Sub Contracting ISO9001	Fully Verticle Production Own Fabric Mills Own Dying House Own Laundry OEKO-TEX100	Unknown	OEKO-TEX 100	
13	Leather Goods Factory	Dongguan, China	120	6 years	Leather bags	2%	RMB 1910	RMB 2500	15%	Free Accomodation, Free Meals, Social Insurances	ISO9001 INTERTEK - WCA	100% - No Sub Contracting ISO9001 INTERTEK - WCA	Unknown	Unknown		
14	Zhuji Toho Socks Ltd	Zhushan Village,Datang Town, Zhuji City, Zhejiang, China, 311800	30	10+ years	Socks	1%	RMB 1800	RMB 5300	15%	Free Accomodation, Free Meals, Social Insurances	BSCI OEKO-TEX 100	100% - No Sub Contracting BSCI	Own Knitting Mill OEKO-TEX100	Unknown	OEKO-TEX 100	
15	Bags & Accessory Factory	Foshan, China	150	6 years	Bags & Accessories	1%	RMB 1720	RMB 2600	30%	Accomodation Subsidy, Free Meals, Transportation Subsidy, Social Insurances	WRAP - GOLD ISO9001 ISO4001	100% - No Sub Contracting WARP	Own Dying house. Own Fabric Mill Own Laundry ISO4001 ISO9001	Unknown		
16	Shorts & Board Short Factory	Dongguan, China		6 years	Casual pants & Shorts	1%	RMB 1720	RMB 4000	20%	Free Accomodation, Free Meals, Social Insurances	OEKO-TEX 100 SA8000	100% - No Sub Contracting SA8000:2008	Unknown	Unknown	OEKO-TEX 100 Recycled Nylon	
17	Hat Factory	Dongguan, China	60	10+ years	Hats	0.2%	RMB 1720	RMB 3000	15%	Free Accomodation, Free meals, Seniority award, Performance award, Social insurance and house fund	WRAP - GOLD ISO4001	100% - No Sub Contracting WRAP - GOLD ISO4001	Unknown	Unknown		
18	Parisian	4 Poynton Terrace Newton Auckland, NZ	Unknown	8+ years	Local NZ supplier: Neck Ties, Belts, Leather Goods	2.0%	NZD\$16.50/hr	Unknown	Unknown	Unknown	N/A					



**MADE FOR LIFE.**

**OUR PEOPLE**



# WHO WE ARE

We wouldn't be here if it wasn't for our people, and it's our job to make sure they're supported and invested in. From retail to design to distribution and beyond, our passionate, knowledgeable teams work hard to bring you great quality clothing and an unforgettable customer experience.

**We believe strongly in celebrating diversity and building an inclusive and supportive workplace.**

Underpinning this is our Inclusivity, Equality and Diversity Policy, which you can **read here**.

This applies to all of our stores, as well as our Head Office and Distribution Centre. We're committed to ensuring Barkers is a safe place to work (and shop) so we provide Safe Workplace Training to all of our staff. Additionally, all our employees are entitled to paid parental leave, in line with government policy, and we aim to create and foster a supportive environment for all parents and their families.

We believe in sharing the success of the business with every Barkers employee, so every year we distribute 5% of our net profit back to our staff.

## The Barkers Team

We employ 264 staff at Barkers, and this number grows with need: new stores, expansion and development. We are proud to have all 264 members on board!

221

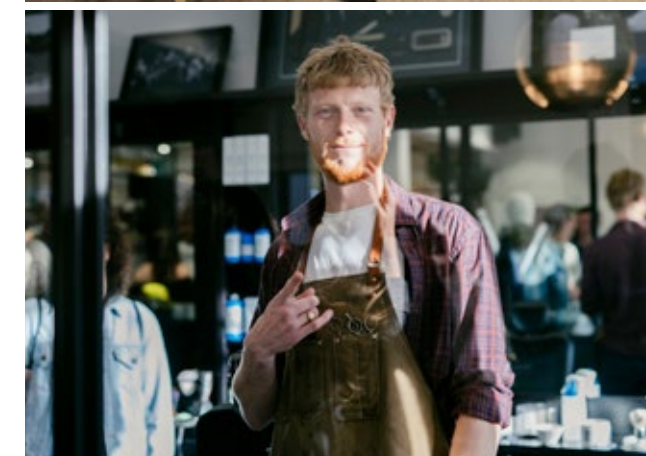
Retail  
Team Members

25

Head Office  
Team Members

18

DC  
Team Members





# OUR STORES

**Our teams are growing all the time as we bring in fresh talent. We had 147 new hires last year (January-December 2018).**

Although we sell menswear (and we're experts in it) we employ a great number of women in our stores and across all aspects of our operations. We believe gender balance and diversity in the workplace makes you a stronger, more successful business. At a management level, women make up 70% of our people - 21 of our store managers are women, 9 are men. We're also committed to providing equal pay -

in fact, four of our top five manager salaries go to women.

Growth and learning in the workplace are non-negotiables for us, and we do our best to foster talent, encourage engagement and create development for our people. We hold an annual conference for our teams, and three times a year we run Manager Meetings where all store managers nationwide come together at Head Office. Together, these support knowledge and improvement, while also providing a valuable dialogue with our people.

Male 30%

Female 70%

9 Male Managers, 21 Female Managers



# OUR HEAD OFFICE/ DISTRIBUTION CENTRE

**Based in Auckland, our Head Office (a green space) features a team of 25 people, including shareholders, with a further 18 at our Distribution Centre.**

We support the inclusion of women in leadership roles, and our Senior Leadership Group features 3 women and 5 men.

We're also committed to providing equal pay. Wherever we have two team members in the same role with equal skills and experience, we ensure they always receive equal pay regardless of gender. Like everywhere in our company,

we're excited to introduce fresh faces and new ideas to our teams. In the past year we've had 7 new hires at our Distribution Centre and 3 at our Head Office (January-December 2018).

To keep all our people learning and growing, our Head Office and Distribution Centre teams join our retail staff at our annual conference, and they also enjoy monthly Knowledge Workshops and 'Beers and Ideas' sessions.

We're big believers in a balance between work and life too, so our Head Office staff enjoy a half-day every Friday on a rolling roster.





**MADE FOR LIFE.**

**COMMUNITY**





# OUR CHARITY PARTNERS



**LegaSea**  
[www.legasea.co.nz](http://www.legasea.co.nz)

As an island nation, the ocean is our lifeblood - it protects us and sustains us - so it's important that we take care of it and its bounty. Established in 2012, they work through public outreach and fundraising to ensure that our fisheries are sustainable and can continue to provide our fishermen with an income.

100% of public donations go towards their work rebuilding and managing New Zealand's fisheries, and preventing waste. To help, we have donated a range of t-shirts and caps for them to sell, with all proceeds going towards their initiative.



**Sir John Kirwan Foundation**

A rugby icon and now a leading figure in the dialogue around mental wellbeing, Sir John

Kirwan created this foundation to help school-aged children manage their anxiety and mental health.

We think this is an incredibly important initiative, so we've created a range of t-shirts to sell, with \$20 from every one sold going directly to the Foundation.



**Movember Foundation**

[nz.movember.com](http://nz.movember.com)

This is a big one for us, as men's health is an important issue in New Zealand and one we're passionate about. We interact and engage with men every day, it's what we do.

Movember is a charity leading the charge to change the face of men's health.

Putting it simply, men are dying too young (for a multitude of reasons) and Movember aims to try and fix that by funding men's health programmes, raising awareness and getting guys talking.

They focus on four key health issues: prostate cancer, testicular cancer, mental health and physical inactivity.



**Distinguished Gentleman's Ride**

[www.gentlemansride.com](http://www.gentlemansride.com)

As a men's retailer with a long history in New Zealand, men's health is incredibly important to us - and we support it wherever possible.

The Distinguished Gentleman's Ride is one such initiative; every September its riders don suits and get on their motorbikes to fundraise for men's health - with proceeds donated to Movember. We help by providing prizes and running a pop-up Groom Room at the after-party, as well as raising awareness for their fundraising on our social channels.



**Merge Cafe**

[www.lifewise.org.nz/merge-cafe](http://www.lifewise.org.nz/merge-cafe)

This cafe on Auckland's Karangahape Road doesn't just do coffee, they're also making a difference for rough sleepers and the disadvantaged. We donate 3000 pairs of socks

to Merge in our 'Socks for Souls' programme. Every 4th coffee purchased at Merge Cafe gives a pair of new Barkers socks to someone in need.



**Salvation Army**

[www.thesalvationarmy.org.nz](http://www.thesalvationarmy.org.nz)

At Barkers, we operate lean and sell through the majority of our stock through our Outlet stores. We hold less than 3% of aged stock. We never dump unsold clothing, anything we don't sell in our stores is donated to local charities like the Salvation Army.

**As a proudly Kiwi business, we think that working with our community is non-negotiable. We've partnered with a handful of carefully chosen charity initiatives to support and improve the wellbeing of both New Zealand's people and our environment.**





**BARKERS'**  **ALL BLACKS®**

OFFICIAL FORMALWEAR OF THE ALL BLACKS

Like many of you, we're ardent rugby supporters. We're inspired by the dedication, work ethic and sense of community the sport creates. Our national rugby team is a cornerstone of Kiwi culture, and its players are role models to many men out there, thanks to their tenacity and success. So we're pretty proud to have been their official formalwear sponsor for the past 10 years, providing all their aftermatch suiting.

Thanks to us, the All Blacks look like winners both on and off the field, and their uniforms take them around the world and back.



# GLOSSARY

Our Code of Conduct and Buying Policy

We are committed to improving our workers' rights and believe supply chain transparency is vital.

To ensure that the suppliers we work with are aligned with our values, we have established a rigorous Code of Conduct that all suppliers must sign and adhere to these practices. You can read our full Code of Conduct and Buying Policy on our website -

<https://www.barkersonline.co.nz/suppliers/>

**BSCI:** The Business Social Compliance Initiative is a leading supply chain management system that, through a network of externally accredited and independent auditors, supports companies to drive social compliance and improvements within the factories and farms in their global supply chains.

**BCI:** This stand for Better Cotton Initiative, a name that says it all really - it's just better cotton. Clothes labelled with the BCI standard are grown using more sustainable, environmentally friendly practices, while also prioritising worker wellbeing.

**CQC:** China Quality Certification Centre (CQC) is a professional certification body under China Certification & Inspection Group (CCIC) approved by State General Administration for Quality Supervision and Inspection and Quarantine and Certification and Accreditation Administration of the People's Republic of China. The products shall be verified to conform to the requirements of the standards of quality, safety, environment and performance

**GOTS:** The Global Organic Textile Standard is the world's leading standard for organic fibres - from harvesting of the raw materials, through environmentally and socially responsible manufacturing up to labelling.

**Intertek GSV:** This Global Security Verification facilitates measures to secure trade, mitigate risks associated with the cross-border transport of goods, and combat illegal trafficking.

**Intertek - SQP:** Intertek's Supplier Qualification Program provides a world-class industry standard that drives continuous improvement to mitigate risk and promote safety.

**Intertek - WCA:** Intertek's Workplace Conditions Assessment supports best practice and industry standard benchmarks for labour ethics, health and safety, and environment management.

**OEKO-TEX 100:** This is a worldwide independent testing and certification system for raw, semi-finished, and finished textile products. It ensures that certified products meet the strict limit values for harmful substances and chemicals.

**RWS:** The Responsible Wool Standard is a voluntary global standard that addresses both the welfare of sheep and the land they graze on. This certification ensures wool comes from farms with a progressive approach to managing their land, and from sheep that have been treated responsibly.

**RDS:** The Responsible Down Standard is an independent, voluntary global standard that aims to ensure that down and feathers come from animals that have not been subjected to any unnecessary harm.

**SA8000:** Social Accountability International is a global non-governmental organization advancing human rights in the workplace. Their SA8000 standard is the leading social certification standard for factories and organizations across the globe, and reflects labor provisions contained within the Universal Declaration of Human Rights.

**UL:** A global company with more than 120 years of expertise, UL facilitates social responsibility and accountability by supporting the responsible development, production, marketing and purchase of the goods.

**Woolmark:** One of the most well-known certifications in the world, the Woolmark logo has been around for 50 years. Products that carry it must be tested at independent authorised laboratories and approved by The Woolmark Company. The Woolmark provides consumers with guaranteed fibre content and an assurance of quality.

**WRAP:** Standing for 'Worldwide Responsible Accredited Production', WRAP is the world's largest independent factory-based social compliance certification programme for the sewn product sector.

**ZQ Merino:** Created by The New Zealand Merino Company in 2007, ZQ Merino is a sustainable and ethical merino standard that focuses on animal welfare, traceability, fibre quality, social responsibility and environmental sustainability.

**ISO 9001:** The international standard that specifies requirements for a quality management system (QMS).

**ISO 14001:** The international standard that specifies requirements for an effective environmental management system (EMS).

**ISO 18001:** Occupational health and safety management systems.

**CEMARS Certification:** (Certified Emissions Management and Reductions Scheme)



A man wearing a grey beanie, a light grey sweater, and a green jacket stands on a dark, rocky outcrop in the foreground. He is looking down and slightly to his left. In the background, a calm blue lake stretches across the middle ground, with a range of rugged mountains in the distance. The mountains have patches of snow on their peaks and slopes. The sky is a clear, pale blue.

# WHERE TO NEXT?

“We are deeply committed to our mission, and we aim to be part of the solution not the problem. As our knowledge expertise grows, and technology enables more opportunities we will accelerate our efforts in achieving our goals to becoming a responsible, sustainable business. We will also apply this vision and focus to Max, our newly acquired womens wear business. This report serves as a benchmark for holding ourselves accountable and we look forward to reporting back to you with our achievements in another 12 months.”



