



Employee Development and Engagement

At Barnes Group, we believe it is never too late to improve your lifestyle and to make the most of your health and well-being. Our wellness programs have been designed with this goal in mind – to provide tools, resources, and support for employees and their family members to adopt healthier lifestyles and create meaningful and lasting change towards their personal well-being. In addition, this helps ensure a stable workforce for the Company. We also support well-being by offering a diverse set of professional training and development programs to our employees.

Diversity and Inclusion

At Barnes Group, success begins with having a passionate and energized workforce. Barnes Group employs 5,700 employees around the globe.

U.S. Representation of Ethnic Diversity	2019
American Indian / Alaskan Native	Less than 1%
Asian	5%
Black / Not Hispanic Origin	7%
Hispanic	6%
Native Hawaiian or Other Pacific Islander	Less than 1%
Not Specified	5%
Two or More Races	1%
White / Not Hispanic Origin	75%

To help us maintain and further enrich our energized and engaged workforce, Barnes Group strives for diversity across all levels of the organization. Additionally, we look to increase women in hourly, management, and salaried leadership positions. The recruitment process is an important element in achieving a more diverse population throughout our businesses.

U.S. Representation of Women by Classification*	2019
Operatives	24%
Administrative Support Workers	24%
Craft Workers	2%
Executive/Senior-Level Officials and Managers	1%
First/Mid-Level Officials and Managers	16%
Laborers and Helpers	11%
Technicians	2%
Professionals	17%
Sales Workers	1%
Other	1%

* Represented portion of women within each category

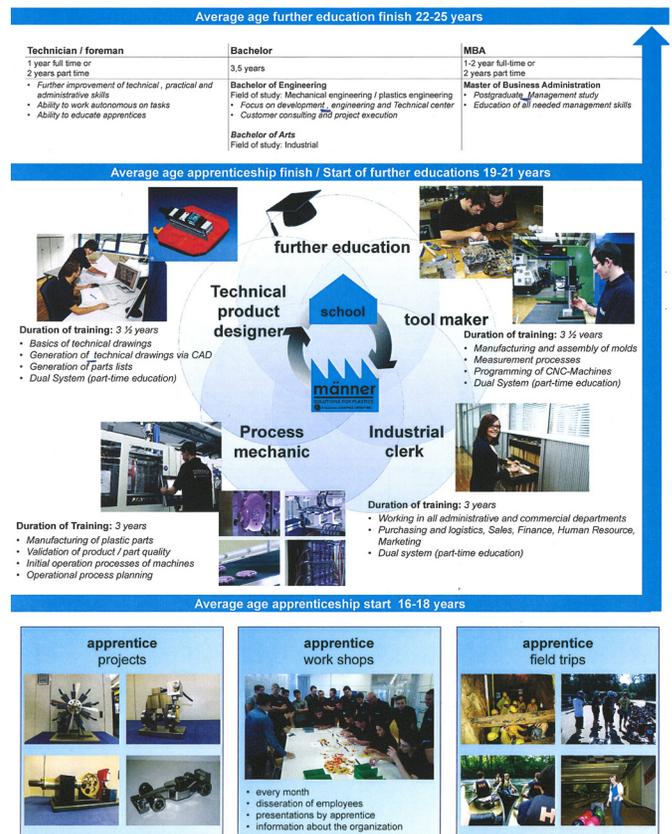
Educational and Vocational Programs

In 2019, the company continued its focus on recruiting efforts in support of Global Apprenticeship Programs – attracting, hiring and training apprentices in various technical areas. Our Apprenticeship programs help us bolster our manufacturing skills and provide professional development and growth as well as rewarding career opportunities to technically skilled workers. We offer apprenticeship programs for a variety of roles including, but not limited to, Electrician, CNC Programmer, Maintenance and Machine Repair, Tool & Die Maker and Machinist.

Barnes' Apprenticeship Program combines on-the-job training, technical education and related classroom or online instruction that increases an apprentice's skill level and earning potential. In the United States, this registered program provides an opportunity for the apprentice to earn a "Completion of Registered Apprenticeship" certificate, which is a nationally recognized credential that validates proficiency in an occupation that values or requires an apprenticeship. Barnes Group's respected and successful Apprenticeship Program provides opportunities for individuals to earn while they learn, and develop in-demand technical knowledge and skills for today's dynamic manufacturing industry.

Apprenticeship Programs at Männer

Our Männer business locations maintain an active apprenticeship program that stretches back many decades. In a typical year, an average of 15-20 students participate in the program across several locations. Students can choose from several majors including tool maker, machine operator, process mechanic, technical product designer, mechanical engineering, plastic technology and mechatronics. Many trainees who complete their apprenticeship at Männer receive awards for achievement and excellence demonstrating the quality of training they receive. Participants in the program receive state of the art training and professional development, and nearly every participant who successfully completes the program continues employment with Männer. By providing the students of today with proper training, we are laying the foundations for future success of our businesses.



Vocational Partnerships at Strömsholmen

For several years, our Force & Motion Control (FMC) Strömsholmen division in Tranås, Sweden has stepped up its social responsibility through different educational and vocational partnerships. Together with the local labor office, Strömsholmen created an on-site education space geared towards our production facility. The space enables the team to create pathways for employment opportunities while helping the division meet its competency needs. During 2019, 15 students from varied backgrounds attended the education program for about four months. Of these, a majority entered into employment at Strömsholmen.

In addition, together with local schools, Strömsholmen has established a Student Work Practice where it continuously agrees to welcome students to our site at Strömsholmen for a few weeks. The program allows students to get a first-hand experience at a production facility which can help them with their choices for a working career in manufacturing in the future. Strömsholmen also donated CNC milling equipment to the local secondary school where students attending the school can develop a technical interest by practicing CNC-programming.

Manufacture Your Dreams at Barnes

At Barnes Group, we're strengthening our talent pipeline through strategic marketing and outreach efforts focused on recruiting the next generation of talent. Launched in 2018, our "Manufacture Your Dreams at Barnes" campaign is designed to further enhance and promote our Global Apprenticeship Programs and showcase the exciting and diverse career paths within the manufacturing industry. Through this campaign, we have developed relationships with more than 130 area high schools, vocational/technical schools, and community colleges across the United States, enabling us to educate students and faculty on manufacturing as a desirable and viable career path and allow students to learn first-hand how Barnes Group can be a potential employer of choice. The program has resulted in a 43% increase in the number of interns and co-ops in 2019 compared to the previous year.

Another part of our Manufacture Your Dreams campaign includes participation in Manufacturing Day. Manufacturing Day is an annual event held each October when North American manufacturers open their doors to showcase the potential of modern manufacturing, show their communities what they do, highlight the economic importance of manufacturing, and foster interest in manufacturing careers. Students spend their day participating in a variety of hands on and educational events focused on learning about manufacturing as a career. In 2019, over 530 students from local schools joined thirteen U.S. and one Mexico Barnes Group facilities in their regions and received a first-hand look at how products are conceptualized and manufactured via tours that covered engineering, design, quality, and all areas of the manufacturing floor. In 2019, our participation in National Manufacturing Day saw a 26% increase in student attendance compared to the prior year, enabling us to invest in, foster, and develop the skills and education of our local community workforces.





Wellness

Barnes Group is committed to improving the health and well-being of our employees and their families around the globe. Our innovative health programs support a holistic approach to well-being by providing access to comprehensive tools, information, and guidance designed to improve employee health, productivity, and engagement, making our Company a stronger and healthier place to work.

Highlight | Wellness Notable Achievements

Barnes' wellness program provides a number of ways for employees to assess their current health and wellness, and offers options for employees looking to improve, including: self-directed workshops, health assessments, and team-based wellness challenges. Financial incentives are provided for participation and achieving health outcomes.

2019 demonstrated strong employee engagement and produced positive results in the United States:

- Over 75% of our facilities hosted an on-site biometric screening event with sustained participation at an average of 48%.
- The average blood pressure of the participating population reduced by 28% in 2019.
- Our employees continued to complete health risk assessments at a sustained rate to identify potential wellness gaps in their daily lifestyle. In addition, new wellness challenges were rolled out each quarter spanning various wellness topics such as physical activity, mental well-being, sleep health, water consumption, and nutrition.