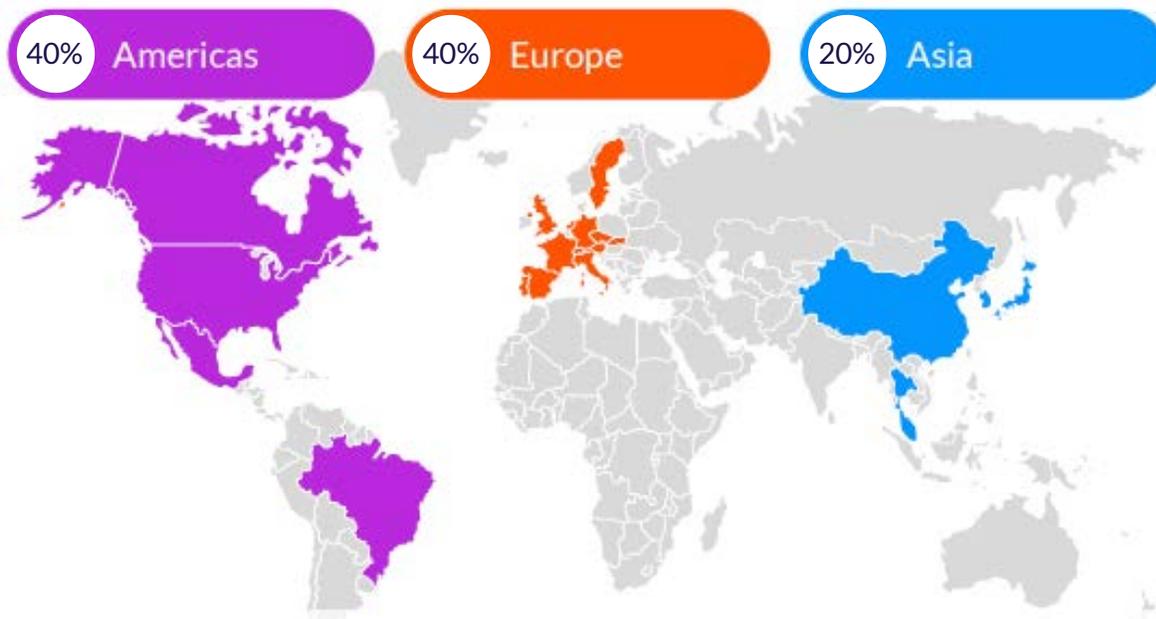




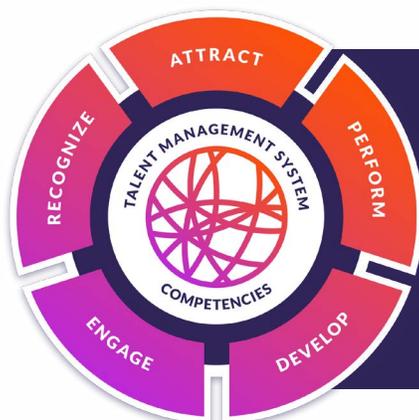
Employee Development and Engagement

As leaders, we believe that our greatest asset is our people. Our approximately 5,100 skilled and dedicated employees around the globe are committed to the highest performance standards and achieving consistent, sustainable profitable growth.

Around the World



Grounded in our Values and an integral part of our Barnes Enterprise System (BES), we manage human capital through our Talent Management System (TMS).



Goal of Barnes TMS
(Talent Management System)

To Have the **Right People** with the **Right Skills** in the **Right Jobs** at the **Right Time**





TMS integrates our key human resource processes and tools to facilitate talent management decisions. The system enhances our ability to attract and hire talented employees and supports their growth, development, and engagement – empowering them to perform at their very best every day. Aligned with our vision to pioneer technologies that help change the world, TMS helps accelerate the organizational change to drive business performance and support the successful execution of the Company’s growth strategy.

The TMS framework focuses on five key areas (pillars) – Attract, Perform, Develop, Engage, and Recognize.

Attract – encompasses the processes and tools available to employees and management that support and facilitate the planning and effective recruiting, hiring, and on-boarding of our employees.

BarnesWORX™ Community – an innovative employment model - was launched in 2020 to further accelerate our growth and the ongoing transformation of the Company. Since the launch, Barnes has used this opportunity to attract freelance-like talent within our BarnesWORX Community – a new way to work at Barnes!



- Engages and leverages a pool of professionals with specialized skills and expertise to work on time-bound assignments that support key projects and initiatives which promote the growth of the Company and advance our innovation and digitalization efforts.
- Offers a unique and creative employer/employee working arrangement similar to a freelance engagement that allows Barnes to leverage various unique and high-demand skills and competencies (e.g., Software Developers, Automation Engineers, Marketing, Data Analysts, Finance, HR, and other functional areas) to collaborate on important initiatives that support the short and long-term success of the Company.



Employee Testimonial

“From a talent management perspective, the BarnesWORX Community model has allowed me to attract higher-quality candidates for project-based/temporary employment needs. Candidates are excited for the opportunity to receive benefits, while our existing BarnesWORX employees feel valued and included in the Barnes family.”

Mary Navin, HR Generalist, Barnes Aerospace



Barnes Continues to Develop the Next Generation of Talent Viewing Manufacturing as a Viable Career Goal

Barnes continues to maintain and enhance its manufacturing prowess to support the growth of our businesses across the globe. **We can only accomplish this if our businesses have access to the Right People with the Right Skills in the Right Jobs at the Right Time.**

The Hiring Need

Manufacturers like Barnes will seek to fill over 4,000,000 high-skill and high-tech jobs over the next decade!

Source: The Manufacturing Institute and Deloitte

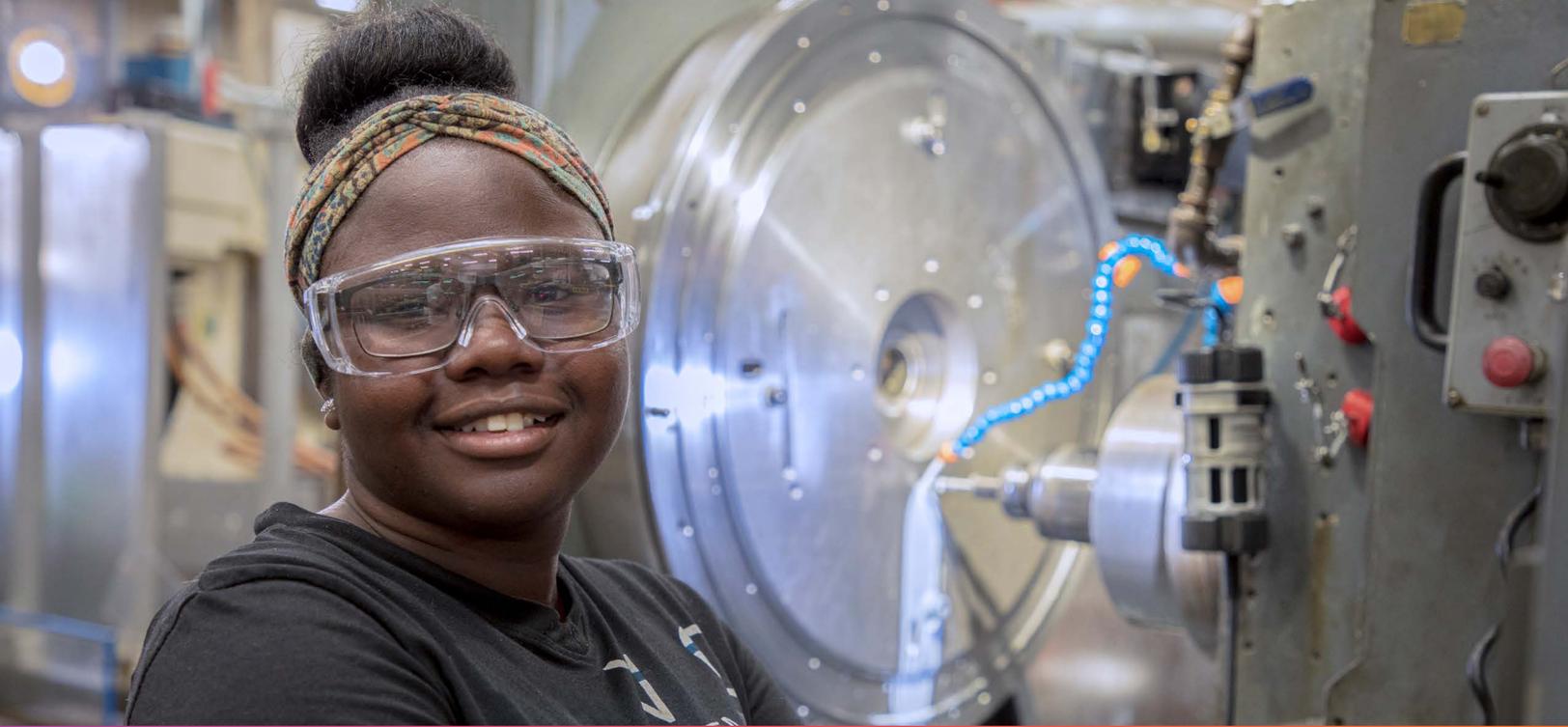


Our Actions:

Internship and Co-op Programs

- In 2021, we had a total of 50 global interns and co-ops in a variety of functions – Engineering, Accounting, Human Resources, HSE, Communications, and Marketing
- Active College Recruitment Program with targeted schools around the globe
- Participation in a number of targeted National Career Conferences such as:





Apprenticeship Programs

Our Current Numbers

Our current Apprenticeship Program is active in eight U.S. and international locations with a total of 92 apprentices enrolled globally.



Apprenticeship Career Journey Examples:

Patrick Dempsey, Barnes President & CEO, started his career as part of an Apprenticeship Program.

“We believe these programs provide early career-minded individuals with opportunities to develop and succeed in the workplace while giving organizations like Barnes a pipeline of passionate and energized employees who can continue to grow and contribute to the Company’s future success. From software engineers to data analysts, to robotics technicians and all the operations in between, there is a place for everyone in manufacturing!”

- Patrick Dempsey

“I am confident that the skills I have developed working on the shop floor through the Apprenticeship Program will help me become an even stronger engineer. For example, I was given the opportunity to cover for one of my Journeymen, which allowed me to demonstrate how much I have improved throughout my time in the program.”

- Nickeisha Jones (Pictured Above)
Current Employee / Former Apprentice



Manufacturing Day Events

Since 2013, Barnes has supported National Manufacturing Day, an annual celebration of modern manufacturing intended to inspire the next generation of manufacturers.



The Stats:

- Annually, on average, 15 Barnes businesses around the globe host annual Manufacturing Day events.
- In 2021, 14 of our locations hosted a mix of interactive in-person and virtual events for over 1,000 students - a 54% increase in attendance over the prior year.
- Once again, leveraging our “leader as teacher model,” over 60 Barnes business, engineering, and operations leaders spoke on topics including career path options, the products we create and industries we serve, the Barnes Innovation Hub’s latest activities, and our commitment to being a good corporate citizen by furthering our ESG initiatives.

Manufacturing Day Testimonial

"Synventive is built on the foundation of a world-class manufacturing team. Manufacturing Day allows us to provide a hands-on experience and promote the people, technology, and innovation employed in our solutions. Manufacturing Day has played a critical role in building our local reputation and inspiring the next generation of talent to join our team."

Steven Gayfer, Vice President & GM
Americas, Synventive Molding Solutions

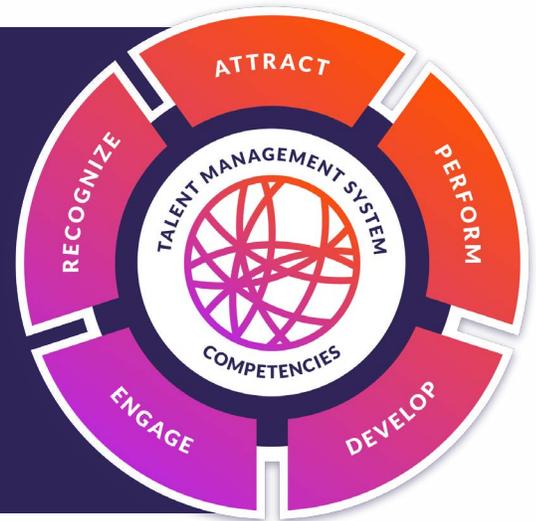




Perform – highlights the processes and tools that help our employees fully leverage and utilize their skills and capabilities to perform at their best and contribute meaningfully to achieving the goals and objectives of the business.

“Barnes employees want to lead by example. We are really focused on growing our people, educating our people, and finding new opportunities for our people. We are recruiting from all around the globe, and it is making a world of difference from a growth perspective and an efficiency perspective. Barnes exemplifies what I stand for: community, hard work, being supported and rewarded. It’s allowing that mix of diversity and inclusion and innovation. It’s all the Barnes way.”

Josephine Hasfal-Agard (Pictured Above)
Director, Tax



Over the past two years, we have made great strides in enhancing our Talent Management System and supporting HR processes and solutions through the consolidation and automation of key applications, including Recruiting, Onboarding, Learning and Development, Performance Management, Succession Planning, and Total Rewards.

We have applied design thinking in developing an agile and innovative HR digital platform aimed at developing our employees, empowering our business partners, and building HR capability through robust digital tools and enhanced analytics.

Through these efforts and solution consolidations, we are well-positioned to align our processes to effectively acquire, develop, and deploy the critical skills needed to drive optimal organizational performance. Adapting to new ways of working has enabled the execution of our growth strategy and helped us effectively meet the evolving needs of our business now and in the future.



Develop – comprises the HR processes and tools that support the growth and development of our employees through ongoing training, skill-building, assessment, career planning, and enrichment opportunities.

Barnes has a strong commitment to developing and investing in our employees. We provide our global employees with the right support, tools, and processes to contribute to the business in meaningful and rewarding ways that create value for our customers, drive profitable sales growth, and position our Company for long-term success. While we have no mandated training hours per employee, we provide the necessary access to training and development that every employee needs to do their jobs to the best of their ability.

Our Barnes University learning portal provides over 1,500 courses of individually managed content that employees can access. Additionally, at Barnes we are building for the future. In order to equip ourselves for our future skills needs to help drive our business, the practical use of upskilling is a tremendous benefit to us all. It will help our employees diversify our workforce's skills that are needed to meet the challenges that come from external talent markets, digitalization trends, etc. A refresh of content in our current Learning Management System that supports the upskilling our current workforce with skills in the area of Digital Literacy and Computational Thinking, as well as, Data Analytic and Visualization offerings will be launched in 2022. This resource provides a just-in-time opportunity for employees to hone their skills and competencies in real time as they need it.





Engage – contains HR programs and tools that support employee engagement and involvement across the Company and in the communities in which our employees work and live.

Whether taking part in a local community event, financially supporting a fundraiser such as the American Red Cross Wildfire Relief Fund, utilizing our Matching Gifts Program, or helping with a local United Way initiative, Barnes employees have a variety of opportunities to support the communities in which we do business and feel good about giving back in the process!

Recognize – aligned with our “pay-for-performance” philosophy, leverages HR processes and programs used to recognize and reward our employees and facilitate their ongoing engagement.

Our compensation programs are designed to align the compensation of our employees with the Company’s performance and provide the proper incentives to attract, retain, and motivate employees to achieve superior results. The structure of our compensation programs balance incentive earnings for both short-term and long-term performance. In addition, we leverage an established Rewards & Recognition program to recognize employees who demonstrate the Barnes Values and go above and beyond their typical job responsibilities for an extended period of time. Our tiered BRAVO programs allow a manager to select Company-branded items, monetary awards, or even a thank you card to acknowledge additional effort and accomplishment.

In managing our global businesses, and as part of our Talent Management System, we focus on several human capital measures and objectives, including those related to the hiring, performance, succession planning, and retention of our employees. We accomplish this through the effective utilization of our robust TMS tools and the ongoing commitment and engagement of the Company’s Senior Leadership Team. These efforts are highly focused on identifying the next generation workforce, developing the future leaders of the Company, and promoting a high-performance organization.



Diversity and Inclusion

“I often highlight the proud fact that Barnes has overcome all types of adversity throughout its 165-year history, and I always give credit for that success to our employees and the consistent Barnes Values that we hold so dear. Our Values are the bedrock upon which Barnes has been built, generation after generation, and will continue to guide us through our ongoing transformation and growth. They foster a culture of teamwork and collaboration, as well as represent what Barnes and the leadership team of Barnes stand for: specifically, that we value and respect every individual on our team, no matter what their gender or identity, race, religion, or background, and we will always foster a culture that treats all of our employees with fairness, dignity, and respect. Given the level of uncertainty occurring in the world, there has never been a more crucial time to reaffirm our commitment to our Values.”

- Patrick J. Dempsey, President and Chief Executive Officer of Barnes

At Barnes, we promote and embrace a diverse and inclusive workplace, where everyone is treated with dignity and respect; where all employees are supported, encouraged, and empowered to engage, contribute, and achieve their fullest potential in a safe and rewarding environment.

Barnes is committed to cultivating a workplace that prioritizes the development, empowerment, and engagement of all our employees and values the diversity and inclusion of every individual. Diversity and Inclusion (D&I) is core within our Values and has been integrated into our Barnes Enterprise System (BES) and our TMS for many years. And while we as employees must uphold all of our Values, we will continue to place an even heightened emphasis on workplace fairness. Workplace fairness for Barnes centers on treating all our employees with dignity and respect while at the same time providing each employee with opportunities to grow and develop in a safe and mutually rewarding environment.

D&I is critical to our success and a key enabler to our growth. Recruiting and bringing together individuals from different walks of life with varied backgrounds and experiences generates broader ideas and even more unique ways to improve the products, services, and solutions we provide to our customers. Leveraging diversity in thought, diversity in perspective, and diversity in approach to identify innovative solutions to the unique and complex problems of today and tomorrow can be a true differentiator and competitive advantage for any company. At Barnes, we believe that a diverse workforce offers more robust collaboration, increases creativity, and produces more innovative ideas. Although this is not a new concept or way of thinking at Barnes, we recognize that there is always room for us to improve.



As such, the Senior Leadership Team is committed to elevating the conversation to drive such improvements and translate them into tangible, sustainable outcomes. In addition, each month, we post information to promote cultural awareness and celebrate who we are as an organization through our “Celebrating Our People” internal communication initiative. "Celebrating Our People" is designed to embrace and celebrate the global and cultural diversity at Barnes. It provides a platform for the Company to highlight and observe the multicultural differences amongst our employees.

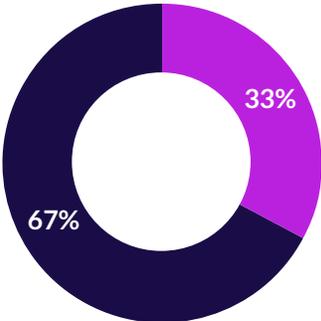
U.S. Representation of Ethnic Diversity and U.S. Representation of Females by Classification is highlighted below:

U.S. Representation of Ethnic Diversity	2021
American Indian / Alaskan Native	Less than 1%
Asian	6%
Black / Not Hispanic Origin	7%
Hispanic	6%
Native Hawaiian or Other Pacific Islander	Less than 1%
Not Specified	3%
Two or More Races	1%
White / Not Hispanic Origin	77%

U.S. Distribution of Females by Classification*	2021
Operatives	20.7%
Administrative Support Workers	22.2%
Craft Workers	2.6%
Executive/Senior-Level Officials and Managers	2.6%
First/Mid-Level Officials and Managers	21.9%
Laborers and Helpers	9.3%
Technicians	1.7%
Professionals	16.7%
Sales Workers	2.3%
Other	0%

* Represented portion of females within each category

U.S. Leadership Roles by Gender



Male
Female