

2021 Environmental, Social, and Governance Report



Striving for Next With Respect for Now.



Cautionary Statement Regarding Forward-Looking Statements

Certain statements in this report relate to future events and expectations and are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements often address our expected future operating and financial performance and financial condition, and often contain words such as “anticipate,” “believe,” “expect,” “plan,” “estimate,” “project,” “continue,” “will,” “should,” “may,” and similar terms. These forward-looking statements are based on management’s current expectations, assumptions and information currently available and do not constitute guarantees of future performance and are subject to a variety of risks and uncertainties that may cause actual results, including the achievement of our targets, goals or commitments, to differ materially from those expressed in the forward-looking statements, as a result of changes in circumstances, assumptions not being realized, or other risks uncertainties, scenarios and other factors. Such risks uncertainties, scenarios and other factors include, among others: the Company’s ability to manage economic, business and geopolitical conditions, including global price inflation and shortages impacting the availability of materials; the duration and severity of the COVID-19 pandemic; changes in market demand for our products and services; rapid technological and market change; challenges associated with the introduction or development of new products; higher risks in global operations and markets; the physical and operational risks from natural disasters, severe weather events, climate change which may limit accessibility to sufficient water resources, outbreaks of contagious diseases and other adverse public health developments; our dependence upon revenues and earnings from a small number of significant customers; a major loss of customers; inability to realize expected sales or profits from existing backlog due to a range of factors, including changes in customer sourcing decisions, material changes, production schedules and volumes of specific programs; the imposition by our customers or market we serve of emissions reduction or other environmental standards and requirements, including plastic injection molding and plastics processing and conventional fuel-based automotive markets; the impact of government budget and funding decisions; government tariffs, trade agreements and trade policies; changes or uncertainties in laws, regulations, rates, policies or interpretations that impact the Company’s business operations, including those that address climate change, environmental, health and safety matters, and the materials processed by our products or their end markets; fluctuations in the pricing or availability of raw materials, freight, transportation, utilities and other items required by our operations; labor shortages or other business interruptions at transportation centers, shipping ports, our suppliers’ facilities or our facilities; the ability to hire and retain senior management and qualified personnel; the continuing impact of prior acquisitions and divestitures, and any other future strategic actions; the ability to achieve social and environmental performance targets and commitments; the outcome of pending and future litigation and governmental proceedings; and the impact of actual, potential or alleged defects or failures of our products or third-party products within which our products are integrated, including product liabilities, product recall costs and uninsured claims. A detailed discussion of risks related to Barnes’ business is included in the section entitled “Risk Factors” in Barnes’ 2021 Annual Report on Form 10-K and Barnes’ other filings with the Securities and Exchange Commission available at www.sec.gov and www.barnesgroupinc.com under the “Investors” tab.

Shareholders, potential investors, and others should consider these factors in evaluating the forward-looking statements in this report and should not place undue reliance on such statements. The forward-looking statements in this report are made as of the date of this report, unless otherwise specified, and Barnes undertakes no obligation to update these forward-looking statements.

For a list of all entities included in the organization’s consolidated financial statements, please refer to the Company’s 2021 Annual Report on Form 10-K, Exhibit 21. For information regarding the direct economic value generated and distributed, please refer to the 2021 Annual Report, Page 5 and 2021 10-K, Item 8.

Table of Contents

A Message From Our CEO	3
Barnes Overview	4
Segment Overview	4
ESG at Barnes	5
The Barnes Values	5
Ethics, Compliance and Accountability	6
Board of Directors	7
ESG Governance at Barnes	7-8
Stakeholder Alignment	9
Policies and Procedures	9
Respecting Human Rights	10
Reporting Frameworks	11
Environmental Targets	12
Climate Risks and Opportunities	13
Health, Safety, and Environmental Affairs (HSE)	14
Safety	15
Environment	16
Waste Management	16-17
Recycling	18
Water Conservation	19
Energy Conservation	20
Renewable Energy at Barnes	21
Employee Development and Engagement	22
Developing the Next Generation	24
Internship and Co-op Programs	24
Apprenticeship Programs	25
Manufacturing Day Events	26
Diversity and Inclusion	30
Community	32
Barnes Group Foundation	32
Barnes in the Community	35
Products	39
Barnes Industrial	40
Barnes Aerospace	44
Product Safety	46
ESG Contact	47



A Message From Our CEO

“Barnes has always been defined by its forward-thinking and Persistent Ingenuity™ to push the boundaries of what’s possible. We take our responsibility of being an exemplary corporate citizen very seriously. In doing so, Barnes has maintained a longstanding commitment to being a more sustainable, socially responsible, and diverse and inclusive company. This report documents our ongoing efforts and progress in furthering ESG initiatives consistent with the Barnes Values. The milestones and accomplishments described in this report are the results of our dedicated employees across the globe who embrace our Barnes Values each and every day. As I’ve previously mentioned, we have set and are driving towards our environmental targets for 2025. Setting ambitious goals is an integral aspect of our Barnes Enterprise System. Energizing our employees to reduce all types of waste and inefficiency to achieve Operational Excellence is a hallmark of our operating system and demonstrates our commitment to running sustainable businesses that conserve natural resources while minimizing the impact of our footprint on the environment. This, our eighth annual ESG Report, reflects the collective accomplishments of our 5,100 team members across the globe and has the full support of our Senior Leadership Team and our Board of Directors. I applaud our team on the inroads made to date and, more importantly, the ongoing momentum to make an even greater impact as we forge ahead on our ESG journey in our relentless pursuit of next.”

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





Barnes Overview

Who We Are

Barnes (NYSE: B – Barnes Group Inc.) is built on the knowledge, creativity, and experience of experts across industries from around the globe. We engineer breakthrough processes and products by using the most advanced technologies—and inventing new ones when we see the opportunity. Throughout our 165-year history, our relentless drive to improve has guided us to continually meet our customers’ evolving needs. We champion next-tech evolution in end-markets for industrial manufacturing technology and aerospace that demand precision and excellence across the world. These end-markets include healthcare, automation, aerospace, mobility, packaging, and advanced manufacturing.

Segment Overview

We operate under two global business segments: Industrial and Aerospace.

Industrial

The Industrial segment is a global provider of highly-engineered, high-quality precision components, products and systems for critical applications serving a diverse customer base in end-markets such as mobility, industrial equipment, automation, personal care, packaging, electronics, and medical devices. Focused on innovative custom solutions, Industrial participates in the design phase of components and assemblies whereby customers receive the benefits of application and systems engineering, new product development, testing and evaluation, and the manufacturing of final products. Products are sold primarily through its direct sales force and global distribution channels. Industrial's Molding Solutions business designs and manufactures customized hot runner systems, advanced mold cavity sensors and process control systems, and precision high cavitation mold assemblies - collectively, the enabling technologies for many complex injection molding applications. The Force & Motion Control business provides innovative cost-effective force and motion control solutions for a wide range of metal forming and other industrial markets. The Automation business designs and develops robotic grippers, advanced end-of-arm tooling systems, sensors and other automation components for intelligent robotic handling solutions and industrial automation applications. Industrial's Engineered Components business manufactures and supplies precision mechanical products used in transportation and industrial applications, including mechanical springs and high-precision punched and fine-blanked components.

Aerospace

Aerospace is a global manufacturer of complex fabricated and precision-machined components and assemblies for turbine engines, nacelles and structures for both commercial and defense-related aircraft. The Aerospace Aftermarket business provides aircraft engine component MRO services, including services performed under our Component Repair Programs (“CRPs”), for many of the world’s major turbine engine manufacturers, commercial airlines and the defense market. The Aerospace Aftermarket business also manufactures and delivers aftermarket spare parts and participates in revenue sharing programs (“RSPs”) under which the Company has an exclusive right to supply designated aftermarket parts over the life of specific aircraft engine programs. Aerospace’s OEM business offers a comprehensive range of in-house manufacturing solutions and capabilities, including components and assemblies. The applications for these components primarily include engines, airframes and nacelles. Aerospace OEM competes with a large number of fabrication and machining companies. Our competitive advantage is based mainly on value derived from quality, concurrent engineering and technical capability, product breadth, solutions-providing new product introduction, timeliness, service, price and intellectual property.



ESG at Barnes

Barnes is committed to corporate responsibility and furthering environmental, social and governance (ESG) principles. We believe this allows us to create value for our stakeholders and is key to our success as a responsible and environmentally friendly organization. Since the launch of our company-wide ESG initiative in 2014, we continue to identify and implement ways in which we can benefit our customers, the environment, and society while executing our vision and strategy. This initiative is led by our Vice President of Health, Safety & Environmental Affairs (HSE) and ESG, with the full support of our Company's Senior Leadership Team and the Board of Directors.

The Barnes Values

"It's not just what we do, it's how we do it." At the heart of this statement, often cited by our leaders and employees, are the Barnes Values which are the cornerstone of the Company and the bedrock upon which Barnes has been built and sustained for 165 years.

Consistent with these Values, we strive to conduct business with the highest ethical standards, always mindful that our Values define who we are and what we stand for, both as employees and as a company.

Integrity. Respect. Collaboration. Empowerment. Determination.

At Barnes, we believe in:

Integrity - We uphold the highest ethical standards - rooted in openness, transparency, and honesty.

Respect - We treat each other with respect and dignity - and don't tolerate any other way. As a global business that spans across cultures, promoting fairness, equality, safety, and diversity is fundamental to how we work together and do business.

Collaboration - We solve complex challenges by bringing together the best minds with diverse backgrounds to build inclusive teams that collaborate and inspire one another. Together we challenge the status quo and reimagine what's possible.

Empowerment - We empower each other to make positive impacts on our communities, customers, and shareholders by being accountable to one another.

Determination - We embrace change and break down barriers through the relentless pursuit of next. We continuously challenge ourselves, learn from one another, and deepen our expertise as we seek the next generation of solutions for our stakeholders.

The Company continues to drive the Barnes Values forward as part of our enhanced focus on ESG. Each year, as part of its Annual Achievement Awards, Barnes recognizes employees who exemplify the Barnes Values and who have led or been part of a project that made a cultural, competitive, financial, innovative, or sustainable contribution to the Company or one of its businesses during the previous year. Introduced in the 2020 awards cycle, Barnes employees who lead or participate in projects that support environmental sustainability can be recognized with an Annual Achievement Award. We believe that including this category is an important step forward in incentivizing projects that will help us reduce our environmental footprint and yield a more sustainable world.



Governance

Ethics, Compliance and Accountability

Consistent with the Barnes Values, the Barnes Code of Business Ethics and Conduct (Code of Conduct) lays out the principles that guide the behavior of our employees, officers, and directors as we do business around the world. Our Code of Conduct, which is available in nine languages for our global audience, provides guidelines, practical direction, and helpful resources to promote ethical conduct and support compliance with applicable laws and regulations.

Employees are expected to complete Code of Conduct training as assigned and periodically reaffirm their adherence to the Code of Conduct as part of our training requirements. All newly acquired businesses are integrated into our compliance and training program. Our businesses conduct due diligence processes that enable us to monitor compliance with anti-corruption policies. Certain employees, based on factors such as role and geographic location, are assigned more targeted ethics and compliance training on topics such as anti-corruption and trade compliance.

In addition, we have a periodic leadership pulse process to facilitate identification and communication of any facts or circumstances which may indicate a potential human rights concern in our various locations and businesses. Barnes continues to enhance its employee training and awareness program based on role and risk exposure.

Barnes encourages employees to raise questions and concerns. We offer multiple channels for doing so, accessible at local work sites and the corporate office. Anonymous reporting tools, both online and via telephone, are also available. We periodically survey our officers and business leaders on key compliance areas and provide opportunities for them to notify us of concerns or conflicts of interest.

Barnes takes every question and concern seriously and will not tolerate any form of retaliation against any person for raising a question or concern in good faith. Employee concerns are addressed through fair examination, objective determination of the facts, and appropriate corrective action measures.

We also expect our business partners, suppliers, and agents to hold themselves to equally high standards. Built on our Values, our Code of Business Ethics and Conduct for Suppliers ([Supplier Code](#)) – published on the Barnes corporate website – communicates the expectations we have of our global supply chain partners. The Supplier Code requires that all suppliers and partners adhere to the Barnes Code of Conduct by ensuring the safety, security, and fundamental human rights of their employees while taking steps to safeguard the environment, all of which are consistent with our Values.

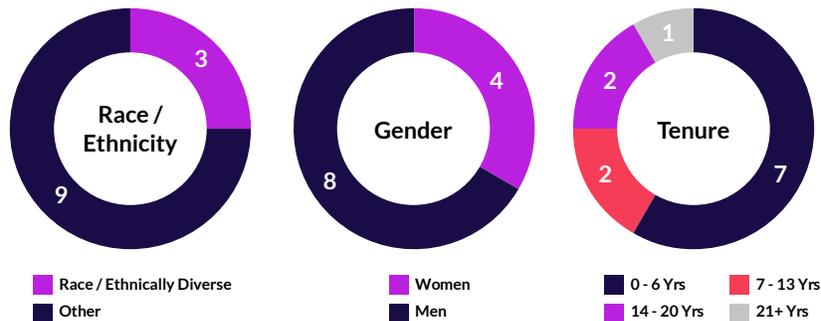
As a public company and as an integral part of our core Values, Barnes supports the social goals underlying the Dodd-Frank Financial Reform Bill requiring Barnes to disclose use of conflict minerals. In accordance with its Conflict Minerals Policy, Barnes is committed to use internationally recognized due diligence standards to identify and manage the Barnes supply chain to reduce the risk of use of conflict minerals in the products it manufactures.



Board of Directors

Barnes Group Inc. is a public company that trades on the New York Stock Exchange under the ticker symbol “B.” The Board of Directors is our highest governing body and is actively engaged in risk management oversight, succession planning, and corporate governance matters. We have a standing Audit Committee, Compensation and Management Development Committee, Executive Committee, and Corporate Governance Committee. Our Board is comprised of twelve directors, eleven of whom are independent. Our Board is ethnically and racially diverse, and four of our directors, or 33%, are women. Women hold key leadership roles on our Board. Our Lead Independent Director, who also chairs our Corporate Governance Committee, is a woman, as is the Chair of our Compensation and Management Development Committee.

Director Highlights



Reflects service of current directors through December 2021 and includes a Director who will retire from the Board effective May 2022.

ESG Governance at Barnes

At Barnes, our Board of Directors exercises oversight of risk management activities generally. With regard to ESG, in particular, the Board exercises governance over ESG through its three key standing committees. The Audit Committee (as noted in its charter) reviews and discusses with management the ESG reporting process, climate related metrics, and management’s evaluation of the adequacy and effectiveness of controls for related disclosures.

The Compensation Committee (as noted in its charter) oversees the Company’s efforts to ensure Barnes is seeking, developing, and retaining human capital appropriate to support the ongoing transformation of the Company, drive business performance, foster diversity, equity, and inclusion across the organization, and support the successful execution of the Company’s growth strategy.

The Corporate Governance Committee (as noted in its charter) exercises oversight over shareholder outreach and feedback with respect to ESG.



In addition, ESG is driven by a Steering Committee consisting of members of the Senior Leadership Team. We have published the Charter of the ESG Steering Committee on our [website](#), articulating our commitment to corporate social responsibility, which creates value for our stakeholders and is key to our success as a responsible and sustainable organization. In that Charter, we establish the Committee’s focus, consistent with the Barnes Values and our Barnes Enterprise System (BES), on:

- Monitoring global public policy trends, regulatory matters, and other concerns related to ESG;
- Advising and making recommendations to the Senior Leadership Team on actions that the Company and ESG Committee can take to support our sustainability initiatives;
- Fostering the Company’s progress towards diversity and inclusion goals;
- Assisting in the Board’s oversight of risks and opportunities relating to ESG matters;
- Identifying and taking actions and proactive steps to address ESG risks;
- Periodically evaluating the Company’s ESG performance;
- Reviewing the Company’s human and workplace rights policies and/or practices and how the Company demonstrates respect for human and workplace rights in our business, our supply chain, and the communities in which we operate;
- Annually assessing and reporting to the Board on the performance of the Company’s ESG efforts;
- Reviewing the Company’s policies and practices related to corporate philanthropy; and
- Preparing and publishing the Company’s ESG Report.

The Barnes ESG Steering Committee enlists the support of key leaders from within Barnes, including: Operations, HSE, Investor Relations, Legal, our Global Compliance Office, Supply Chain, Business Development, Finance, Human Resources, Marketing, Corporate Communications, and Internal Audit.



Stakeholder Alignment

We reach out to our largest institutional shareholders twice per year and invite them to speak with us regarding governance matters, including ESG. During these calls, we review our approach to ESG and solicit their feedback. We report the results of our shareholder engagement to our Board of Directors. We also hold periodic meetings with our customers and engage with our employees through a regular cadence of on-site and virtual meetings during which we communicate important messages and solicit feedback. The health and safety of our employees and the safety of our products and services are key themes during these meetings. We belong to numerous industry-based organizations (some of which conduct advocacy on behalf of their members) and organizations within our local communities.

Policies and Procedures

Barnes maintains a comprehensive set of policies and procedures to enable effective corporate governance. The following documents are available in the [Investor Relations section](#) of our corporate website:

- Audit Committee Charter
- California Transparency in Supply Chains Act Disclosure
- Charter of the ESG Steering Committee
- Code of Business Ethics and Conduct
- Code of Business Ethics and Conduct for Suppliers
- Compensation and Management Development Committee Charter
- Conflict Minerals Policy
- Corporate Governance Committee Charter
- Corporate Governance Guidelines
- Human Rights Policy
- Policy Regarding Reporting of Complaints and Concerns
- Political Expenditures and Public Policy Matters
- UK Tax Disclosure



Respecting Human Rights

Our Beliefs

We respect the value and dignity of every individual. We do not tolerate any human rights abuses in any part of our business, anywhere we do business, and we expect the same of our partners.



The value of our Company comes from our people. Just as we empower our diverse teams for the health of our Company, so too do we respect human rights for the health of our world. Our business thrives when we value every individual in all areas, at all levels.

We respect and protect human rights when we:

- Ensure safe and fair working conditions and payment for all employees
- Ensure our suppliers and other business partners use fair labor and sustainable sourcing practices
- Never use child or prison labor, wherever we do business
- Always alert the Company of known or potential human rights abuses

Refer to our [Human Rights Policy](#) for more information.

Barnes was named one of America's
Most Responsible Companies 2021 by *Newsweek*



Reporting Frameworks

Our ESG journey has been consistently informed by global ESG reporting practices and our stakeholders. We are focused on supporting and further aligning our ESG activities with the guiding principles behind the United Nations Global Compact (UNGC). In addition, we have selected disclosures from the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board's (SASB) 2018 Industrial Machinery & Goods standard that we believe are key to our business. This year, we are also reporting results against the Task Force for Climate-related Financial Disclosures (TCFD) standard. These approaches provide a relevant framework for structuring and communicating our Company's efforts around corporate citizenship, anti-corruption, human capital management, and sustainability.



- Board Committee Governance Over ESG Reflected in Each Key Committee Charter
- Standing Senior Leadership Team Steering Committee Focused on ESG
- Regular Working Level Committee Engaged in Various ESG Initiatives



- Company Profitable Growth Strategy Focused on:
 - Identifying End Markets With Long-Term Sustainable, Profitable Growth
 - Targeting Global Expansion Aligned With Macro Trends, Including:
 - Growth in Next Gen Powertrain in EV and Hybrid Applications
 - Leadership in Processing Environmentally Friendly Materials
- Regular Outreach to Institutional Shareholders on ESG Topics



- Conducted the Company's First Climate Scenario Risk Assessment
- Active Enterprise Risk Management Process and Tools
- Health Safety and Environmental Affairs Management System



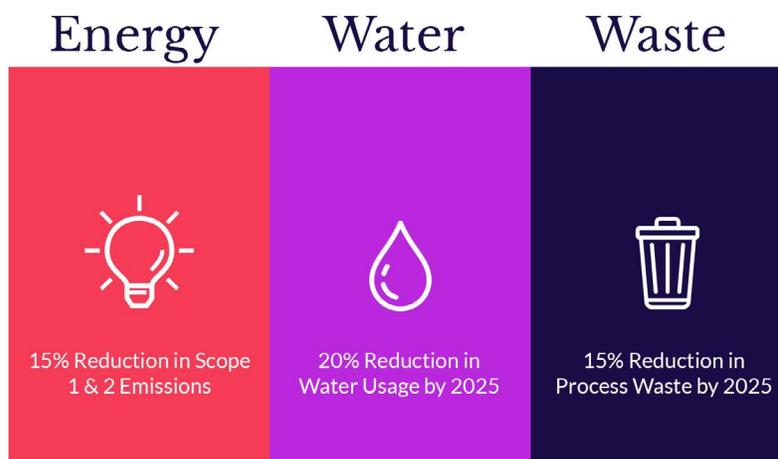
- Energy Emissions Reduction Target (Scope 1 & Scope 2) of 15% by 2025*
- Water Reduction Target of 20% by 2025*
- Industrial Process Waste Reduction Target of 15% by 2025*
- Deployment of HSE Information System With New Sustainability Suite

*On a normalized basis versus 2019 baseline year.



Environmental Targets

As previously communicated, we have established environmental targets for 2025 – specific goals for reducing the energy and water we use and the waste we generate – on a normalized basis. In addition, Barnes has committed to applying the Precautionary Principle in its decision-making when environmental impacts may be present. The Precautionary Principle guides decision-makers to adopt precautionary measures on a cost-benefits basis, when scientific evidence about an environmental or human health hazard is uncertain and the stakes are high. We believe the precautionary approach will help us reduce our environmental footprint and yield a more sustainable world, consistent with our Values.



Barnes is moving forward to make a positive impact to the fundamental responsibilities of being a good corporate citizen outlined by the UNGC in the areas of Human Rights, Labor, Environmental Sustainability, and Anti-Corruption. This ESG report provides an update on our more recent ESG performance and the goals we have set as we drive improvements in environmental sustainability, diversity and inclusion, and social and charitable impact in the communities where we operate.



Climate Risks and Opportunities

Barnes evaluates and manages environmental risks in accordance with its Health, Safety and Environmental Affairs (HSE) Management System. The management system is consistent with our commitment to worker health and safety and to environmental protection, as well as prevailing regulatory frameworks in place around the globe. When evaluating longer-term social and environmental issues that may impact our business, such as climate change, we apply the precautionary approach. For example, given the potential harm related to the emission of greenhouse gases, we have established energy usage reduction targets. The Company is also striving to reduce its environmental footprint, using less water and encouraging recycling within its operations. We believe the precautionary approach will help us reduce our environmental footprint and yield a more sustainable world consistent with our Values.

In 2021, to better understand the climate-related risks and opportunities across our Company, we also conducted our first climate scenario analysis and are pleased to include a Task Force on Climate-related Financial Disclosures (TCFD) index with this report. Our qualitative evaluation included a 1.5-2°C low emissions scenario, and a moderate to high emissions scenario where the world has warmed more than 2°C above pre-industrial levels by the end of the century. Under the moderate to high scenario, droughts, wildfires, floods, and excessive rainfall occur more intensely and more frequently, and climate policy is less ambitious. In the low emissions scenario, global warming will be limited to rising well below 2°C, the effects of climate change remain manageable with proper prevention tactics, industries have evolved into a circular economy, and it is generally assumed that society acts rapidly to limit GHG emissions. We assessed a limited set of risks under these scenarios: price of carbon (transition risk), water stress, temperature extremes, and average temperature (physical risks).

We are in the process of evaluating this climate scenario analysis and are identifying potential strategic changes for affected businesses and locations to address the plausible risks and opportunities identified in these scenarios. In addition to looking at strategies to mitigate plausible long-term climate risks and opportunities, we will continue to identify ways to conserve water, increase energy efficiency, and reduce waste as part of our pursuit of Operational Excellence. We keep health, safety, and environmental performance top of mind, and look to optimize process efficiency, while seeking opportunities to incorporate environmentally beneficial technology in our facility expansions and operational improvement projects.



Health, Safety, and Environmental Affairs (HSE)

Barnes is committed to promoting and maintaining a safe workplace for our employees and strives to ensure that all aspects of our operations are conducted in conformance with applicable laws and regulations, as well as with all of our corporate policies pertaining to workplace safety and protection of the environment. At the corporate level, Barnes maintains a global Health, Safety, and Environmental Affairs (HSE) program which focuses on promoting employee safety throughout the enterprise. In certain cases, the Company or its strategic business units (SBUs) may establish more stringent requirements as policies, procedures, or directives. At the corporate level, these requirements are documented as Barnes HSE Standards.

The Barnes HSE Standards are consistent with our commitment to worker health and safety and to environmental protection, as well as prevailing regulatory frameworks in place around the globe. All locations are required to meet local laws and regulations, or the Barnes HSE Standards, whichever are more stringent. Furthermore, our internal corporate HSE audit program measures and monitors progress using standard protocols, ensuring that actions are tracked to closure and results are communicated to Senior Leadership.

Our past and present business operations require the use and handling of chemicals and hazardous products that are subject to extensive environmental laws and regulations pertaining to the discharge of materials into the environment, the disposal of wastes, and the use, shipping, labeling, and storage of chemicals and hazardous materials. We closely monitor hazardous waste management and environmental permitting and reporting requirements to ensure compliance with applicable laws while striving to minimize the environmental impact of our operations through our management systems approach to HSE.

Barnes did not pay any fines or penalties for HSE non-conformance in 2021. Our operations utilize standard work and online compliance calendars to manage regulatory compliance requirements, and our goal continues to be to eliminate HSE non-compliance.

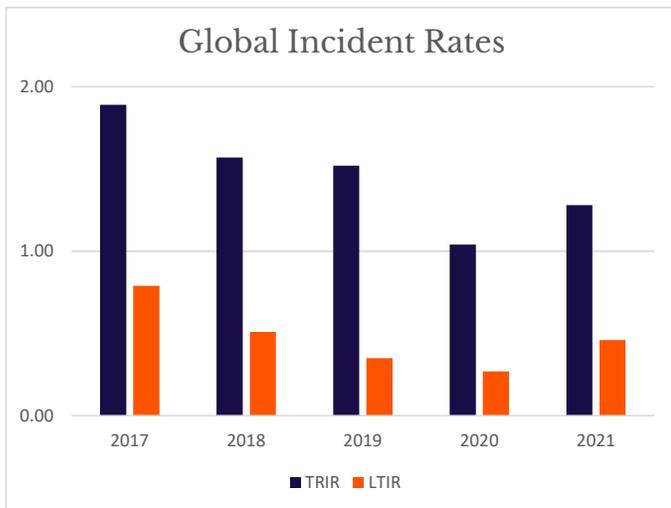
HSE Regulatory Compliance		
2021	None Reported	\$0
2020	None Reported	\$0
2019	Air Compliance	\$4,918



We have ambitious goals when it comes to identifying and controlling hazards in the workplace to ensure our employees' safe return to their homes and families at the end of their workday. As we continue to navigate through the COVID-19 pandemic, employee health and safety remains a top priority and we continue to implement preventive measures and controls to protect our employees and keep our operations running. These efforts are consistent with our "safety first" mindset, in which we strive to integrate safe practices in everything we do.

This "safety first" mindset starts with our leadership. Through the implementation of the Barnes HSE Standards, initiatives such as the critical risk mitigation program and HSE Zone Leadership, and by leveraging tools such as job safety analyses (JSAs), risk assessments, non-routine pre-job reviews, management of change (MOC) and other activities, Barnes aims to identify and mitigate hazards in the workplace before injuries occur. Year after year, our Operations teams proactively address risk, and we share the successful risk mitigation stories across our strategic business units (SBUs) so we can learn from one another. The most common work-related injuries include lacerations and strains/sprains, and our HSE Zone Leaders and Safety Committees are actively engaged in addressing both the physical hazards that may cause injury, as well as reinforcing safe behaviors and correcting unsafe behaviors through our behavior observation programs. We also engage with employees who perform critical risk tasks – those tasks that we determined may contribute to high-consequence injuries – such as lockout/tagout, working at heights, and confined space entry in "practicing safety." Our Operations and HSE leaders work directly with these employees to review or "practice" the correct steps to safely complete these tasks to ensure the employees know how to protect themselves and execute the task safely every time.

Collectively, these efforts have helped us prevent serious injuries and reduce recordable and lost time injuries over time. In 2021, as our President and CEO and our Segment Presidents continued to emphasize safety as a core value, we continued to reduce our total recordable injury rate versus pre-pandemic levels. Safety incidents from across our operations are reported in accordance with our corporate standard for incident management, and incident rates are calculated based on 200,000 hours worked. Barnes remains committed to the execution and implementation of our Barnes HSE Standards and critical risk mitigation program, which once again helped us achieve a year with zero serious injuries* and zero work-related fatalities with over 9.3 million hours worked. We are confident in our HSE Management system and strategy and continue to empower and encourage employees to proactively identify and mitigate potential safety issues through Safety Committees, HSE Inspections, Zone Leadership Walks, and our near miss program.



*Barnes defines a serious injury as any work-related incident resulting in amputation, partial amputation, multiple fractures, or loss of consciousness



Preventing Serious Injuries

Barnes has not experienced any work-related employee fatality or serious injury in the past 3 years.



Environment

In 2020, Barnes established environmental targets for 2025 – specific goals for reducing the energy and water we use and the waste we generate against a 2019 baseline – on a normalized basis. As a Company, we will work to reduce the energy we use in our factories – as measured in carbon dioxide equivalents (CO₂e) – by 15%, the amount of water we use by 20%, and the amount of industrial process waste we generate from our manufacturing operations by 15%.

The Barnes HSE Standards define water usage, process waste and energy usage that must be reported using our centralized HSE information system. The standards require that all non-office locations greater than 20,000 ft² report their data. Local HSE and Finance managers report these metrics and provide supporting documentation from which their data is derived. To ensure accuracy in reporting, we are establishing validation standard work and internal processes to review the data, and identify and correct any reporting errors. For example, select data is audited by our Internal Audit Department (IAD) as part of regular accounting and financial reviews. In addition, environmental data is reviewed periodically as part of the Corporate HSE Audit program. In 2021, we established additional controls to further validate our data. This included upgrading our centralized HSE information system to a new sustainability suite, which automates greenhouse gas (GHG) calculations and stores an electronic audit trail for our data.

Of course, establishing targets is only the first step in our journey to reduce our environmental footprint. In order to achieve our 2025 targets, we are analyzing water and energy usage as well as process waste streams at our manufacturing divisions to determine which strategic business units are the greatest contributors to our footprint. This will allow us to identify strategic investments to achieve our goals and reduce our environmental footprint in the most cost-effective manner. While our manufacturing divisions have made great progress through local energy efficiency and optimization projects, we engaged one of our energy partners at the end of 2021 to help us develop an energy roadmap. Launched in January 2022, the project aims to identify opportunities to decarbonize and reduce Scope 1 and Scope 2 emissions through the use of renewable energy and help us accelerate our progress towards our 2025 target.

Waste Management

At Barnes, our operations track and report waste generation data using a common online system, according to the framework established in our corporate environmental standards. Centralized reporting of both non-recycled and recycled industrial process wastes began in 2014 and enables us to identify pollution prevention and waste minimization opportunities, as well as to drive towards recycling a greater percentage of our industrial waste streams. While recycling is good, we recognize that waste reduction at the source is even better, which is why we set a target to reduce the amount of industrial process waste we generate from our manufacturing operations by 15% by 2025 on a normalized basis. This year, a number of our divisions took steps to minimize waste generation at the process level, increase resource efficiency, and reduce single-use waste, which has resulted in a reduction in the volume sent for offsite disposal. The following paragraphs highlight some examples of this work.

At the Barnes Aerospace MRO location in Singapore, the current clean line and FPI area discharges waste water with high biological and chemical oxygen demand (BOD and COD, respectively). In order to reduce the amount of waste produced, the site worked with a consulting company to increase their waste water treatment capabilities. The enhanced treatment capabilities have allowed the site to meet local regulatory requirements for discharging trade effluent into public sewers, while also reducing the amount of sludge generated in the treatment process. With an additional investment in a self-contained solvent distillation and



recycling system, the site’s combined waste reductions are estimated at 25 tons per year. Compared to 2020 waste records, the site’s waste treatment and disposal dropped approximately 40% in 2021. Our Barnes Aerospace location in West Chester, Ohio in efforts to increase their tool room machining scrap recycling, has collaborated with a full service industrial recycling corporation and identified opportunities to recycle 10 additional waste streams, such as wet and dry grinding dust and molybdenum scrap.

Our Barnes Aerospace location in West Chester, Ohio uses a common solvent for numerous cleaning processes. After researching recycling options with suppliers and the regulatory requirements with Ohio Environmental Protection Agency, the site invested in solvent distillation and recycling equipment early in 2020. The self-contained, intrinsically-safe system is capable of recycling the used solvents to 99.9% virgin quality, and the recycled solvent is reused on site. In addition to reducing the spent solvent waste stream by over 90%, the recycling program also resulted in cost savings by eliminating waste disposal costs and the need to purchase new solvent. In 2021, our Barnes Aerospace location in Singapore implemented the same recycling solution for their cleaning solvent and we expect to realize similar waste reduction and cost savings.

Early on in the Company’s efforts to reduce waste from our operations, our Force & Motion Control, Strömsholmen location in Trånas, Sweden conceptualized and installed a centralized coolant processing system. The system processes water-based coolants from machining operations and is paired with an evaporator to reclaim and reuse the water. This investment successfully reduced the volume of their coolant waste stream by more than 90%.

Our Engineered Components, Associated Spring location in Singapore reduced the usage of pallet stretch film in the shipping area by replacing the manual process with automatic mobile pallet stretch equipment. Based on 2019 data, the shipping department had been using 72 rolls per year with manual wrapping. After automation, the usage decreased by more than 75%, reducing plastic waste and generating savings in purchased materials.



Sustainability News

EcoVadis, the worldwide Sustainability Ratings Provider, re-evaluated our Automation, Gimatic business. EcoVadis increased its rating of Gimatic and awarded it a Silver EcoVadis Medal, placing Gimatic among the top 25% of companies assessed. The EcoVadis rating is a common tool used globally for supplier evaluation.



Recycling

Our Engineered Components, Associated Spring location in Corry, Pennsylvania implemented a cardboard recycling program in 2021. Cardboard that was previously co-mingled with trash destined for the landfill is now separated and baled for recycling. The location realizes a small financial gain from sale of the cardboard bales and a reduction in transportation costs for waste hauling, while successfully diverting several tons of material from the landfill on an annual basis. On the source reduction front, our Associated Spring location in Singapore implemented a paperless Purchase Requisition/Order process, eliminating hundreds of paper copies per year.

Our Molding Solutions, Männer location in Bahlingen, Germany operates a Validation Center where customers conduct mold trials for new and modified products. Since the test pieces from these trials are not used for production, Männer collects these parts, together with any unused granules, and partners with a recycling company that is committed to 100% material recycling of the residual plastics. The plastics are sorted on a granulator, finely ground, packed in bulk containers and marketed to new end users. The primary field of application for the reprocessed materials are plastic profile producers for the construction industry. In 2021, this partnership enabled Männer to revert more than 55 metric tonnes of plastic to the marketplace, preventing the material from being landfilled and supporting the circular economy.

Our Molding Solutions, FOBOHA location in Haslach, Germany has a similar plastics recycling program in place. In Haslach, a large quantity of the test parts made in the production line are collected and sent for recycling. In 2021, this process resulted in more than 75 metric tonnes being recycled.



Water Conservation

Barnes has committed to reducing the amount of water we use in our manufacturing operations by 20% by 2025 against our 2019 baseline. Our operations have been tracking water usage data for several years, and we are pleased to report that we are making steady progress towards this goal thanks to the Operational Excellence initiatives implemented by our divisions. Some of the most recent water conservation initiatives implemented include:

- Our Barnes Aerospace locations that operate chemical process lines have been implementing smart connected factory digitalization projects for the past two years to ensure that we optimize both water and energy usage, while ensuring quality for our customers. The teams have already implemented new smart connected factory process controls and have identified several opportunities for water use reduction. Capital funding for the largest water reuse project was approved in 2021 and the implementation is set for early 2022 at our Ogden, Utah location.
- Our Engineered Components, Associated Spring location Corry, Pennsylvania surveyed the facility to identify equipment using non-contact cooling water. One hydraulic press using non-contact cooling water to cool the hydraulic oil had continuous flow at 0.5 gallons per minute, 24 hours per day, 7 days per week. The division installed an electric solenoid valve on the incoming water line connected to a thermostat and thermocouple in the hydraulic oil tank. The thermocouple now initiates valve opening only when the temperature inside the hydraulic oil tank reaches 90°F and flows water just until the temperature drops below 90°F. It is estimated water consumption will decrease by more than 250,000 gallons of water per year.
- Our Engineered Components, Heinz Hänggi location in Bettlach, Switzerland invested in an evaporation/distillation system to lessen its requirements for large volumes of water used in the deburring process – a key process required to meet customer quality requirements. During the process, the water is also used for rinsing the parts to meet cleanliness requirements; therefore, the water quality must be within a certain specification. In the past, fresh water was used. In order to reduce the amount of fresh water consumed and to help achieve the Company's environmental goals, the evaporation/distillation system was installed. This system processes the used water and produces water of distillate quality. The distillate is enriched with additives and brought back into the cycle in a closed loop. Since all water for deburring is now recirculated, we anticipate that the fresh water consumption will be reduced by over 90%, saving over 8,000 cubic meters of fresh water per year.



Energy Conservation

Since we began requiring our operations to track and report energy usage in 2013, our divisions have continually demonstrated their commitment to energy conservation. As in previous years, our facilities expanded their use of energy-efficient LED lighting and motion sensors, with significant relamping projects completed at our Molding Solutions, FOBOHA location in Haslach, Germany and Thermoplay location in Pont-Saint-Martin, Italy in 2021. In addition, select divisions have achieved climate-conscious energy reductions through different means to help move our Company towards our target of 15% reduction in energy usage by 2025 versus our 2019 baseline.

- Our Molding Solutions, FOBOHA location in Suzhou, China installed a new cooling tower system to replace the former cooling water system. The new cooling tower system uses natural cooling and requires just one fan to operate. The new system reduces energy demand by over 250,000 kWh per year and generates cost savings for the operation after just 6 months.
- Our Engineered Components, Associated Spring location in Bristol, Connecticut purchased and installed a high efficiency mist eliminator for the compressed air supply system that has a 1 psid efficiency. The facility also removed the old flow control system and streamlined the plumbing to eliminate pressure loss. These improvements allowed the facility to turn the air supply operating pressure down, resulting in >5% reduction in energy consumed at the air compressors.
- Our Engineered Components, Associated Spring location in Singapore installed a solar panel array to power the facility's outdoor perimeter lights, as well as mini air reserve tanks on two coiling machines. The reserve tanks stabilize the air supply, minimizing downtime and reducing energy inefficiency due to fluctuations in demand.
- Our Barnes Aerospace OEM location in Windsor, Connecticut improved energy efficiency by implementing a machine shutdown process. Training and signage was posted to empower employees to power down a machine when it is not in use. This practice has reduced electricity usage from 2020 to 2021 by approximately 10% in the same time frame. Windsor also replaced a natural gas fired boiler in early 2021 with a new energy efficient boiler that has reduced natural gas usage; the site's local utility granted an incentive of \$15,000 for the purchase.



- Our Barnes Aerospace West Chester, Ohio location replaced two 20-ton rooftop HVAC units. The goals of the project were three-fold: to eliminate and remove class 1 chlorofluorocarbons (e.g., R-22 refrigerant) in accordance with the EPA Clean Air Act Section 608; to reduce the site's electricity consumption; and to decrease overall GHG emissions. The location estimates the energy savings will be approximately 77,000 kWh per year or roughly 68 tonnes CO₂e/year.
- Our Molding Solutions, Männer location in Bahlingen, Germany implemented a unique project with environmental benefits necessitated by the COVID-19 pandemic. In 2020 -2021, when customers were unable to travel safely to our Validation Center, the team developed an online qualification process, offering virtual tool qualification services, including Factory Acceptance Tests, by leveraging high-resolution camera technology. Customers could be "live" for all the essential steps of the qualification process yet remain virtual. While travel restrictions were in place, the online qualification option saved our customers time and money, avoided the emissions associated with business travel, and enabled us to meet deadlines for time-critical projects. While the process was developed in response to the global pandemic, we anticipate that it will continue to be used by some customers after the pandemic due to the efficiencies and savings realized.

Renewable Energy at Barnes

- Our Force & Motion Control location in Mitcham, United Kingdom purchases its electricity from a company that ensures that it only supplies 100% Renewable Energy Guarantees of Origin (REGO)-backed renewable energy into the grid. The REGO scheme provides transparency about the proportion of electricity that EU suppliers source from renewable generation.
- Our Force & Motion Control location in Tranås, Sweden gets its district heating from Tranås Energy's combined heat and power plant, which only burns renewable biomass. Tranås Energy also repurposes the leftover ash as a natural fertilizer.
- Our Molding Solutions, Synventive location in Bensheim, Germany purchases its electricity from a local energy provider, 65% of which is derived from a mix of solar, wind, and hydropower.
- Our Molding Solutions, Männer location in Au, Switzerland derives all of its purchased energy from hydropower.
- Our Automation, Gimatic location in Bagnolo Mella, Italy generates a small portion of its energy from a rooftop solar panel system.
- Our Molding Solutions, Thermoplay location in Pont-Saint-Martin, Italy generates approximately 9% of its energy from a rooftop solar panel system. In addition, Thermoplay purchases the balance of its electricity from a local supplier that derives all of its energy from hydropower.

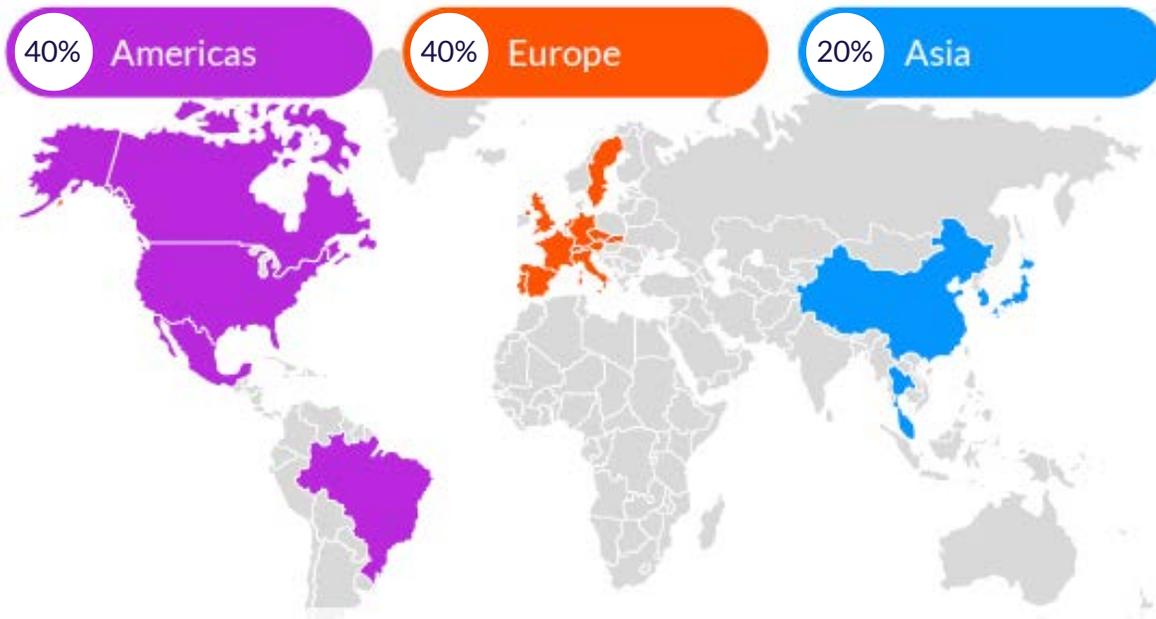




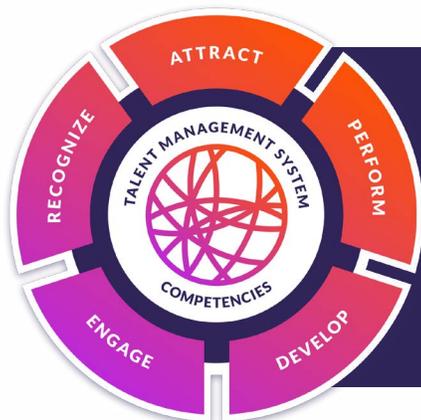
Employee Development and Engagement

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

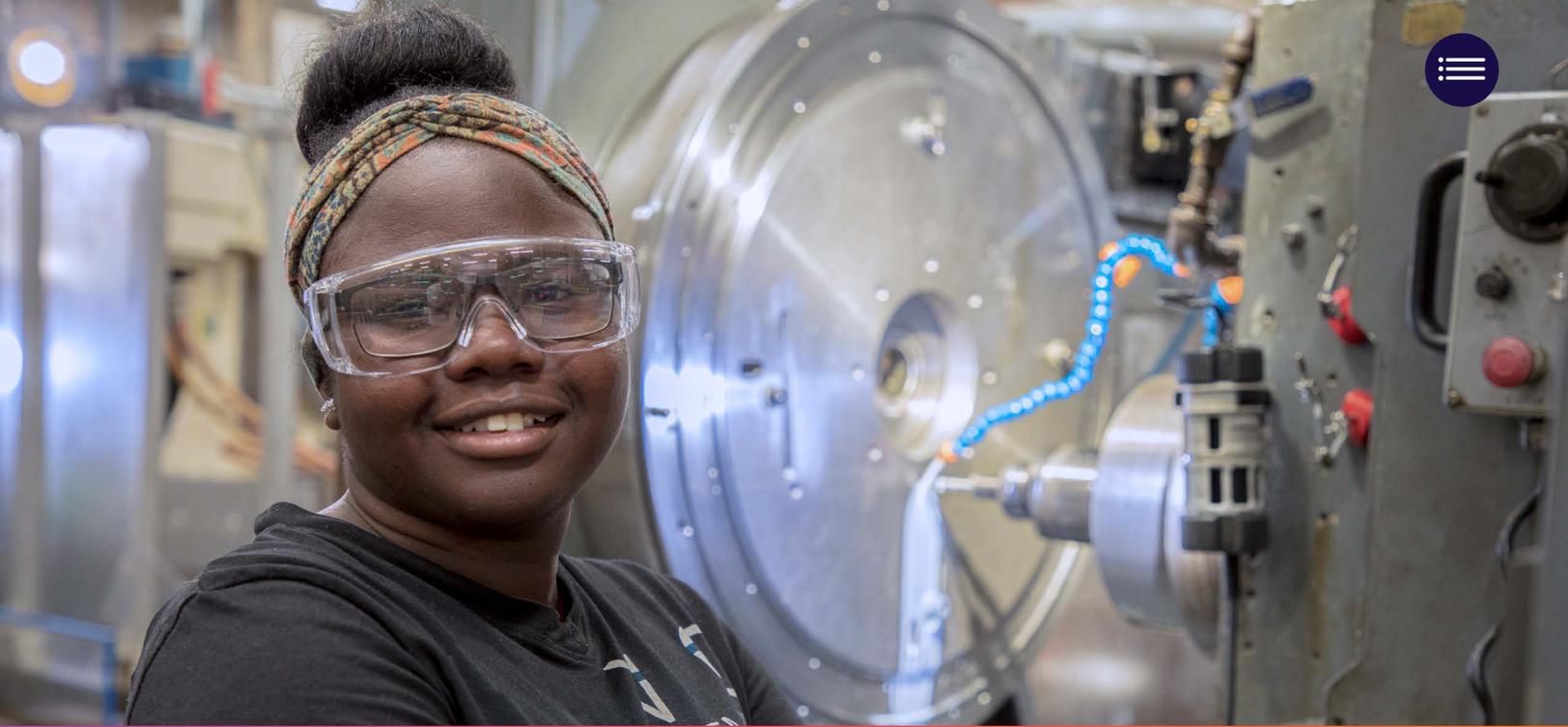


Our Actions:

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

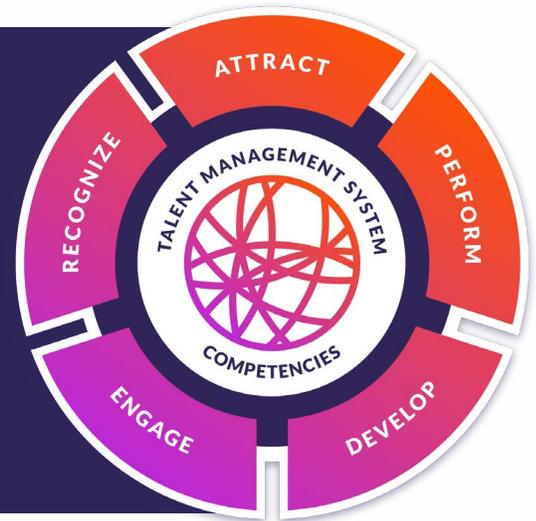




Perform – highlights the processes and tools that help our employees fully leverage and utilize their skills and capabilities to perform at their best and contribute meaningfully to achieving the goals and objectives of the business.

“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.



**Barnes
University**



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.

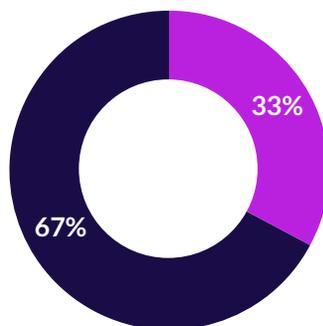
U.S. Representation of Ethnic Diversity and U.S. Representation of Females by Classification is highlighted below:

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



Community

At Barnes, we believe that being a good corporate citizen begins with being a great community leader, which is why we encourage philanthropy, compassion, and change through our Barnes Group Foundation. Founded in 1945 and funded by the Company, the Barnes Group Foundation is committed to the support of education, the arts, civic and youth activities, and health-related charities in the communities in which the Company operates. Since 2000, the Foundation has supported more than 500 schools, cultural centers, and health-related charities, helping to ensure a legacy of community involvement for the future.

Barnes Group Foundation

The Barnes Group Foundation is a private grant-making organization supported by Barnes as a vehicle for providing a balanced contribution program to accomplish the Company’s objective of good corporate citizenship.

The Foundation’s highest priority is organizations and projects in communities where the Company has offices and other facilities. The Foundation also makes a limited number of contributions to organizations with programs that have broad impact on the community and exhibit an innovative and resourceful approach to the solution of difficult local, national, and international problems.

Year	Total
2021	\$1,100,000
2020	\$1,178,000
2019	\$1,112,000
2018	\$1,119,000
2017	\$1,054,000



Student Scholarship Program

The Barnes Group Foundation has established a scholarship program to assist an employee’s child who plans to pursue post-secondary education in a college or vocational program. Renewable scholarships are offered each year for full-time study at any accredited post-secondary institution of the student’s choice.

The Scholarship Program is administered by Scholarship America®, the nation’s largest designer and manager of scholarship, tuition assistance, and other education support programs for corporations, foundations, associations, and individuals. Awards are granted without regard to race, color, creed, religion, sexual orientation, gender, disability or national origin. We are proud of the Barnes Scholarship Program, having assisted 1,014 students and distributed \$8,971,227 from 1976 to 2021.

Year	Total
2021	\$337,000
2020	\$372,000
2019	\$357,500
2018	\$371,500
2017	\$312,350

Matching Gifts Program

The Barnes Group Foundation provides a 2-to-1 matching gifts program for employee donations made to qualified nonprofit organizations, up to a yearly cumulative maximum of \$4,000 per employee/spouse. Qualifying organizations must be recognized as tax-exempt under Section 501(c)(3) or Section 170(c)(1) of the Internal Revenue Service Code and fit into one or more of the following categories:

- Education
- Cultural and Arts
- Civic and Youth
- Health and Welfare

Year	Total
2021	\$89,542
2020	\$108,799
2019	\$133,684
2018	\$141,700
2017	\$185,362

Volunteer Action Awards

The Foundation believes it is vital to the health of every community that citizens be active in local organizations. Employees who volunteer a minimum of 30 hours to assist a local charitable organization during the year are eligible to apply for a Volunteer Action Award. Volunteer Action Awards are grants of up to \$2,000 presented to the charitable organization at which the employee has donated his/her time.

Year	Total
2021	\$10,000
2020	\$3,000
2019	\$3,000
2018	\$5,000
2017	\$4,000



Charitable Giving Program

The Company also supports charitable giving at our international locations through our matching gift program. All locations are eligible for the matching gift given for employee projects that involve the entire location and support a charitable organization or project that has a positive impact on the community. Charitable gifts are typically complemented by a 1-to-1 match through the Company.

Business	2021 Total
Associated Spring Mexico	\$3,000
Associated Spring Brazil	\$1,000
Associated Spring Singapore	\$2,289
Barnes Aerospace Singapore	\$10,725
Synventive China	\$4,221

Environmental Stewardship

The Barnes Group Foundation donated \$10,000 to The Nature Conservancy (TNC) in 2021 to help support projects in areas in Connecticut, Brazil, China, and Europe where many of our employees live and work.

In Connecticut, protection was needed around specific areas including the Appalachian Mountains. Funding helped safeguard biodiversity, isolate carbon, provide clean air and water, and create a safe environment that promotes species migration. This donation also contributed to the efforts of maintaining the natural beauty of the conservation lands.

In Brazil, the donation from the Barnes Group Foundation was put towards creating new collaborations with organizations within the Indigenous federation in the Amazon. These organizations help ensure the safety of natural communities within Brazil, making sure they are protected and continue to develop. A new initiative was developed including the use of sustainable agroforestry which is used to enhance ecologically significant landscapes.

In China, the Nature Conservancy's focus is to promote stewardship methodologies in order to implement safety techniques to preserve habitats and provide clean water supply. The Barnes donation was used to help TNC restore 1,200 acres of wetlands and forests with the help of surrounding communities. The donation also supported the construction of a "birthing cave" in the Giant Panda National Park. New studies could also be conducted to further research about climate change and sustainable agriculture with research partnerships.

In Europe, the Urban Greening Program is being used in order to adapt to climate change in the city of Berlin. The Urban Greening Program focuses on reducing risk by increasing biodiversity, diminishing heat island effect, enhancing stormwater management practices, and bettering the surrounding communities by making them more livable and sustainable. The Barnes Group Foundation donation was used to help implement these practices that will then be used to promote sustainability in other cities around Europe.



United Way Campaign

The Barnes Group Foundation has a long and proud tradition of supporting United Way through local campaigns held annually at each of our United States locations. We have earned our reputation as a great community leader, helping our neighbors in need. All donations made to United Way are matched dollar for dollar through the Barnes Group Foundation.

Year	Total*
2021	\$165,115
2020	\$156,235
2019	\$189,058
2018	\$273,474
2017	\$266,243

* Employee Donations

Including Matching Gifts, the Company and its employees together have contributed over \$4.07 million to the United Way over the past 9 years, assisting the United Way’s more than 1,800 member organizations. For the 2021-2022 campaign, employees were encouraged to LIVE UNITED and support their local campaigns. Living United means being a part of the change. It takes everyone in the community working together to create a brighter future.

Community Service Day at a Local Food Pantry

Employees from our Barnes Aerospace, West Chester, Ohio location once again volunteered their time at Reach Out Lakota, a local food and clothing pantry. Reach Out Lakota is a non-profit, community-sponsored organization that provides food, clothing, paper, cleaning supplies, baby care, personal care items, and other household necessities to eligible families in West Chester and Liberty Township. During their community service day, employees supported Reach Out Lakota’s “Corporate Food Fight” food drive initiative by collecting over 420 pounds of food. Barnes Aerospace’s contribution helped the organization reach a total of 3,420 pounds of food for families in need!



Participation in Clothing and Food Drive

Employees from our Engineered Components, Associated Spring location in Corry, Pennsylvania donated shoes and clothing to the YMCA clothing drive to support low-income adults and children in their surrounding communities. Employees also participated in an American Red Cross blood drive, donating a total of 24 units of blood.





Relay for Life

Relay For Life events are overnight community fundraising walks that honor cancer survivors, remember lost loved ones, and support the fight back against one of the globe's biggest health concerns. For 35 years, Relay For Life has provided inspiration and hope for millions of cancer survivors and caregivers. Each year, more than 4 million people in 5,200 communities in the U.S., along with communities in 26 additional countries, gather to take part in this global movement to raise awareness and funds to fight cancer.



Employees from our Bristol and Farmington, Connecticut facilities attended an in-person Relay For Life event this year, helping Barnes raise over \$16,400 for the American Cancer Society in 2021. In total, Barnes Relay for Life teams in Connecticut and Massachusetts have collectively raised more than \$156,000 over the past 9 years!

Barnes Aerospace Sponsors Aces for Kids Golf Tournament

In September of 2021, Barnes Aerospace sponsored the 19th annual Aces for Kids Golf Tournament. Each year, Aces for Kids brings together leaders in the aerospace community for an inspiring day of golf to benefit the Center for Cancer and Blood Disorders at Connecticut Children's Medical Center. Barnes Aerospace has sponsored this tournament for the past five years and over \$420,000 during that time. The funds raised through this event are integral to providing cancer care to patients in the surrounding community and keeping their treatments close to home.



has helped raise

This year, over 100 golfers attended the socially-distanced Aces for Kids tournament, while dozens of aerospace companies were represented by way of sponsorships, golf foursomes, and donations. Since its inception in 2002, Aces for Kids has raised over \$1,000,000 for Connecticut Children's and continues to be one of the largest annual fundraisers for the Center for Cancer and Blood Disorders.



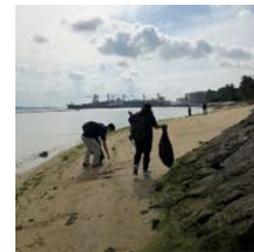
Volunteering to Feed the Hungry During the Holidays

Employees from the Corporate Headquarters in Bristol, Connecticut once again conducted an annual food drive for Barnes – in time for Thanksgiving and winter year-end holidays. The team was able to exceed donation expectations for the St. Vincent De Paul homeless shelter and provide enough food to last well into 2022.



International Charitable Giving Program

Employees from our Barnes Aerospace, Singapore location organized a “summer of community” event to clean up litter on Pasir Ris Beach. The employees competed to see which team could pick up the most litter. The winning team collected a total weight of 52.44 kg of litter, followed by 49.98 kg from the first runner-up!



Employees from our Engineered Components, Associated Spring location in Campinas, Brazil have helped numerous children in need by supporting Bento Quirino Kindergarten since 2010, as well as enhanced their social project to include Creche Estrelinha do Oriente school in 2019. Both schools are located in Campinas, Brazil, and together with the funds donated by Associated Spring, have helped 464 children receive food and school supplies. In addition, employees donated 100 liters of milk and .5 ton of food to Bento Quirino.





Employees from our Engineered Components, Associated Spring location in Mexico City, Mexico focused their fundraising efforts on supporting a local orphanage and kindergarten. The team contributed 80 toys to their public orphanage to be gifted on the Day of Kings, a significant holiday in Mexico. Employees also donated hygiene signs, masks, thermometers, and antibacterial gel for the 80 students enrolled at a local kindergarten.



Employees from our Engineered Components, Associated Spring location in Singapore joined forces to raise \$2,000 to contribute to COVID-19 relief efforts for those in India. Several employees also supported their local elderly community by donating their birthday gifts to TOUCH Home Care, a community service organization which helps enable the elderly to function within the community with independence.



Employees from our Engineered Components, Heinz Hänggi location in Bettlach, Switzerland generously contributed \$6,770 to multiple worldwide organizations, including World Vision, Green Peace, Amnesty International, Sport for Youth, Doctors Without Borders, and Spitex-Verein Bettlach, a group that offers care for the elderly at night, relief for relatives by spending time with the client, and outings with elderly and single clients.



Employees from our Molding Solutions, Synventive location in Suzhou, China encouraged recycling once again in 2021. As a regular charity activity, employees continuously support the “Green Grant Program” organized by WeiYe Community. Recyclable scrap paper is reclaimed and reproduced as “green pencils.” Since 2016, Synventive China has donated enough scrap paper to produce over 382,000 pencils, which have been delivered to 75 Hope Primary Schools in China.



Employees from our Molding Solutions, Thermoplay location in Pont-Saint-Martin, Italy donated sanitization supplies to their local sports team. On Women’s Day (March 8, 2021), Thermoplay held an opening ceremony for the placement of a red bench at its facility. This action symbolized support for all women who are suffering physical and psychological abuses in the world. All female employees of Thermoplay participated in the ceremony!





Products

We continued on our transformation journey as a leading global provider of engineered products and diversified industrial technologies in 2021.

Consistent with our relentless pursuit of next, we remain focused on developing digitally-enabled solutions, advanced manufacturing processes, and integrated systems to help our customers meet the demands of a changing global market. Our products and our product roadmaps are focused on delivering or accelerating automation capabilities, lighter-weight products for our end markets, and technology and equipment to ultimately enable our customers to manufacture products using recycled and biofriendly polymers.

To this end, we work closely with our aerospace and industrial customers to provide customized products and innovative solutions. For example, we intensified our global digitalization efforts by developing our digital program as an essential component within the Barnes Enterprise System (BES), with a view toward consistent, scalable solutions that drive value for Barnes. In addition, we have expanded our Innovation Hub with the addition of several advanced engineers and research scientists who are focused on advancing our injection molding technology. We are partnering with universities and industry groups that share this same vision of supporting the development of sustainable polymers and a complete plastic circular economy.

We expect that ongoing investments in research and development, BES, Innovation and TMS will continue to position Barnes as a technology leader in products and services, delivering new and exciting next-generation technology while advancing socially and environmentally responsible concepts and methods.



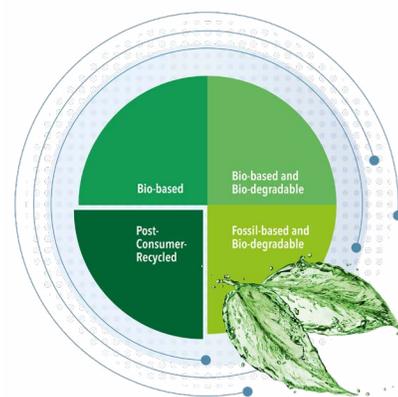


Barnes Industrial

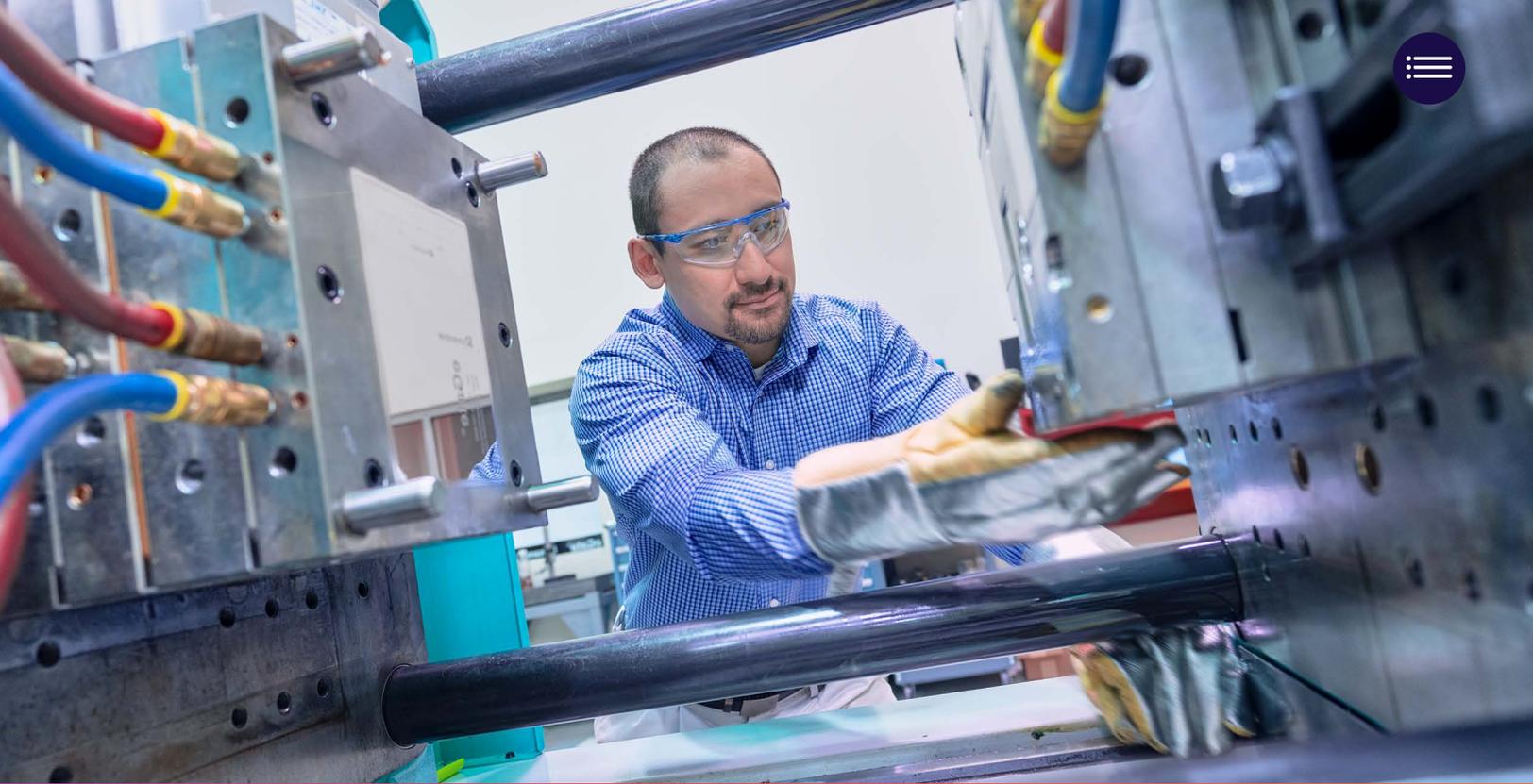
Molding Solutions

Our Molding Solutions strategic business unit continues its influence as a leading solutions provider for the plastic injection molding industry. Its focus and partnerships with injection molders in major end markets such as automotive, packaging, and medical devices, and emphasis on advanced equipment used to mitigate plastic waste and related carbon emissions, are instrumental components of its technology roadmap. Projects aimed at delivering tangible sustainability benefits involve reducing vehicle mass, improving aerodynamics, and reducing material usage through optimizing product designs, among others.

Molding Solutions continues to strengthen its partnerships across the circular economy to develop new manufacturing technologies with a sustainability focus in collaboration with many leading consortiums such as The Alliance to End Plastic Waste and The Ellen MacArthur Foundation. Molding Solutions is also actively aligning its processing technology with leading producers of new sustainable plastic materials, such as post-consumer recyclable, bio-based, and even bio-degradable compositions to produce products made of more sustainable materials that perform as well as or better than products made of current fossil-based polymers. Barnes has strategically partnered with global research centers, universities, product designers, and end-of-life converters to develop injection molding technology that minimizes waste and maximizes user performance, delivering safe and reliable solutions.



Molding Solutions showcased many exciting new manufacturing technologies resulting from these ongoing efforts at the 2021 international trade fair for plastics processing.



Sustainability is a focus area for all brands of Molding Solutions. We are very proud to be a key participant in the Digital Watermarks Initiative Holy Grail 2.0, initiated in the Spring of 2020 by AIM – European Brands Association and the Alliance to End Plastic Waste. We have been active in this initiative since 2016 under the leadership of The Procter & Gamble Company and facilitated by the Ellen MacArthur Foundation. Holy Grail is a collaborative effort designed to solve one of the most significant obstacles facing plastic recycling – inefficient sorting at recycling facilities. FOBOHA is making a key contribution to this effort to develop and introduce digital watermark technology in its injection molds. FOBOHA's injection molds offer digital watermarking capability to the injection molders that enables the sorting systems to process various plastic packaging and allow for scale-up of the sorting process associated with the circular economy.

Sustainability is an increased focus in all markets today. Automotive is just another example where customers are demanding more sustainable solutions. Synventive recently launched eGate Sync, a motion controller enabling the electrical movement of the valve gate. The new eGate Sync offers injection molders a much faster “plug and play” installation on a hot runner. Unlike hydraulic or pneumatic systems, eGate Sync improves the process by leveraging electrical technology, resulting in higher quality parts with greater efficiency and reliability. The Priamus portfolio has always been at the forefront of offering intelligent process monitoring and closed-loop process control systems for injection molding. Our Priamus FILLCONTROL solution allows an injection molder to automatically balance inconsistencies in the molding process by reducing cavity-to-cavity variations. These auto-corrections are even more relevant when processing bio or regrind materials to control and balance viscosity variations. At the same time, this allows for the processing of regrind resins with a broader viscosity range. The ability to minimize personnel attendance to adjust the process – even with the complexity of high cavitation molding - is a clear benefit to customers.



Force & Motion Control

Our Force & Motion Control strategic business unit offers highly engineered, premium technologies that solve challenges associated with complex metal forming, heavy-duty suspension, and a spectrum of industrial applications. Our high-performance products and custom solutions are designed for optimum performance in less than ideal environments while offering the highest level of control in order to minimize energy consumption and mitigate waste.

Our products and systems allow for optimized energy consumption, yielding enhanced production rates and efficiencies for our customers, including those customers engaged in the manufacturing of light-weight electric vehicle components and many other sustainability focused markets. Most notable is our recent introduction of Next Generation High Speed Stamping Manifolds for high volume commercial production of batteries used in cutting-edge electric vehicles. Also, its latest technology in stamping enables faster production speeds with longer tool life while consuming less energy.



Furthermore, our unconventional Xtreme Duty Gas Springs support our customers with a shift in technology by replacing older problematic hydraulic fluid solutions. Consequently, worker safety is improved by eliminating high-pressure hydraulic lines, lessening the environmental impact of leaking hydraulic fluids, and reducing energy consumption through the elimination of pumps and motors.

Specifically focused on safety and the introduction of our new KALLER Academy, Barnes is promoting and driving safety across all levels of its product users. The KALLER Academy is an e-learning training portal where customers learn how to safely interact with our products and solutions. With the launch of KALLER Academy, we have exponentially brought awareness of product safety to our entire global customer base and beyond.

Through sound customer relationships and leveraging key Barnes tools, our Force & Motion Control business is well-positioned to support the world's sustainable technology requirements of the future. From improving the human interface to supporting foundational design components, we continue to grow and play an important role in many health, environmental, and safety-related end-uses.





Engineered Components

Our Engineered Components strategic business unit continues to offer unconventional vehicle components using advanced alloys and manufacturing principles, delivering leading engine and powertrain components, improving fuel efficiency, and supporting vehicle electrification.

Barnes continues to augment its historical product portfolio with a complementary focus on sustainable product platforms and related environmentally conscious processes. Our automotive and industrial business segments are actively involved in a number of vehicle electrification projects, engaged with systems and components for sustainable transportation related to several new technology platforms.

Our advanced engineering and proactive customer engagement supports products used in clean and greener power-generation systems, as well as mission-critical fully electric and hybrid electric vehicle components – all of which are helping to save vehicle energy and reduce CO₂ emissions.

Engineered Components' new advanced products also maximizes the use of renewable and recyclable materials, supported by processing technologies that help to reduce carbon footprint, greenhouse gas emissions, and raw material waste.

Other advancements were made in industrial and automotive markets by using state-of-the-art laser welding to advance our steel ring technology and reduce significant levels of scrap over traditional stamped rings. The new process offers customers enhanced part performance for lower cost while reducing carbon emissions associated with steel production.



Automation

Our Automation strategic business unit continues to advance its robotic grippers, end-of-arm tooling systems, vacuum cups, sensors, and other automation components to deliver intelligent robotic handling and industrial automation solutions. These notable solutions are critical in end markets such as packaging, healthcare, transportation, and food and beverage. Advancements in robotic technology rapidly increase the ability to accomplish more complex tasks at higher speeds, with improved control and repeatability, and a reduction in energy consumption. With greater affordability of robotics, Gimatic's customized mission-critical systems deliver direct benefits to a growing global installed base of over two million industrial robots.



For instance, relative to Gimatic's new vacuum gripper product portfolio, the associated use of multistage vacuum pumps reduces energy consumption over traditional technologies thanks to intermittent on-off cycles, which enhances overall system efficiency.

This is an example of how environmentally focused products reinforce Gimatic's commitment to advancing its sustainability practices in four primary areas: environment, labor & human rights, ethics, and sustainable procurement. Gimatic is also focused on identifying and evaluating environmental aspects within its own operations, and utilizes an internal environmental management system registered under ISO-14001 to drive performance in this area.



Barnes Aerospace

OEM

We are proud that our employees continuously support our customers in their efforts to help lower the industry's fuel usage, carbon footprint, and overall emissions. Our Barnes Aerospace divisions that manufacture new components are continuing their work with our aerospace customers to introduce component designs that will reduce the weight of the aircraft and engine parts. For airlines, reducing the weight of the aircraft or its engines through lower-weight parts and components drives lower fuel usage and lower carbon emissions. The projects are focused on reducing the weight of the components without sacrificing strength, durability, or safety. These lower-weight components will contribute to a reduction in fuel usage of the affected airplanes each year. In 2021, as an example, our Barnes Aerospace, Ogden, Utah location continued to work with several additional design refinements to reduce the weight of a complex structural assembly. Our other facilities are engaged with customers in similar design optimization activities to drive lower part weight and higher performance.

Our sites are also working with customers to reduce the amount of excess raw material consumed in various manufacturing processes. We have implemented new fabrication process digital modeling, which allows our facilities to optimize our tooling designs, material input specifications, and forming processing parameters. Our digital modeling allows our teams to design an enhanced overall fabrication process with less material waste, lower energy utilization, reduced scrap, and optimized tool shape and design, lowering excess tool material usage. In machining applications, forgings and castings must be machined to the final part dimensions. The closer to the final part dimensions the initial forging or casting form can be, the lower the level of waste that must be recycled. We recognize the importance of working with our customers to be more efficient with our material usage as an industry and continue to actively partner with our end customers and our raw material suppliers.

Our West Chester, Ohio facility worked with one of our major customers to change the materials utilized for packaging and shipping our critical components to a more environmentally friendly material while maintaining the needed properties to protect the components during transit internationally. We are looking for other similar opportunities to reduce the environmental impact across our entire value chain.



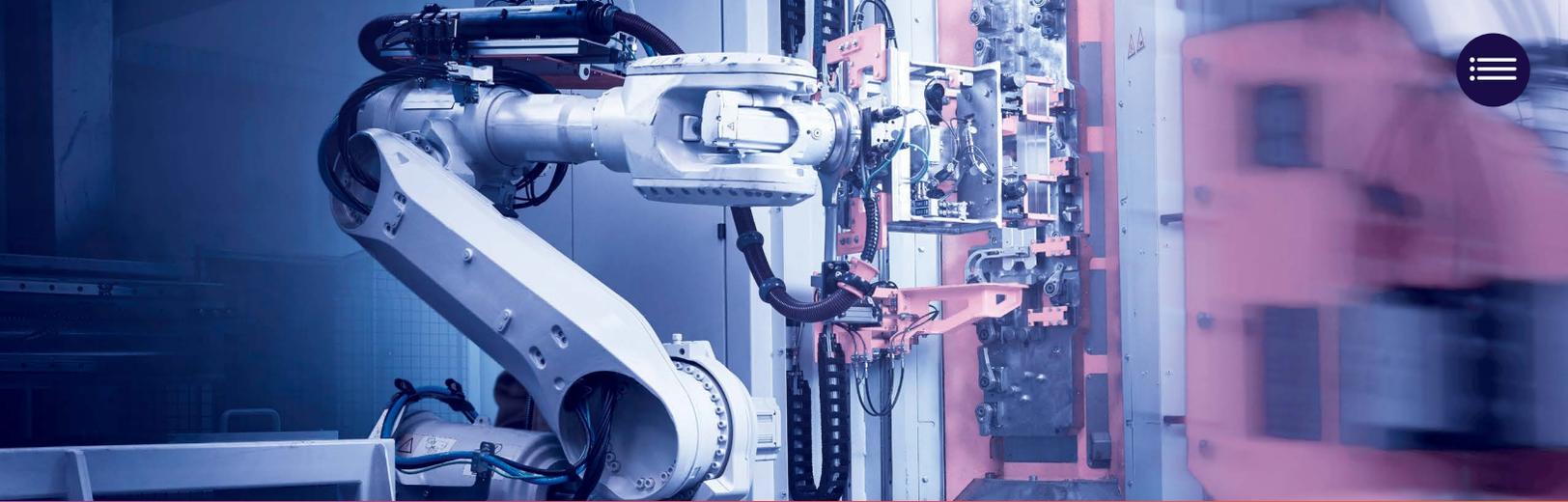
Aftermarket

Within the Barnes Aerospace Aftermarket strategic business unit, our divisions provide component repair services and collaborate closely with our engine OEM and airline customers to develop new and innovative repair methods for the various engine components that become worn as the airplane is flown. In many cases, our highly-trained MRO repair engineering teams have helped develop approaches to repair components back to the original new component conditions, instead of scrapping the worn part and replacing it with a new part. Our repairs allow these parts to avoid being scrapped and avoid all the material waste associated with manufacturing a new part. These types of novel repairs provide value for our customers and also benefit the environment by reducing the amount of waste and avoiding the resources that would be consumed to manufacture a new part.

In our West Chester, Ohio facility, we insourced a critical repair process that will avoid the carbon footprint impacts of the logistics from our facility to the supplier and back to our facility. Now with the in-house capabilities, the components will remain in our facility for the duration of the overall repair process. We also implemented a new manufacturing technology that offers enhanced part feature restoration for part cooling holes that could lead to enhanced turbine engine performance and lower fuel usage due to improved gas path cooling.

Our OEM and Aftermarket strategic business units are also working to reduce the use of consumable cutting tools by optimizing our machining programs, applying smart connected factory monitoring, and increasing the use of cutting tool regrinds to extend the tool lives. The use of additive printing – both plastic and metal-based – is also increasing within our divisions for manufacturing and inspection tooling. As 3D printing reduces the amount of material and energy used to manufacture the tools, we continue to look for innovative ways to utilize this technology.

As part of our digital strategy, our facilities are implementing smart connected factory technology for our various chemical processing lines. The smart connected factory technology allows our facilities to ensure the processing lines are operating at optimal levels. Designated employees are alerted if any problems arise during operation, which helps limit the risk of potential environmental issues as well as boosting employee safety. In addition, the technology has allowed our facilities to begin the optimization of the process parameters over time to reduce the amount of chemicals required during operation of these process lines which furthers reduces our on-going environmental impact.



Product Safety

At Barnes, providing the highest quality products and solutions for our customers is our business. To ensure we deliver on this commitment, we utilize the Barnes Enterprise System. BES drives every aspect of our culture and performance and provides a significant competitive advantage in the global marketplace. BES ensures that the organization is aligned on our strategy through the flow down of the Goal Deployment Process (GDP), Leadership Standard Work (LSW), Key Process Indicators (KPI's) and continuous internal assessments. A key element of continuous improvement is our focus on product quality and safety. We investigate product safety issues and strive to identify the root cause and disseminate corrective actions or field instructions to affected stakeholders, and we cooperate with regulatory authorities as appropriate. Most notable is our commitment to prevention – we establish both quality and safety through our use of robust advanced quality planning methodologies by engaging and listening to the needs of our stakeholders, both internal and external, prior to the introduction of new products and processes.



Please visit the ESG page on our Corporate website for more information on our efforts in environmental sustainability, diversity and inclusion, employee health and safety, and the Company's support of social and charitable causes. We invite our stakeholders to learn more about our commitments and all the ways we are working towards being a more sustainable organization.

Investor Contact:

William Pitts

Vice President, Investor Relations

(860) 583 7070

ESG Contact:

For further questions or comments related to ESG at Barnes, please contact:

Susan McFarland

Vice President, HSE & ESG

123 Main Street
Bristol, CT 06010
hse@bginc.com