



Environmental, Social, and Governance



2022



Driving Stakeholder Value In Pursuit of a Better, Cleaner,
More Inclusive, and Sustainable World

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 rising interest rates, global price inflation and shortages impacting the availability of materials; the duration and severity of the COVID-19 pandemic and governments’ responses to the pandemic such as regional lock downs; 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; acts of war, terrorism and other international conflicts; 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 markets 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-imposed sanctions, 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; 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; and the impact of shareholder activism. A detailed discussion of risks related to Barnes’ business is included in the section entitled “Risk Factors” in Barnes’ 2022 Annual Report on Form 10-K and Barnes’ other filings with the Securities and Exchange Commission available at www.sec.gov and www.onebarnes.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 2022 Annual Report on Form 10-K, Exhibit 21. For information regarding the direct economic value generated and distributed, please refer to the 2022 Annual Report, Page 4 and 2022 10-K, Item 8.

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Letter From Our CEO



We are proud to share our sustainability results with our stakeholders in this, our ninth annual Environmental, Social, and Governance Report.

As we refocus Barnes, we have maintained our commitment to sustainability and social responsibility for the benefit of our shareholders, employees, customers and other stakeholders, including the communities in which we operate.

We are mindful of our potential environmental footprint and seek continuous improvement opportunities to reduce our impact, particularly our energy and water usage, as well as our waste. We stand firmly behind our commitments to global standards, such as the United Nations Global Compact's guiding principles, and provide transparency through our reporting according to relevant disclosures from the Global Reporting Initiative, the Sustainability Accounting Standards Board and the

Task Force for Climate-related Financial Disclosures.

In 2022, in addition to continuous improvement efforts to reduce our environmental impact, we completed a global employee engagement survey, published our new, modernized Code of Business Ethics and Conduct, adopted a new Human Rights Policy and amended our Board committee charters to expressly reflect ESG governance oversight responsibilities. I would like to recognize our associates around the globe whose continuing commitment to Barnes drives our success. We have significant opportunities at Barnes, and we are determined to unlock the vast potential of Barnes through our "Top Line, Bottom Line & Pipeline" and "Integrate, Consolidate & Rationalize" initiatives.

We appreciate our stakeholders' continued support of Barnes and our global team as we drive for future success.

- Thomas J. Hook, 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 166-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.



Key Facts:



Founded: 1857



Manufacturing Locations: 43



Dividend History: 88 Years



Total Employees: 5,000

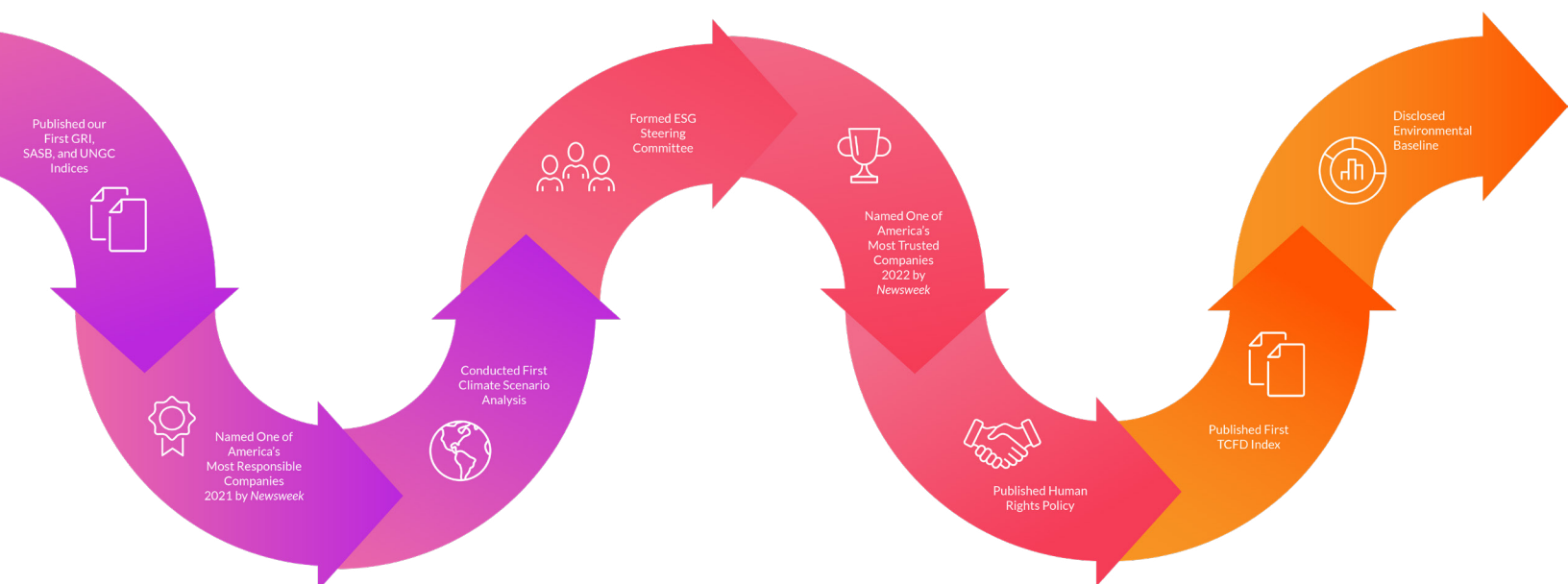
Primary Markets:



ESG at Barnes

Who We Are

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 sustainable friendly organization. Since the launch of our company-wide ESG initiative in 2014, we have continued to optimize our resources across the Company in a disciplined & systematic way and implement processes to 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.





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 actively engages in risk management oversight, succession planning, and corporate governance matters. We have a standing Audit Committee, Compensation and Management Development Committee, Corporate Governance Committee, and Executive Committee. Our Board is comprised of eleven directors, ten of whom are independent.

Our Board is ethnically and racially diverse, and four of our directors, or 36%, are women. Women hold key leadership roles on our Board. Our Lead Independent Director, who also chairs our Corporate Governance Committee, is female, as is the Chair of our Compensation and Management Development Committee.

At Barnes, our Board of Directors exercises general oversight of risk management activities. Concerning 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 of Senior Leadership Team members. 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. The Committee focuses on monitoring global public policy trends, regulatory matters, and other concerns related to ESG, and enlists the support of key leaders from many functions within Barnes, as needed.





Policies and Procedures

Barnes maintains comprehensive 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

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 166 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.

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.



Respecting Human Rights

The value of our Company comes from our people. Just as we empower our diverse teams for the health of our Company, 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.



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 United Nations Global Compact's (UNGC) guiding principles. In addition, we report information against selected disclosures from the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board's (SASB) 2018 Industrial Machinery & Goods standard, and the Task Force for Climate-related Financial Disclosures (TCFD) that are key to our business. These approaches provide a relevant framework for structuring and communicating our Company's efforts around corporate citizenship, anti-corruption, human capital management, and sustainability. This ESG report provides an update on our most recent ESG performance.

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 environmental protection, as well as prevailing regulatory frameworks around the globe. We apply the precautionary approach when evaluating longer-term social and environmental issues that may impact our business, such as climate change. For example, given the potential harm related to the emission of greenhouse gases, we aim to reduce energy usage. The Company we will continue to identify ways to conserve water, increase energy efficiency, and reduce waste as part of our pursuit of Operational Excellence.

In 2021, we conducted our first climate scenario analysis to better understand the climate-related risks and opportunities across our Company. 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 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: the price of carbon (transition risk), water stress, temperature extremes, and average temperature (physical risks).

We continue to evaluate this climate scenario analysis, identify potential strategic changes for affected businesses and locations to address the plausible risks and opportunities identified in these scenarios, and plan to update the analysis periodically in the future. 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.

In 2022, in alignment with stakeholder requests, Barnes completed the Climate Disclosure Project (CDP) Climate Change questionnaire for the first time. CDP is a climate research provider and environmental disclosure platform that scores companies across the key environmental categories of Climate Change, Forests, and Water Security, providing rankings from D- to A in each.



Products

Product Innovation, Delivering New Responsible Products Around the World

We have continued our transformation journey as a leading global provider of engineered products and diversified industrial technologies in 2022 and remain on our mission to find the next best way for our customers. With every solution, we draw on our Persistent Ingenuity™.

Our Industrial business creates highly engineered precision products, systems, and solutions that solve our customers' most complex challenges in end markets across the world, including healthcare, automation, mobility, packaging, and advanced manufacturing.

Our Aerospace business continually meets its customers in commercial and military aviation as needed partners who understand the subtleties and demands of their business. Barnes has built a formidable presence in the aerospace manufacturing industry by making and repairing critical precision components when the room for error is zero.



As Barnes, our Industrial and Aerospace businesses offer many products that produce finished products or offer processing technology as an enabler. As such, we are a significant enabler of sustainability around the world.

The following are some impressive technologies we advanced in 2022 to support Environmental, Social, and Governance.

Reducing Global Emissions

As the demand for the reduction in emissions continues to be a global focus, Barnes is proud that many of its products support the world's efforts. Given that the carbon footprint related to the life cycle of converting plastic resources to end products is a critical area of focus, Barnes continues to emphasize and deliver technologies that reduce related emissions. Most notable is the ongoing advancement of our MoldMind technology and its integrated smart technology. With the ability to capture and broadcast data using advanced Internet of Things (IoT) platform methodology, it is now possible to proactively monitor and ensure the efficiency of the plastic injection molding process. Employing Barnes MoldMind technology directly minimizes plastic waste, improves processing efficiency, saves energy, reduced emissions and provide benefits upstream and downstream throughout the plastic circular economy.



In 2022, we also further positioned Barnes injection molding technology to enable and optimize the processing of new environmentally friendly polymers, such as bio-based, bio-degradable, and post-consumer recycled materials.

Mitigating Waste

As numerous products from the Barnes portfolio go directly into OEM manufacturing processes, we continually seek methods to ensure our products meet the highest quality and reliability. Recognizing that our products often are the “heartbeat” of the manufacturing process for our customers, any innovations developed by Barnes help reduce waste creation.



For example, the manifold cylinders produced in our Motion Control Solutions business are instrumental in supporting the long-life production demands within the stamping industry. Our nitrogen gas cylinders are designed to optimize the speed, safety, and reliability of production equipment, often decisive factors for vehicle manufacturers. Being able to produce vehicle parts promptly without compromising safety while ensuring production equipment is not subjected to unnecessary wear and tear becomes essential for efficiency. A production stop due to damaged manufacturing equipment can be costly and, left undetected, can contribute to undesirable and preventable waste. Additionally, using nitrogen gas instead of other non-environmentally friendly solutions, such as hydraulics, eliminates associated hydraulic leakage and related waste contamination.



Finally, Barnes manifold cylinders and all our similar nitrogen gas spring products are beneficial in optimizing machinery speeds, reducing energy usage, and allowing our customers to produce end products made from thinner materials. The result is a lighter-weight product that minimizes material usage and delivers other benefits, such as lighter-weight vehicles with greater fuel efficiency.

Barnes Aerospace is continually engineering new aerospace component repair solutions to recover the value and life of critical parts, reducing overall waste stream of retired parts. The processes used to produce aerospace components are also a

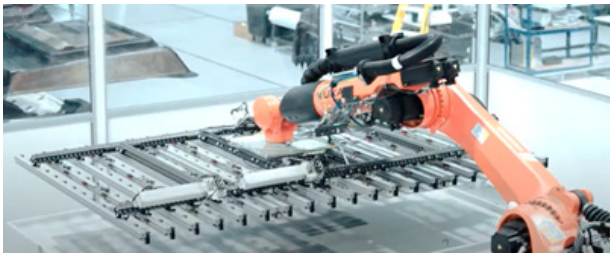


focus of continuous improvement to drive out waste.

Complimentary to minimizing processing waste, our team continues to advance technology that optimizes the recycling processes for end-of-life plastic waste. With new digital watermarking and laser engraved texturing embedded into our molds, we can now offer our customers the ability to produce plastic products containing transparent codes that enable sorting and reprocessing of plastic waste. This new digital watermarking technology allows end-of-life plastic waste to be sorted and converted back into what is known as “post-consumer recycled plastics” (PCR), offering an immediate impact on plastic waste.



In the automation and robotics market, our Motion Controls Solutions business is offsetting the need for energy-demanding electric drives by augmenting systems with its counterbalance nitrogen gas springs. Our counterbalance technology and related products allow for the use of smaller drives and less energy without compromising performance.



Improving Fuel Efficiency

Our Gimatic portfolio of grippers serves a broad base of markets worldwide, many of which support our customers in delivering new technology solutions that allow improved fuel efficiency in current ICE, hybrid, and additional electric vehicles in the global market. Most notable is the use of our advanced gripper technology in the manufacturing and assembly process of new lightweight carbon fiber sheeting used to manufacture panels for new electric vehicles. In addition to improving fuel efficiency, our gripper technology contributes to reducing emissions as we alleviate packaging waste using biodegradable materials. This is just one example of many that illustrate how our gripper technology is helping reduce pollution.



Relative to our leadership in the aerospace market, Barnes Aerospace continues to advance its proprietary manufacturing technology to deliver next-generation solutions that support the future of jet engine technology. Our concurrent engineering team is helping customers lead the way in sustainable aviation and even reducing CO₂ emissions. Our engineers and scientists continue to work closely with leading Aerospace OEMs to deliver new product solutions that help advance new engine technology through innovative designs embracing reduced weight and improved performance.





Vehicle Electrification

The advanced metal forming products produced in our Motion Control Solutions business deliver mission-critical components that enable state-of-the-art advancements in vehicle electrification. Our products are used to support multiple functional needs of new electric vehicles, including powertrain, suspension, cooling systems, and even advanced cooling of the main battery, ensuring safety and reliability. Such products from our proprietary manufacturing processes deliver lighter-weight solutions that reduce carbon emissions, reinforce vehicle safety and improve fuel efficiency, specific to hybrid technology.



Health and Safety

A prime example of Barnes products indirectly enabling health and safety worldwide is the manufacturing of cannula hollow needles using our high-precision fine blanking technology. These needles are a critical component associated with monitoring and allow for optimal diabetic management for those in need throughout the world.



Product Safety

At Barnes, providing the highest quality products and solutions for our customers is our business. We utilize the Barnes Enterprise System (BES) to ensure we deliver on this commitment. As our fully integrated operating system, BES drives every aspect of our culture and performance and provides a significant competitive advantage in the global marketplace. It 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 (KPIs), and continuous internal assessments. Our focus on product quality and safety is essential to continuous improvement. We investigate product safety issues, strive to identify the root cause, disseminate corrective actions or field instructions to affected stakeholders, and cooperate with regulatory authorities as appropriate. Most notable is our commitment to prevention – we establish quality and safety through our use of robust advanced quality planning methodologies by engaging and listening to our internal and external stakeholders' needs before introducing new products and processes.





Supplier Code of Conduct

At Barnes, we partner with Suppliers who share in our Values and our commitment to Integrity. Barnes has relaunched its Code of Business Ethics and Conduct for Suppliers (the “Supplier Code”) to better align with Barnes’ Values, and our customers’ and stakeholders’ expectations. The [Supplier Code](#) requires that all suppliers and partners adhere to the Supplier Code and the Barnes Code of Conduct by ensuring the safety, security, and fundamental human rights of their employees while taking steps to safeguard the environment.

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.

Across the globe in 2022, Barnes had two HSE non-conformances for which penalties were paid. These deficiencies were related to electrical safety, and the presence of an unauthorized chemical in a wastewater discharge. Each deficiency was corrected in a timely fashion to the satisfaction of the governing agencies. Our goal continues to be to eliminate HSE non-compliance.

HSE Regulatory Compliance		
2022	Electrical, Wastewater	\$12,045
2021	None Reported	\$0
2020	None Reported	\$0
2019	Air Compliance	\$4,918

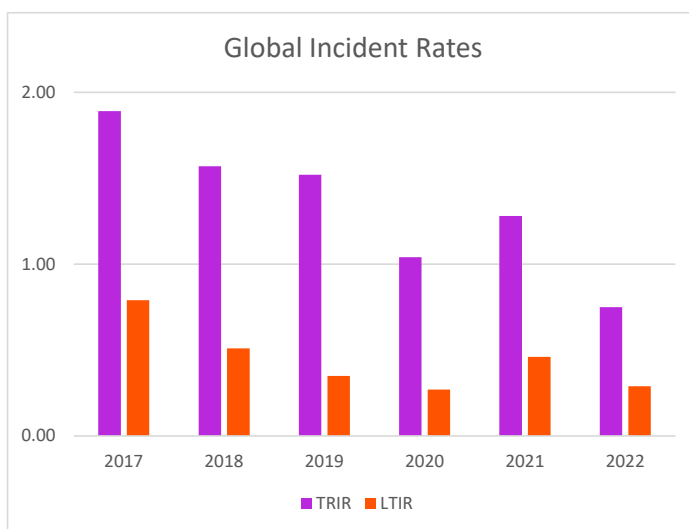


Safety

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.

This “safety first” mindset starts with our leadership. Barnes aims to identify and mitigate hazards in the workplace before injuries occur by implementing HSE Standards, initiatives such as the critical risk mitigation program and HSE Zone Leadership, and leveraging tools such as job safety analyses (JSAs), risk assessments, non-routine pre-job reviews, and management of change (MOC). Year after year, our Operations teams proactively address risk, and we share the successful risk mitigation stories across our strategic business units (SBUs) to learn from one another. The most common work-related injuries include lacerations and strains/sprains. Our HSE Zone Leaders and Safety Committees are actively engaged in addressing the physical hazards that may cause harm, reinforcing safe practices, and correcting unsafe behaviors through our behavior observation programs. We also engage with employees who perform critical risk tasks, which 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 execute these tasks and ensure they know how to protect themselves.

Collectively, these efforts have helped us reduce work-related injuries over time. In 2022, we continued to reduce our lost time and total recordable injury rates versus prior year, but we had a fatality in our Pont Saint Martin, Italy facility, resulting from a fall. This tragedy reminds us that we must maintain an expansive approach in our safety vigilance, and, in furtherance of our approach, our Segment Presidents have led efforts to enhance recognition of potential fatality hazards, including in our non-core operations processes.



Employee health and safety remain a top priority at Barnes, and we are committed to implementing our HSE Standards and critical risk mitigation program, and preventing fatalities, serious injuries and other work-related incidents. We are confident in our HSE Management system and strategy and continue encouraging employees to proactively identify and mitigate potential safety issues through Safety Committees, HSE inspections, Zone Leadership Walks, and our Near-Miss program.

Safety incidents across our operations are reported per our corporate standard for incident management, and incident rates are calculated based on 200,000 hours worked.





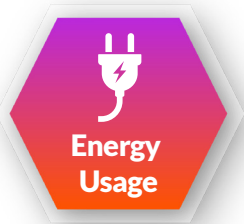
Environmental

Environment

Barnes is working to reduce the energy and water we use in our factories, and the amount of industrial process waste we generate from our manufacturing operations. The Barnes HSE Standards define the metrics and supporting documentation to be reported by all non-office locations greater than 20,000 ft² using our centralized HSE information system. To ensure accuracy in reporting, select data is audited by our Internal Audit Department (IAD) and our centralized HSE information system stores an electronic audit trail for our data. Given the interests and inquiries expressed by our stakeholders, we have prioritized the disclosure of energy (Scope 1 and Scope 2 GHG emissions) and water usage.

The GHG emissions reported here are measured in metric tonnes of carbon dioxide equivalents (MT CO₂e) and include natural gas used in our facilities (Scope 1) and indirect emissions from grid electricity (Scope 2). We have determined that fleet emissions from company vehicles are not material and are therefore not included in the Scope 1 emissions reported here.

Barnes Scope 1 & Scope 2 GHG Emissions*



Year	2019	2020	2021	2022
GHG Emissions (MT CO ₂ e)	56,760	48,680	48,880	47,080
Normalized GHG Emissions (MT CO ₂ e/M\$ Sales)	39.6	43.5	38.8	37.3

*Estimated emissions for facilities > 20,000 ft²;
GHG Emissions for 2019-2021 revised to properly reflect renewable energy;
Excludes 2019 Seeger-Orbis divestiture and company vehicle fleet emissions.

Our operations have been tracking water usage data (measured in cubic meters, m³) for several years, and we are pleased to report that we have made substantial improvements thanks to the Operational Excellence initiatives implemented by our divisions.

Barnes Water Usage*



Year	2019	2020	2021	2022
Water (m ³)	520,800	297,000	302,700	258,000
m ³ water/M\$ Sales	363	265	240	204

*Estimated usage for facilities > 20,000 ft²; excludes 2019 Seeger-Orbis divestiture

We take a data-driven approach to our decisions and business practices and continually analyze our manufacturing divisions' water, energy usage, and process waste streams to determine which strategic business units are the greatest contributors to our footprint. This allows us to identify strategic investments that will reduce our environmental footprint in the most cost-effective manner.



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 enables us to identify pollution prevention and waste minimization opportunities, as well as to drive toward recycling a greater percentage of our industrial waste streams. 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 to reduce the volume sent for offsite disposal. The following paragraphs highlight some examples of this work.

Our Barnes Aerospace location in West Chester, Ohio increased its recycling efforts by expanding their recycling portfolio through piloting various process wastes and byproducts (e.g. spent grinding wheels) with a new vendor partner. With these new initiatives and a refocused initiative on landfill diversion, the location now recycles an additional 13 tons of waste per year.

Barnes Aerospace West Chester's Fluoride Ion Cleaning (FIC) system came online in late 2021 and has shown significant benefits in reducing hazardous waste and natural gas usage from the previously used chemical clean line process. West Chester continued to introduce new parts to the FIC process in 2022, and the environmental benefits include a reduction of 82,300 pounds of hazardous waste — an 84% reduction from the previous year — and a potential natural gas reduction of 6,000 CCF.

Our Motion Control Solutions, Strömsholmen location in Trånas, Sweden replaced plastic cups with paper cups in their coffee machines, resulting in a waste reduction of over 100,000 plastic cups. In 2022, our Strömsholmen location will have recycled an estimated 400 kg of plastic. Starting in October of 2022, Strömsholmen also began selling their wooden pallets and other parts for re-use, which is expected to reduce wood waste by approximately 40 tons.

Our Motion Control Solutions, Associated Spring location in Milwaukee, Wisconsin's paperless quoting process has eliminated an estimated 10,000 sheets of paper per year, preventing them from reaching the landfill. Our Motion Control Solutions, Associated Spring location in Mexico City went paperless by implementing Nintex Forms. With this system, they avoid using almost 13,000 paper sheets per year and the water and energy consumed to produce them. Our Mexico City location also implemented a filtration system for an aqueous washing tank and changed to a new biodegradable industrial soap. With these actions applied, the team has reduced hazardous waste by around 40%, from 14,600 kg in 2021 to 8,800 kg in 2022.

Our Molding Solutions, männer location in Bahlingen, Germany replaced the residual waste bins located at each office workplace with central recycling bins. This has helped decrease the amount of paper, plastics, and residual waste collected separately in administrative areas and each workstation. By using central recycling bins, waste separation has visibly improved, environmental awareness in the company has increased, and the disposal of many low-fill garbage bags at each workplace has been eliminated. The total investment for 14 central recyclable containers was just €6,000.



Recycle



Our Motion Control Solutions, Associated Spring location in Mexico City created a system to recycle polypropylene plastic materials. The estimated amount of waste generated in the Mexico City office was approximately 125 kg per month. The volume of waste has decreased to 62.5 kg per month, 97.54% of waste at the site is recyclable, and only 2.46% of waste is sent to the landfill. Therefore, this recycling system will reduce 50% of the volume of landfill waste per month.

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 along with unused granules and partners with a recycling company 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 appliers of reprocessed materials are plastic profile producers for the construction industry. In 2022, this partnership enabled männer to revert more than 53 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 is collected and sent for recycling. This process resulted in the recycling of more than 100 metric tonnes in 2022.



Sustainability News

EcoVadis, the worldwide Sustainability Ratings Provider, has evaluated our Automation, Gimatic; Molding Solutions, männer; and Motion Control Solutions, Associated Spring businesses and awarded each a Silver EcoVadis Medal in 2022, placing them among the top 25% of companies assessed. The EcoVadis rating is a common tool used globally for supplier evaluation.



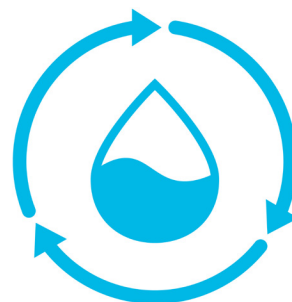
Water Conservation

Barnes is pleased to report that we are making steady progress in reducing water usage thanks to the Operational Excellence initiatives implemented by our divisions. Some of the most recent water conservation initiatives implemented include the following:

- Our Barnes Aerospace locations that operate chemical process lines have implemented smart connected factory digitalization projects for the past two years to ensure that we optimize water and energy usage while ensuring quality for our customers.
- Our Molding Solutions, Synventive location in Bensheim, Germany installed a filter system for the cooling system supporting their hardening furnace. The small investment of €7,000 resulted in 1800 m³ liters of water saved in the current year alone.
- Our Molding Solutions, Synventive location in Suzhou, China installed a coolant recycling system that saved a total of 82 tons of water and \$52,600 in 2022. In addition, the team installed touchless faucets, which will save an estimated 742,000 liters of water.



- Our Motion Control Solutions, Associated Spring location in Corry, Pennsylvania installed a chiller unit in their heat treat department, eliminating single-use cooling water for the oven belt. While the water used to flow continuously for 24 hours a day, it now only flows when the levels get low in the tank and will save an estimated 525,600 gallons per year.
- Our Motion Control Solutions, Associated Spring location in Mexico City has a rainwater collection loop for their fire suppression system that helps reduce the amount of water used. The site's sprinkler system is also designed to minimize water consumed. After several years of continuous use, the facility has saved 2,301 m³ of water.
- Our Molding Solutions, Thermoplay location in Pont-Saint-Martin, Italy installed meters to track water consumption used in the electrical discharge machining (EDM) process. Valves which are regulated by timers were installed in order to block the flow of water used for cooling when the machine stops, thereby decreasing the facility's water consumption by 40%.
- Our Molding Solutions, Synventive location in Bensheim, Germany installed a vacuum hardening furnace at their facility. This vacuum curing oven consists of two chambers where the water flows to protect the outer and inner walls. By switching to distilled water to reduce corrosion due to impurities, the system will save 11,600 liters of water per year.



Energy Conservation

Our divisions continue to demonstrate 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, männer location in Bahlingen, Germany, and our Motion Control Solutions, ASRaymond location in Maumee, Ohio. In addition, select divisions have achieved climate-conscious energy reductions through different means as described below.

- Our Motion Control Solutions, Strömsholmen location in Trånas, Sweden installed additional heaters and insulated their storage structure to decrease heat loss. This investment cost \$211,000 and will reduce district heating by 600 MWh/year, or 42%, yielding an annual savings of approximately \$40,000. These changes will produce a carbon footprint reduction of roughly 10,000 kg at Strömsholmen.
- Our Molding Solutions, männer location in Bahlingen, Germany used a special ultrasound measuring device to find compressed air leaks throughout its plant. An estimated €10,000 was spent on replacing defective components and repairing the leaks to drive future energy savings.
- Our Molding Solutions, FOBOHA location in Suzhou, China has two fans that run all day in the CNC workshop for ventilation. Because the fans were programmed to work in 15-minute intervals, the facility will save approximately 3,500 kWh of energy and \$377 annually. The cost of the control device was only \$11.
- Our Molding Solutions, Synventive location in Suzhou, China has motion-sensing light controllers in their warehouse, saving an estimated 5,702 kWh of energy yearly.





- Our Motion Control Solutions, Associated Spring location in Milwaukee, Wisconsin conducted an air leak survey and repaired dozens of identified air leaks. The repairs will reduce the air compressor demand by 81.5 ft³ per minute, saving the facility \$4,488 in electrical costs annually. As the division is also filing this project with Wisconsin Focus on Energy, a rebate will be issued to cover part of the survey and repair costs.
- Our Motion Control Solutions, Associated Spring location in Mexico City has installed solar lamps at their site to help reduce electricity consumption. Ten solar lamps with 150 watts, six with 3.5 watts, and 15 with 4 watts were installed, which saved the site 19,710 kWh this year.

Renewable Energy at Barnes

- Our Motion Control Solutions ASRaymond location in Mitcham, United Kingdom purchases its electricity from a company that ensures 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 Motion Control Solutions KALLER location in Tranås, Sweden obtains 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 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. Thermoplay also purchases the balance of its electricity from a local supplier that derives all its energy from hydropower.





Social

The Barnes Talent Management System – Our Systematic Approach to Helping Our Employees Unleash Their Potential

The Barnes Talent Management System (TMS) is our integrated set of key HR processes that enables us to hire, develop, and retain the “right” talent required to execute the Company’s strategy, goals, and objectives. In short, the TMS is how we help attract, performance manage, develop, engage, and recognize our 5,200 global employees.

Our Global Workforce

Our purpose is to advance what’s possible through the relentless pursuit of next. Since 1857, we have never stopped learning and growing. Our employees work hard every day to develop modern technologies and solutions that help change the world. Our nearly 5,200 global employees aspire to advance technologies and solutions to help solve your most complex challenges and deliver technical and innovative solutions to your most complicated challenges. Fundamental to how we work together, we strive to create an inclusive culture that promotes fairness, equality, safety, and diversity across Barnes. For 2022, nearly 35% of new hires identified as racially or ethnically diverse (for U.S. Domestic Population).



Attract

Changing the Ways our Employees Work

The TMS system provides numerous processes and tools to support/facilitate the planning and effective recruiting, hiring, and onboarding of our employees. Some of these tools focus on how employees work and build our talent pipeline. Barnes supports the diverse and evolving needs of our global workforce through programs such as hybrid flexible work, and BarnesWORX™.





The Barnes Global Hybrid Flexible Work Arrangements

Our Global Hybrid Flexible Work Arrangement (GH-FWA) Program was designed to create a “win/win” for employees and the Company by balancing the diverse needs of our employees with the organization’s focus on driving productivity, efficiency, and innovation. This hybrid approach leverages the combination of organizational culture and capability to empower our employees and various businesses to achieve work and business objectives through more flexible ways of working. It balances the diverse needs of our employees with the organization’s need for productivity, efficiency, and innovation by establishing new expectations for where, when, and how people work. The flexible process allows current and future employees to leverage a flexible way to work that aligns with our Barnes Values. While remote, flexible work arrangements may be more applicable to salaried positions, our hourly positions can leverage modified shift schedules based on production requirements and business needs. In all cases, we must continue to produce and deliver quality products, services, and solutions to our customers around the globe effectively, efficiently, and safely.

A total of 304 employees are in a Flexible Work Arrangement.

BarnesWORX™ Community

To further accelerate our growth and advance our innovation and digitalization efforts, we continue to focus our efforts on attracting the next generation of talent with our BarnesWORX™ Community – a new way to work at Barnes!

The BarnesWORX™ Community engages a pool of professionals with specialized expertise to work on time-bound assignments that support key projects and initiatives which promote the growth of the Company. The BarnesWORX Community offers a unique and creative employer/employee working arrangement – similar to a freelance engagement – that allows Barnes to leverage various unique and in 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.



Apprenticeship, Internship, and Co-op Programs

At Barnes, trainee programs like our Apprenticeship Program 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. There is a place for everyone in manufacturing – from software engineers to data analysts to robotics technicians and all the operations in between.





Manufacturing Day

Since 2013, Barnes has supported National Manufacturing Day, an annual celebration of modern manufacturing intended to inspire the next generation of manufacturers. Manufacturing Day is one of the best ways to build our pipeline for future skilled manufacturing workers.



2022 Manufacturing Day Events

- While Manufacturing Day is predominantly a domestic U.S. event, Barnes' global businesses host interactive events each year. In 2022, Molding Solutions' Pont-Saint-Martin, Italy location; Force & Motion Control's Mitcham, U.K. location; and Motion Control Solutions' Mexico City, Mexico location participated by hosting students in their local community.
- 11 of our locations hosted a mix of interactive in-person and virtual events for over 1,200 students.
- Once again, leveraging our "leader as teacher model," a considerable number of Barnes business, engineering, and operations leaders spoke at their Manufacturing Day events. Topics covered included career path options, the products we create and the industries we serve, and our commitment to being a good corporate citizen by furthering our ESG initiatives.

Internships & Co-ops

Creativity knows no age, but channeling ideas into workable, efficient processes and products that can change the world? That's a learning process. Through our Internship and Co-op program, students can work with mentors who nurture talent from the start and help them lay the foundation for a fulfilling career. In 2022, we hired 89 apprentices, interns, and co-ops across the globe in various areas – operations, engineering, communications, legal, human resources, finance, accounting, IT, customer support, digital analytics, and supply chain.

Courtney Kollar

Human Resources Project Intern

Barnes Industrial

School: The University of New Haven

Degree: Master of Arts in Industrial/Organizational Psychology

Q: What new skills do you hope to gain during your internship/co-op?

A: "I hope to use my decision-making and analytical thinking to expose myself to different aspects of HR, use our platforms to identify common trends within Barnes, and see what I can do to help make positive changes within the Company. Practicing these skills will help my future career and growth as a young HR professional."





Joseph Sartori

Former Engineering Intern, Current Process Engineer
Barnes Aerospace, Windsor

School: Central Connecticut State University
Degree: Bachelor of Science in Manufacturing
Engineering Technology

Q: How did you plan to make an impact during your internship/co-op?

A: "Throughout my internship, I wanted to obtain hands-on experience on the production floor, improve processes, and gain further knowledge in the aerospace field. I am happy with the skills I learned in my internship and am proud to apply them in my new role as Process Engineer."

NSBE Next Tech Scholarship

To build a robust candidate pipeline, we've partnered with key industry and professional organizations to recruit early- and mid-level talent. One of Barnes' long-standing partnerships is with the National Society of Black Engineers (NSBE). NSBE is one of the largest student-governed organizations based in the United States and promotes the aspirations of collegiate and pre-collegiate students and technical professionals in engineering and technology – careers and skills critical to Barnes' continued growth. We support NSBE's mission "to increase the number of culturally responsible black engineers who excel academically, succeed professionally, and positively impact the community." To support Barnes in creating new pathways through our purpose – to advance what's possible through the relentless pursuit of next – we seek out engineering challenges that don't have easy answers in the form of advanced processes and applied technologies to create a world that works better. Funded through the Barnes Group Foundation, we provided four (4) \$10,000 scholarships to undergraduate students majoring in Mechanical, Design, Project, Industrial, Plastics, Software, Data Scientists, Robotics, and/or Computer Engineering fields. Winning students were assessed on GPA and references after completing an essay showcasing how each applicant challenged the status quo to innovate, drive change, and identify new opportunities to create a better, more inclusive, and sustainable world.

Our partnerships to increase diverse representation in our global workforce do not end with NSBE. Barnes is also a Corporate Partnership Council Member with the Society of Women in Engineering. As members, we work to attract, interview, and hire the most diverse slate of candidates available. To support our Barnes Aerospace recruitment efforts, we are also working in partnership with WAI (Women in Aviation International), an organization dedicated to encouraging and advancing women in all aviation career fields and interests.





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.

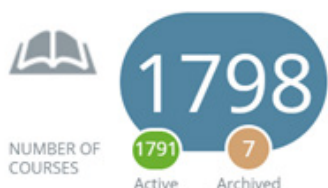
Develop

The TMS system also provides tools to support the development of our employees through ongoing training and awareness, assessments, career planning, development, 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.

Barnes University Portal

At Barnes, we are building for the future. Our Barnes University learning portal provides nearly 1,800 courses of individually managed content that employees can access. In order to equip ourselves for future skills needs that will help drive our business, the practical use of upskilling is a tremendous benefit to us all. Through the portal, our employees can add to their skills toolbox those needed to meet the challenges that come from external talent markets, digitalization trends, etc. In 2022, we launched a refresh of content in our current Learning Management System to support the upskilling of our current workforce with skills in digital literacy, computational thinking, data analytics, and visualization offerings. This resource provides a just-in-time opportunity for employees to hone their skills and competencies in real-time as they need it.



Engage

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

Barnes' First Global Employee Engagement Survey

Barnes thrives on its people. Knowing what drives them, inspires them, and allows them to share their state of mind, attitudes, and what they care about is critical to empowering, engaging, and retaining our employees. In 2022, we leveraged our HRIS digital platform to solicit employee feedback from our global population. We have surveyed roughly 75% of our employees thus far and expect to complete the process in early 2023. This global survey process will be key to identifying areas for improvement in our policies, practices, benefits, and workforce development support. The survey assesses how our employees feel about the workplace, including topics such as overall engagement, job effectiveness & personal growth, management, diversity, equity & inclusion, innovation culture, safety, and our recent rebranding efforts. Through a partnership of business and Human Resources leadership, we will own the process to drive the dialog and create opportunities for learning and action steps, with the result focused on **Listening Better, Engaging our Talent, and Driving Growth.**





Employee Well-being

At Barnes we're inspiring our employees and their families to achieve their best health and well-being. To do this, we make conscious investments in robust programs to ensure our employees have access to the best health and well-being benefits and resources available. Resources range from comprehensive healthcare coverage and robust retirement programs to financial protection and work/life services that support total well-being and help our employees and their families thrive at all stages of life. We also offer global flexible work arrangements and varied work models, which enhance our employees' working experience, inspire an innovative and engaged work culture, and enable work-life balance.

We reinforce our commitment to building a culture of health and empowering employees to take control of their health and well-being by providing holistic and purpose-driven programs and resources designed to help them feel physically energized, balance their work/life commitments, build resilience, reduce stress, and fully engage. Our global employee assistance, work/life, and convenience service programs provide all employees and their family members 24/7 access to critical counseling, coaching, and career-building resources. In 2022, we also focused on expanding global access to all EAP services with expanded digital and mobile enablement.

As well-being needs continue to evolve across different parts of the world, Barnes continually seeks to improve our employee experience, allowing for increased personalization, flexibility, and the power of choice. We offer inclusive benefits and family-focused programs that reinforce total physical, emotional, mental, social, and financial well-being. For 2023, the Company is expanding its well-being offerings to include fully paid employee memberships and virtual well-being access to:

- Care.com to provide care giving support to our working families
- Calm subscriptions to provide enriched support for personal resilience and stress management
- Partnered with Tuition.io to help our employees in achieving their best financial well-being through a full suite of tools to manage and minimize student loan debt
- A new employee discount platform and pet insurance to provide further savings and resources for everyday work-life balance



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. Options include participating 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.

Recognize

Aligned with our "pay-for-performance" philosophy, these processes and programs are designed to recognize and reward our employees for their contributions and help facilitate their ongoing engagement, performance and retention.

At Barnes, we regularly assess our employees' compensation for internal and external market competitiveness. We institute rigorous pay practices to ensure we compensate our team members fairly, equitably, and competitively across the organization.

Our compensation programs are designed to align our employees' compensation 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 balances incentive earnings for both short-term and long-term performance. In addition, we leverage an established Rewards & Recognition program to recognize employees who have gone "above and beyond" to contribute and bolster the Company's performance and success in alignment with our Corporate Values.



Annual Achievement Awards



The **Annual Achievement Awards** program provides the opportunity to spotlight teams from across the globe – those who work collaboratively to accelerate our growth through Top Line, Bottom Line, Pipeline rigor and drive enterprise value through consistent core business execution. In alignment with our Corporate Values and to recognize the significance of Collaboration at Barnes, any project team, group of employees, or specific department can be nominated for one of the three Annual Achievement Awards.

Thomas O. Barnes Innovation Leadership Award

Introduced in 2014 to commemorate the retirement of Tom Barnes as an employee of the Company, The **Thomas O. Barnes Innovation Leadership Award** forever honors Tom's invaluable contributions to Barnes and represents our longstanding history of being true innovators for the past 165 years. This award formally recognizes a leader, or group of leaders, for “outstanding leadership and effort in advancing innovation at Barnes through the effective leveraging of our people and processes to develop a new or differentiated product, solution, or service offering, a new or unique customer experience, or a new business model that significantly improves the efficiency, productivity, and/or performance of the Company.” As we continue to advance what's possible through the relentless pursuit of next and pioneer technologies that help change the world, we understand the importance of recognizing those leaders whose commitment, thought leadership, and efforts exemplify the promise of Persistent Ingenuity™ that is at the heart of our organization. These forward-thinking leaders work as One Team, One Company, One Barnes to continue to inspire others to “move the innovation needle” and transform the Company in alignment with our Vision and Values.



BRAVO Program

The Bravo Recognition Program recognizes employees who have gone above and beyond to contribute and bolster Barnes performance and success in alignment with our values and our One Team, One Company, One Barnes philosophy. Our Barnes tiered BRAVO program allows a manager to select Company-branded items, monetary awards, or even a thank you card to acknowledge additional effort and accomplishment.



As of October 31, 2022, we have recognized 1,066 employees in 17 countries through the BRAVO program.

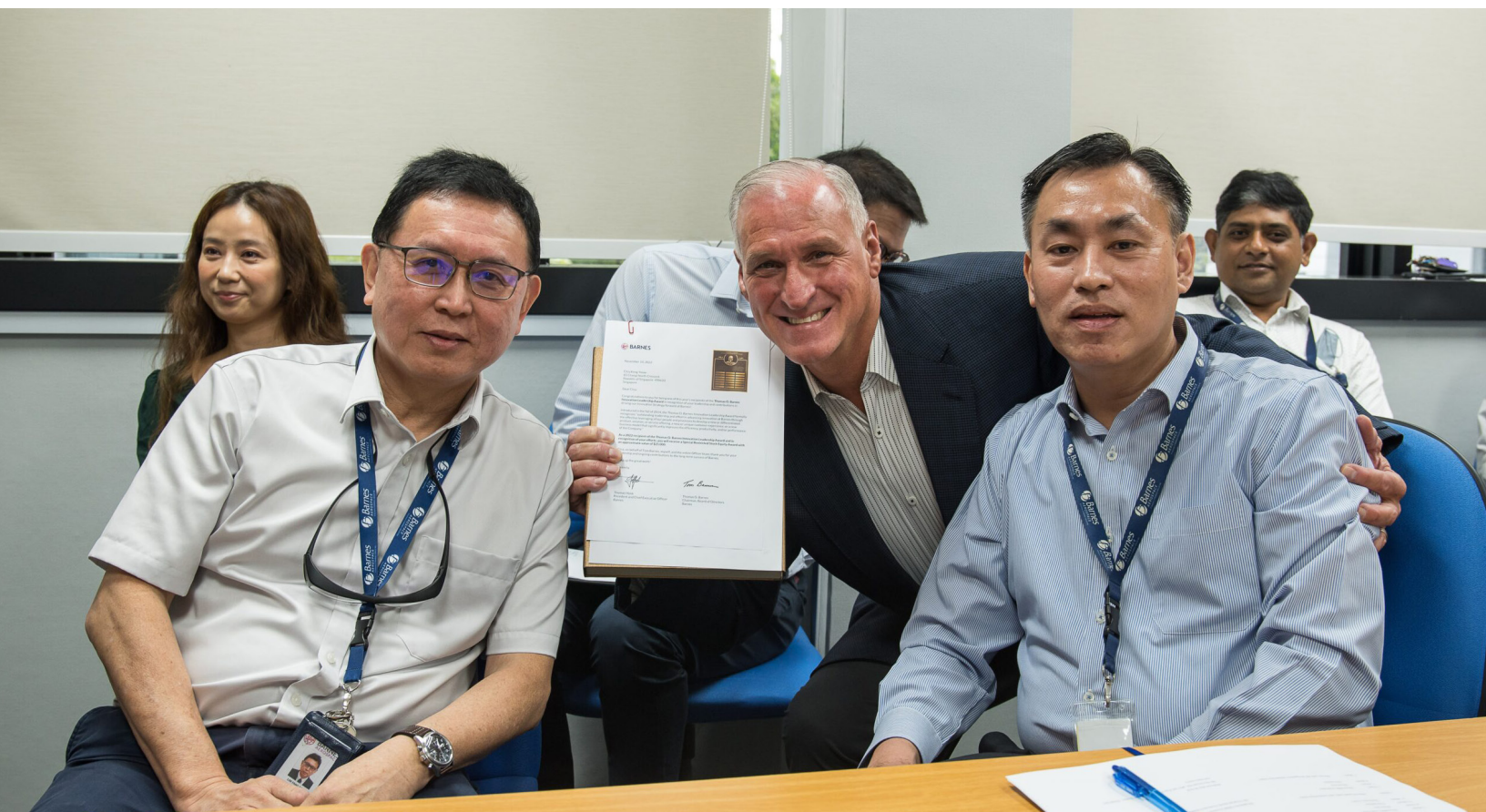


Diversity and Inclusion

“In 2022, Barnes celebrated its 165th year in business, representing the sustainability and resilience our global team has upheld through our foundational Company Values of Integrity, Respect, Collaboration, Empowerment, and Determination. We have always cultivated a culture of recognizing and celebrating the differences among our global and diverse employees – whether it be gender, race, religion, background, beliefs, or traditions. We do this while working together as One Team, One Company, One Barnes to help create an environment that is inclusive and treats everyone with respect, promotes fairness, and engenders the spirit of teamwork. We will continue to embrace and leverage the diversity of thought, perspectives, and backgrounds of our people to foster an engaging work environment where everyone can participate, contribute to the ongoing transformation of the Company, and deliver enterprise value for all stakeholders through core business execution and accelerating our Top Line, Bottom Line and Pipeline growth.”

Thomas J. Hook, 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 to our Company Values and has been integrated into our Talent Management System (TMS) for several years. Our Talent Management System was designed to build and cultivate a high-performance organization here at Barnes. Our TMS enhances our ability to attract and hire talented employees and facilitates the growth, development, and retention of our employees while promoting employee empowerment and engagement. It also helps accelerate organizational change to drive business growth and performance and supports the successful execution of the Barnes vision and strategy.

As employees, we must continue to place an even heightened emphasis on workplace fairness. At Barnes, workplace fairness centers on treating all our employees with dignity and respect while 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 in unlocking our Company's full potential and delivering enterprise value for all our stakeholders. It is also aligned with our strategy, which is focused on driving Top Line, Bottom Line, and Pipeline growth through consistent core business execution.

Recruiting and bringing together individuals from diverse backgrounds and experiences generates broader ideas and allows us to collaborate to differentiate and 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.

U.S. Representation of Ethnic Diversity	2022
American Indian / Alaskan Native	Less than 1%
Asian	5%
Black / Not Hispanic Origin	8%
Hispanic	7%
Native Hawaiian or Other Pacific Islander	Less than 1%
Not Specified	3%
Two or More Races	2%
White / Not Hispanic Origin	75%

U.S. Distribution of Females by Classification*	2022
Operatives	23.0%
Administrative Support Workers	21.7%
Craft Workers	5.1%
Executive/Senior-Level Officials and Managers	2.4%
First/Mid-Level Officials and Managers	17.9%
Laborers and Helpers	8.5%
Technicians	2.1%
Professionals	17.4%
Sales Workers	1.6%
Other	0.3%

Our Senior Leadership Team is committed to elevating the conversation to drive such improvements and translate them into tangible, sustainable outcomes. In addition, we post information each month 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 the global and cultural diversity at Barnes and provides a platform for the Company to highlight the multicultural differences among our employees.



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.

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. The 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. 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.

Student Scholarship Program

The Barnes Group Foundation established a Scholarship Program to assist the children of Barnes employees who plan to pursue post-secondary education by enrolling in college or a technical 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. From 1976 to 2022, the Barnes Scholarship Program has proudly assisted 1,034 students and distributed \$9,237,227.

Year	Total
2022	\$307,000
2021	\$337,000
2020	\$372,000
2019	\$357,500
2018	\$371,500

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
2022	\$101,258
2021	\$89,542
2020	\$108,799
2019	\$133,684
2018	\$141,700

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. The awards are grants of up to \$2,000 presented to the charitable organization at which the employee has donated his/ her time.

Year	Total
2022	\$8,000
2021	\$10,000
2020	\$3,000
2019	\$3,000
2018	\$5,000



Environmental Stewardship

The Barnes Group Foundation donated \$10,000 to The Nature Conservancy (TNC) in 2022 to help support projects in areas of Connecticut, Brazil, China, and Europe, where many of our employees live and work.

The Barnes Group Foundation also donated \$10,000 to Project Drawdown in 2022 to bring science-based knowledge and insights about climate solutions to a global audience. With our support, Project Drawdown accelerated climate solutions in three core ways by advancing the science of climate solutions and strategies, activating key stakeholders to accelerate action, and communicating solutions through science-based, human-centered stories.

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. All donations made to United Way are matched dollar for dollar through the Barnes Group Foundation.

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.

Year	Total*
2022	\$160,468
2021	\$165,115
2020	\$156,235
2019	\$189,058
2018	\$273,474

* U.S. Employee Donations

Business	2022 Total
Barnes Aerospace, Malaysia OEM location	\$201
Barnes Aerospace, Singapore location	\$7,145
Motion Control Solutions, Associated Spring location in Brazil	\$1,000
Motion Control Solutions, Associated Spring location in Mexico	\$3,900
Motion Control Solutions, Associated Spring and ASRaymond locations in Singapore	\$2,524
Motion Control Solutions, Hänggi location in Switzerland	\$7,141

Relay For Life

For 36 years, Relay For Life has provided inspiration and hope for millions of cancer survivors and caregivers. Employees from our Bristol and Farmington, Connecticut facilities attended an in-person Relay For Life event in 2022, helping Barnes raise over \$16,713 for the American Cancer Society in 2022. In total, Barnes Relay For Life teams in Connecticut and Massachusetts have collectively raised more than \$189,973 over the past 10 years!





Barnes Aerospace Sponsors 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 sponsored the 20th annual Aces for Kids Golf Tournament in May 2022 and has helped raise over \$493,660 over the past six years. The funds raised through this event are integral to providing cancer care to patients in the surrounding community.



Volunteering to Support Our Communities

Employees from our Barnes 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 raised \$1,800 and collected generous food donations from employees for the St. Vincent de Paul homeless shelter. Employees from our Barnes Aerospace, West Chester, Ohio location volunteered at the Freestore Food Bank in Cincinnati, Ohio. The West Chester team helped bag over 3,200 pounds of food, which is equivalent to feeding 965 kids!



In 2022, numerous Barnes employees around our global locations coordinated fundraising events to support those affected by the conflict in Ukraine. Our Motion Control Solutions location in Brecksville, Ohio; Barnes Aerospace, East Granby, Connecticut; Barnes Aerospace, Singapore location; and Molding Solutions location in Bensheim, Germany contributed a total of \$4,750 (including the Company match) to this cause. One unique fundraising idea came from our Motion Control Solutions location in Brecksville, Ohio, where employees arranged a raffle for one of its employee's handmade wooden flags.



Employees from our Barnes Aerospace, Lansing, Michigan location hosted a "Giving Tree" to collect new, unused winter gear to benefit needy children and families in the local area. The Lansing team donated 200 items to Child and Family Charities of Lansing, a local organization that supports foster children and low-income families in Lansing and the surrounding areas.



Employees across all shifts at our Barnes Aerospace, West Chester, Ohio location wore purple to recognize September as Suicide Prevention Awareness Month and to support those employees impacted by suicide and/or the mental health crisis across the globe.





Employees from our Motion Control Solutions locations in Milwaukee, Wisconsin and Brecksville, Ohio, respectively, organized toy collections for their local communities. Our employees from Wisconsin donated 29 new, unwrapped toys to Toys for Tots, which were distributed to the less fortunate children in their community. Employees from our Motion Control Solutions location in Brecksville, Ohio worked with their nearby Salvation Army to collect new, unwrapped toys to support a family in need. Employees wrapped all the supplied presents and donated them to a local mother with five children



Our Barnes Aerospace, Barnes Industrial, and Barnes Corporate New England interns spent a day working with a charitable organization in their communities. Ten Barnes interns volunteered at Fidelco Guide Dog Foundation in Bloomfield, Connecticut, and three interns assisted the Citizens Inn Haven from Hunger food pantry in Peabody, Massachusetts.



Employees from our Motion Control Solutions location in Campinas, Brazil have supported Bento Quirino Kindergarten since 2010. In 2019, they enhanced their social project to include Creche Estrelinha do Oriente school. In 2022, employees donated 1.1 tons of food to Bento Quirino and, to date, have helped 464 children receive food and school supplies.



Employees from our Barnes Aerospace, Singapore and Malaysia locations participated in a virtual race to support the Yellow Ribbon Race. The race is a key event of the Yellow Ribbon Project, a national campaign aimed at giving ex-offenders a second chance through rehabilitation programs. Despite inclement weather, Mr. Chin Liang Koh, Barnes Aerospace, Singapore OEM Division Manager, completed the 6-kilometer Yellow Ribbon Race to support the cause.



Please visit the ESG page on our Corporate website onebarnes.com 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.

ESG Contact:

Susan McFarland
Vice President, HSE & ESG
hse@onebarnes.com

Investor Contact:

William Pitts
Vice President, Investor Relations
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Appendix A

GRI Content Index

Barnes Group Inc. has reported the information cited in this GRI content index for the period beginning January 1, 2022 through December 31, 2022 with reference to the following GRI Universal Standards (2021): GRI 1: Foundation (2021), selected GRI 2: General Disclosures (2021), the complete or partial content for GRI 3: Material Topics (2021), and the complete or partial content of the following topic-specific disclosures: Disclosures 302-1 and 302-4 from GRI 302: Energy (2016); Disclosure 303-3 from GRI 303: Water and Effluents (2018); Disclosures 305-1 and 305-2 from GRI 305: Emissions (2016); Management Disclosures 306-1 and 306-2 for GRI 306: Waste (2020); Management Disclosure 403-2, and Disclosure 403-9 from GRI 403: Occupational Health & Safety (2018); Disclosure 404-2 from GRI 404: Training and Education (2016); Disclosure 405-1 from GRI 405: Diversity and Equal Opportunity (2016); Disclosure 413-1 from GRI 413: Local Communities (2016); Disclosure 416-1 from GRI 416: Customer Health and Safety (2016).

This GRI Content Index Cross-references sections of this Environmental, Social and Governance Report (ESG) and public documents that contain relevant data, including [2022 Form 10-K](#), [2022 Proxy Statement](#) and our website, onebarnes.com.

GRI 1: Foundation 2021	
GRI 2: General Disclosures 2021	ESG Report Page Number/Direct Response/Other Source URL
2-1 Organizational details	Barnes Overview, page 4 - 5 Barnes Global Locations 2022 Form 10-K, pages 1 - 2 About Barnes
2-2 Entities included in the organization's sustainability reporting	2022 Form 10-K, Exhibit 21 ESG metrics represent an aggregate of facilities larger than 20,000 square feet. Smaller facilities contribute a de minimis amount and are not reported.
2-3 Reporting period, frequency and contact point	Barnes publishes an annual ESG Report which covers the calendar year and was published in March 2023 Barnes publishes an annual financial report which covers the calendar year and was published in February 2023. Barnes' ESG Contact information is provided on page 32.
2-4 Restatements of information	We have made no material restatements of information provided in previous Reports
2-5 External assurance	Barnes does not have a policy for seeking external assurance on its Sustainability report or this GRI Index. The Barnes Internal Audit Department reviews source documents to validate the content of the ESG Report.
2-6 Activities, value chain and other business relationships	Barnes Overview, pages 4-5 Barnes Businesses 2022 Form 10-K, Part 1, Part 2 Item 8, page 82
2-7 Employees	Diversity and Inclusion, page 27 2022 Form 10-K, Part 1, page 2
2-8 Workers who are not employees	BarnesWORX - Employees of the BarnesWORX™ Community are freelancers who prefer flexible and primarily virtual work arrangements. Their work is project-based, which allows them to specialize while also contributing to Barnes' larger objectives.

2-9 Governance structure and composition	<p>Governance, page 6 2022 Form 10-K, Part 1, Item 1, page 4 2022 Proxy Statement: Governance, pages 4 – 7, 12 – 25</p>
2-10 Nomination and selection of the highest governance body	<p>2022 Proxy Statement: Governance, pages 4 - 7, 12, 22, 72 The Compensation and Management Development 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. Further, the Board of Directors intends the Corporate Governance Committee to serve as its focal point for matters related to the members of the Board of Directors of the Company, including their nomination, and the corporate governance affairs of the Company. Directors who serve on the Corporate Governance Committee "Recommend to the Board for its approval the criteria and qualifications for membership and continued service on the Board, including any specific, minimum qualifications that the Committee believes must be met by a nominee for a position on the Board, and any specific qualities or skills that the Committee believes are necessary for one or more of the Directors to possess, the appropriate number of Directors, the appropriate balance of skills and characteristics among Directors, and the retirement policy for Directors" and, "Recommend to the Board for its approval the criteria and qualifications for membership and continued service on the Board, including any specific, minimum qualifications that the Committee believes must be met by a nominee for a position on the Board, and any specific qualities or skills that the Committee believes are necessary for one or more of the Directors to possess, the appropriate number of Directors, the appropriate balance of skills and characteristics among Directors, and the retirement policy for Directors." As listed in Barnes Group Proxy Statement, the Qualifications/Attributes/Experience of Directors include Global Business; Manufacturing/Operational; Aerospace, Industrial, Medical/Pharma, Automation, Robotics or Plastics End-Markets; Government/Regulatory; Talent Management/Development; Technology/Innovation; Marketing/Branding; Risk Management/Oversight; Current/Past Board Committee Chair; Prof. License/ MBA/Econ. or Engineering Degree. Compensation and Management Development Committee Charter</p>
2-11 Chair of the highest governance body	<p>2022 Proxy Statement: pages 13, 21 Our Board has chosen to separate the roles of Chief Executive Officer and Chairperson of the Board. Mr. Dempsey is our Chief Executive Officer and Director Thomas O. Barnes is our Chairman. As Chief Executive Officer, Mr. Dempsey is responsible for day-to-day management of the Company and the overall execution of our strategy. As Chairman, Thomas O. Barnes presides at meetings of the Company's stockholders and Board of Directors, and is responsible for director orientation and continuing education and review of Board committee assignments and consideration of Chair rotation in conjunction with the Corporate Governance Committee, among other responsibilities as set forth in our Corporate Governance Guidelines and Bylaws. Corporate Governance Committee Charter By-Laws</p>
2-12 Role of the highest governance body in overseeing the management of impacts	<p>Governance, page 6, 2022 Proxy Statement: pages 7- 25</p>
2-13 Delegation of responsibility for managing impacts	<p>Governance, page 6, 2022 Proxy Statement: page 7 Charter-for-ESG-Committee</p>
2-14 Role of the highest governance body in sustainability reporting	<p>Governance, page 6, 2022 Proxy Statement: pages 7, 22 The Board exercises governance over ESG reporting through its Audit Committee. 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</p>

	adequacy and effectiveness of controls for related disclosures. Audit Committee Charter
2-15 Conflicts of interest	2022 Proxy Statement: pages 23 - 24 The Corporate Governance Committee makes recommendations concerning Board membership, functions and director compensation and the Company's overall corporate governance policies and practices. The Corporate Governance Committee serves as the nominating committee for the Board. Additional responsibilities include board succession matters, the annual performance review of the Chairman of the Board, reviewing matters relating to potential director conflicts of interest and director independence, overseeing the Company's practices related to political activities and the engagement with the Company's stockholders on topics of environmental, social and governance matters, and administering the Company's related person transactions policy. Corporate Governance Committee Charter Code of Conduct, page 8
2-16 Communication of critical concerns	2022 Proxy Statement: page 25 We have posted our Policy Regarding Reporting of Complaints and Concerns on our website. All complaints and concerns reported will be received by a third-party provider, who will forward each complaint or concern to the Office of the General Counsel which is responsible for relaying communications to the Board. The Chair of the Audit Committee receives regular summary reports of all reported complaints and concerns. We believe it is critical to maintain a connection with our stockholders. We reach out to our largest institutional stockholders twice per year and invite them to speak with us regarding governance matters, including ESG, and compensation practices, to ensure we know what our stockholders' top priorities are in those areas. In 2021, we continued this outreach. During those outreach conversations, we highlighted our ESG program enhancements, human capital management, key governance practices including the Company's focus on director refreshment and diversity, limitations on simultaneous public board service, and aspects of our current executive compensation program. EthicsPoint - Barnes Group Inc.
2-17 Collective knowledge of the highest governance body	2022 Proxy Statement: pages 4-5, 13-18. Corporate Governance Guidelines require directors to attend education programs and briefing sessions. As listed in Barnes Group Proxy Statement, the Qualifications/Attributes/Experience of Directors include Global Business; Manufacturing/Operational; Aerospace, Industrial, Medical/Pharma, Automation, Robotics or Plastics End-Markets; Government/Regulatory; Talent Management/Development; Technology/Innovation; Marketing/Branding; Risk Management/Oversight; Current/Past Board Committee Chair; Prof. License/ MBA/Econ. or Engineering Degree.
2-18 Evaluation of the performance of the highest governance body	Directors who serve on the Audit Committee (as noted in its charter) review and discuss with management the ESG reporting process, climate related metrics, and management's evaluation of the adequacy and effectiveness of controls for related disclosures. Also, the Audit Committee shall "annually, evaluate the performance of this Committee, including a review of the Committee's compliance with this Charter. Annually, review and assess the adequacy of this Charter and recommend any proposed changes to the Board for approval." Audit Committee Charter Charter-for-ESG-Committee
2-19 Remuneration policies	2022 Proxy Statement: pages 25 - 47
2-20 Process to determine remuneration	Recognize, page 25 2022 Proxy Statement: pages 25 - 47
2-21 Annual total compensation ratio	2022 Proxy Statement: pages 25 - 47
2-22 Statement on sustainable development strategy	Letter From Our CEO, page 4
2-23 Policy commitments	Climate Risks and Opportunities, pages 8-9; Barnes Values, page 7;

	Policies and Procedures, page 7; Respecting Human Rights, page 8 Barnes Values Code of Conduct Supplier Code Barnes Human Rights Policy	
2-24 Embedding policy commitments	Code of Conduct Supplier Code Barnes Enterprise System EthicsPoint - Barnes Group Inc.	
2-25 Processes to remediate negative impacts	EthicsPoint - Barnes Group Inc. Code of Conduct Supplier Code Barnes Enterprise System	
2-26 Mechanisms for seeking advice and raising concerns	Barnes Values, page 7; Policies and Procedures, page 7; Respecting Human Rights page 8 Code of Conduct, page 6 EthicsPoint - Barnes Group Inc.	
2-27 Compliance with laws and regulations	Environmental Compliance is managed by our Health, Safety and Environmental Affairs (HSE) program, page 13 Code of Conduct Supplier Code	
2-28 Membership associations	Amaplast Fraunhofer AIDAM AIB Global network - Swiss Business Hubs Swissmem - Hänggi SwissVR - Board Member Association Swiss Medtech IHS Markit Precision Metalforming Association SINDIPECAS SMI	Plastics Industries Association Aerospace Industries Association Aerospace Components Manufacturers (CT) Manufacturers Alliance for Productivity and Innovation (MAPI) Connecticut Business and Industry Association National Union of Automotive Vehicle Components Producers; WVIB (Wirtschaftsverband Industrieller Unternehmen Baden e.V.) Svenskt Näringsliv ("The Confederation of Swedish Enterprise") AUSA (The association of the United States Army) Association of Swiss Suppliers of Metalwork's Industrieverband Blechumformung e.V. (IBU) National Association of Manufacturers
2-29 Approach to stakeholder engagement	Letter From Our CEO, page 4; Reporting Frameworks, page 8; Manufacturing Day, page 22; Global Employee Engagement Survey, page 24; Recognize, page 25 2022 Proxy Statement: page 25	
2-30 Collective bargaining agreements	Approximately 30% of our employees are covered by collective bargaining agreements, trade union agreements and/or national industry agreements. 2022 Form 10-K: page 12	

GRI 3: Material Topics (2021)	ESG Report Page Number/Direct Response/URL																		
3-1 Process to determine material topics	ESG at Barnes, page 5; Reporting Frameworks, page 8 Barnes Enterprise System																		
3-2 List of material topics	<p>There were no significant changes in our priority issues since our last report. 2022 Form 10-K: Item 1A.</p> <table border="1"> <thead> <tr> <th data-bbox="659 444 1100 477">Priority Issues for Barnes</th><th data-bbox="1108 444 1579 477">Corresponding GRI Topic-Specific Standards</th></tr> </thead> <tbody> <tr> <td data-bbox="659 483 1100 516">Energy Conservation & Renewable Energy</td><td data-bbox="1108 483 1579 516">GRI 302: Energy & GRI 305: Emissions</td></tr> <tr> <td data-bbox="659 522 1100 555">Water Conservation</td><td data-bbox="1108 522 1579 555">GRI 303: Water and Effluents</td></tr> <tr> <td data-bbox="659 561 1100 594">Waste Management & Recycling</td><td data-bbox="1108 561 1579 594">GRI 306: Waste</td></tr> <tr> <td data-bbox="659 600 1100 633">Safety</td><td data-bbox="1108 600 1579 633">GRI 403: Employee Health and Safety</td></tr> <tr> <td data-bbox="659 639 1100 672">Employee Development and Engagement</td><td data-bbox="1108 639 1579 672">GRI 404: Training and Education</td></tr> <tr> <td data-bbox="659 678 1100 711">Diversity and Inclusion</td><td data-bbox="1108 678 1579 711">GRI 405: Diversity and Equal Opportunity</td></tr> <tr> <td data-bbox="659 717 1100 750">Community</td><td data-bbox="1108 717 1579 750">GRI 413: Local Communities</td></tr> <tr> <td data-bbox="659 756 1100 789">Product Safety</td><td data-bbox="1108 756 1579 789">GRI 416: Customer Health and Safety</td></tr> </tbody> </table>	Priority Issues for Barnes	Corresponding GRI Topic-Specific Standards	Energy Conservation & Renewable Energy	GRI 302: Energy & GRI 305: Emissions	Water Conservation	GRI 303: Water and Effluents	Waste Management & Recycling	GRI 306: Waste	Safety	GRI 403: Employee Health and Safety	Employee Development and Engagement	GRI 404: Training and Education	Diversity and Inclusion	GRI 405: Diversity and Equal Opportunity	Community	GRI 413: Local Communities	Product Safety	GRI 416: Customer Health and Safety
Priority Issues for Barnes	Corresponding GRI Topic-Specific Standards																		
Energy Conservation & Renewable Energy	GRI 302: Energy & GRI 305: Emissions																		
Water Conservation	GRI 303: Water and Effluents																		
Waste Management & Recycling	GRI 306: Waste																		
Safety	GRI 403: Employee Health and Safety																		
Employee Development and Engagement	GRI 404: Training and Education																		
Diversity and Inclusion	GRI 405: Diversity and Equal Opportunity																		
Community	GRI 413: Local Communities																		
Product Safety	GRI 416: Customer Health and Safety																		
Topic-Specific Disclosures	Report Page Number/Direct Response/Other Source URL																		
GRI 302: Energy 2016																			
3-3 Management of Material Topics	<p>See Disclosure 305 – Emissions 2016 for Energy-related disclosures Reporting Frameworks, page 8; Climate Risks and Opportunities, page 8-9; Reducing Global Emissions, page 10; Improving Fuel Efficiency, page 11; Vehicle Electrification, page 12; Health Safety and Environmental Affairs (HSE), page 13; Environment, page 15; Energy Conservation, pages 18-19; Renewable Energy at Barnes, page 19; Code of Conduct: page 18 Barnes Enterprise System 2022 Proxy Statement: Targets, page 7</p>																		
302-1 – Energy consumption within the organization	Barnes Scope 1 & Scope 2 GHG Emissions, page 15; Renewable Energy at Barnes, page 18																		
302-4 – Reduction of energy consumption	Environment, page 15; Energy Conservation, pages 18-19;																		

GRI 303: Water and Effluents 2018

3-3 Management of Material Topics	Reporting Frameworks, page 8; Climate Risks and Opportunities, page 8-9; Health Safety and Environmental Affairs (HSE), page 13; Environment, page 15; Water Conservation, page 17–18 Code of Conduct: page 18 Barnes Enterprise System 2022 Proxy Statement: Targets, page 7
303-3 – Water withdrawal	Barnes Water Usage, page 15; Water Conservation, page 17–18

GRI 305: Emissions 2016

3-3 Management of Material Topics	Reporting Frameworks, page 8; Climate Risks and Opportunities, page 8-9; Reducing Global Emissions, page 10; Improving Fuel Efficiency, page 11; Vehicle Electrification, page 12; Health Safety and Environmental Affairs (HSE), page 13; Environment, page 15; Energy Conservation, pages 18-19; Renewable Energy at Barnes, page 19 Code of Conduct: page 18 Barnes Enterprise System 2022 Proxy Statement: Targets, page 7
305-1 – Direct Scope 1 GHG emissions	Barnes Scope 1 & Scope 2 GHG Emissions, page 15
305-2 – Indirect Scope 2 GHG emissions	Barnes Scope 1 & Scope 2 GHG Emissions, page 15

GRI 306: Waste 2020

3-3 Management of Material Topics	Reporting Frameworks, page 8; Health Safety and Environmental Affairs (HSE), page 13; Environment, page 15; Mitigating Waste, page 10-11; Waste Management, page 16; Recycle, page 17 Code of Conduct: page 18 Barnes Enterprise System 2022 Proxy Statement: Targets, page 7
306-1 – Waste generation and significant waste-related impacts	Environment, page 15; Waste Management, page 16; Recycle, page 17; Products, pages 9-12

306-2 – Management of significant waste- related impacts	Environment, page 15; Waste Management, page 16; Recycle, page 17; Products, pages 9-12
GRI 403: Occupational Health and Safety 2018	
3-3 Management of Material Topics	Reporting Frameworks, page 8; Health Safety and Environmental Affairs (HSE), page 13; Employee Well-being, page 25; Safety, page 14 2022 Proxy Statement: page 9 Code of Conduct: page 18 Barnes Enterprise System
403-2 – Hazard identification, risk assessment, and incident investigation	Safety, page 14
403-9 – Work-related injuries	Safety, page 14
GRI 404: Training and Education 2016	
3-3 Management of Material Topics	Reporting Frameworks, page 8; The Barnes Talent Management System, page 20; NSBE Next Tech Scholarship, page 23 2022 Proxy Statement: page 9 Barnes Enterprise System
404-2 – Programs for upgrading employee skills and transition assistance programs	Apprenticeships, Internship, and Co-op Programs, page 21; Manufacturing Day, page 22; Internships & Co-ops page 22; Barnes University Portal, page 24
GRI 405: Diversity and Equal Opportunity 2016	
3-3 Management of Material Topics	Reporting Frameworks, page 8; Diversity and Inclusion, page 27; NSBE Next Tech Scholarship, page 23 Code of Conduct Culture and Diversity Barnes Human Rights Policy Barnes Enterprise System
405-1 – Diversity of governance bodies and employees	Diversity and Inclusion, page 27 2022 Proxy Statement: pages 9, 25
GRI 413: Local Communities 2016	
3-3 Management of Material Topics	Reporting Frameworks, page 8; Community, pages 29-32 Code of Conduct

	2022 Proxy Statement: page 9 Barnes Enterprise System
413-1 – Operations with local community engagement, impact assessments and development programs	Community, pages 29-32; Recognize, page 25
GRI 416: Customer Health & Safety 2016	
3-3 Management of Material Topics	Reporting Frameworks, page 8; Products, pages 9-12; Product Safety, page 12 Code of Conduct Barnes Enterprise System
416-1 – Assessment of the health and safety impacts of product and service categories	Product Safety, page 12

Appendix B

SASB Framework Alignment

Barnes has aligned its ESG disclosure to the Sustainability Accounting Standards Board Standards (SASB) framework with the recommended metrics of the Industrial Machinery and Goods Standard (October 2018) specific to our primary industry as identified by the Sustainable Industry Classification System®(SICS®): Resource Transformation Sector – Industrial Machinery and Goods Industry. Below is a mapping of how our latest ESG disclosure aligns with the SASB framework.

Table 1: Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Code	ESG Report Page Number/Other Source URL
Energy Management	(1) Total energy consumed as an aggregate figure in gigajoules (GJ), (2) percentage of consumed energy as grid electricity, (3) percentage of renewable energy consumed	RT-IG 130a.1	(1) Environment, Page 15 (2) & (3) Renewable Energy at Barnes, page 19
Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	(1) - Safety, page 14 (2) - Safety, page 14 (3) – Our HSE program, described on page 13, tracks our NMFR, and does not disclose this figure externally.
Fuel Economy & Emissions in Use-phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	RT-IG-410a.1	Products, Page 9-12 While some of Barnes/ products are used in vehicles, the products themselves are not wholly responsible for fuel consumption.
	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2	Products, Page 9-12 The manufacturing process that Barnes uses to provide parts and components to its customers contributes to the overall efficiency of the end product; we do not report those emissions or savings.
	Sales-weighted fuel efficiency for stationary generators	RT-IG-410a.3	Products, Page 9-12 The manufacturing process that Barnes uses to provide parts and components to its customers contributes to the overall efficiency of the end product; we do not report those emissions or savings.

	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	RT-IG-410a.4	Products, Page 9-12 The manufacturing process that Barnes uses to provide parts and components to its customers contributes to the overall efficiency of the end product; we do not report those emissions or savings.
Materials Sourcing	Description of the management of risks associated with the use of critical materials.	RT-IG-440a.1	Barnes has built a strong supply chain, including intentional redundancy for critical materials. We strive to ensure multiple sources for critical materials, thereby substantially reducing potential risk for supply chain disruptions regarding critical materials. Furthermore, see Barnes' Conflict Minerals Policy
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Products, pages 9-12 Barnes 2022 10-K, Part 2, Item 7 : The Aerospace Aftermarket business supplements jet engine OEMs' maintenance, repair and overhaul capabilities. Substantially all of our revenue in the Aerospace Aftermarket maintenance repair and overhaul business (within Aftermarket Products and Services) and a portion of the revenue for Engineered Components products, Molding Solutions products and Aerospace OEM products is recognized over-time. Revenue from products and services transferred to customers over-time accounted for approximately 20 percent of revenue for the year ended December 31, 2022. The Company recognizes revenue over-time in instances where a contract supports a continual transfer of control to the customer.

Table 2: Activity Metrics

Activity Metric	Code	Disclosure Location
Number of units produced by product category	RT-IG-000.A	Revenue generated by business segment is provided in Barnes 2022 10-K, Part 2, Item 8, Note 3
Number of employees	RT-IG-000.B	Our Global Workforce, Page 20

Appendix C

UN Global Compact Index

This document provides an overview of how Barnes has implemented the Ten Principles of the UN Global Compact (UNGC) across our business. We are committed to aligning our business practices to the 10 UNGC principles in the areas of human rights, labor, environment, and anti-corruption. This Report is in alignment with a UNGC Communications on Progress (COP). The Table below summarizes where in our 2022 ESG Report and other public documents our disclosure on each UNGC principle can be found.

UNGC Principles	Barnes Approach	ESG Report Page Number / Other Source URL	Cross-Reference to GRI Standards
Human Rights			
<p>1. Businesses should support and respect the protection of internationally proclaimed human rights.</p> <p>2. Business should make sure that they are not complicit in human right abuses.</p>	<p>Our Company respects and values the diversity reflected in our various backgrounds, experiences and ideas. Together, we provide each other with an inclusive work environment that fosters respect for all our employees and those with whom we do business. We also will never knowingly conduct business with any third parties who engage in human trafficking, forced labor or human rights abuses.</p> <p>We are guided by ‘The Barnes Values’, which are the cornerstone of the Company and the bedrock upon which Barnes has been built and sustained for over 165 years. Our Values, as well as our Barnes Enterprise System (“BES”) with its guiding principles form the foundation of our business culture.</p> <p>Consistent with the Barnes Values, the Barnes Code of Business Ethics and Conduct (“Code of Conduct”) published on the Barnes corporate website, 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 constituencies, provides guidelines, practical direction, and helpful resources to promote ethical conduct and support compliance with applicable laws and regulations.</p> <p>Our Code of Conduct applies to all employees, officers and directors of the Company. We also expect all of our business partners, suppliers and agents to hold themselves to equally high standards.</p>	<p>Barnes Human Rights Policy</p> <p>Barnes Named One of America's Most Responsible Companies 2021</p> <p>Barnes Named One of America's Most Trusted Companies 2022</p> <p>Code of Conduct</p>	<p>Diversity and Inclusion: GRI 405</p> <p>Training and Development: GRI 404</p> <p>General Disclosures: GRI 2-23; GRI 2-26</p>

UNGC Principles	Barnes Approach	ESG Report Page Number / Other Source URL	Cross-Reference to GRI 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 Code of Conduct by ensuring the safety, security, and fundamental human rights of their employees, all of which are consistent with our Values.	Supplier Code Barnes Enterprise System	
Labor Standards			
<p>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p>4. Businesses should uphold the elimination of all forms of forced and compulsory labor.</p> <p>5. Businesses should uphold the effective abolition of child labor.</p> <p>6. Business should uphold the elimination of discrimination in respect of employment and occupation.</p>	<p>Barnes has a comprehensive Code of Business Ethics and Conduct. We require all employees to comply with, and have training on, the Barnes Code of Business Ethic and Conduct. Our commitment to fair treatment, and human rights, also extends to our, suppliers and other partners, though our Supplier Code of Business Ethics and Conduct.</p> <p>We do not use or condone any form of forced or indentured labor or human trafficking in the supply chain, manufacture or distribution of our products.</p> <p>Barnes is dedicated to cultivating a workplace that prioritizes the development, empowerment, and engagement of all our employees and values the diversity and inclusion of every individual. Each and every employee makes Barnes a unique and special company, and their collective contributions have allowed us to create a culture of inclusiveness. The diversity of our experiences, capabilities, and perspectives are the cornerstone of what it truly means to engage as ‘One Team, One Company’ to promote and support our collective success.</p> <p>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.</p>	<p>Code of Conduct</p> <p>Supplier Code</p> <p>Culture and Diversity</p> <p>Barnes Human Rights Policy</p> <p>Respecting Human Rights, page 8</p> <p>Diversity and Inclusion, page 27</p>	<p>General Disclosures: GRI 2-23; GRI 2-26</p>

UNGC Principles	Barnes Approach	ESG Report Page Number / Other Source URL	Cross-Reference to GRI Standards
	<p>Diversity and Inclusion (D&I) is core within our Values and has been integrated into our Barnes Enterprise System (BES) and our Talent Management System (TMS) for many years.</p> <p>We embrace the expansion of our business around the world as an opportunity and value diversity and inclusion as we work seamlessly across borders. We partner with employees, suppliers, and customers of different cultures while respecting and contributing to the communities where we work and live.</p>		
Environment			
<p>7. Businesses should support a precautionary approach to environmental challenges.</p> <p>8. Businesses should undertake initiatives to promote greater environmental responsibility.</p> <p>9. Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>	<p>At Barnes, we value environmental preservation and strive to protect the environment through our operating processes. We also work to make sure our workplaces are energy efficient, environmentally sound, sustainable and compliant with laws and regulations where we do business.</p> <p>We dedicate significant resources and efforts to designing and manufacturing innovative products that meet customer needs most effectively and efficiently. Together with these efforts, we also design and manufacture products that comply with environmental requirements, minimize environmental disruption and sustain natural resources.</p>	<p>Climate Risks and Opportunities, page 8-9</p> <p>Environment, page 15</p> <p>Waste Management, page 16</p> <p>Recycle, page 17</p> <p>Water Conservation, page 17-18</p> <p>Energy Conservation, pages 18-19</p> <p>Renewable Energy at Barnes, page 19</p> <p>Products, pages 9-12</p>	<p>General Disclosure: GRI 2-27</p> <p>Energy Conservation & Emissions Reduction: GRI 302; GRI 305</p> <p>Waste & Water Management: GRI 306; GRI 303</p>

Anti-corruption

<p>10. Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>At Barnes, we value fairness, transparency, and honesty in all interactions with everyone we do business with, including customers, government agencies, suppliers, distributors and competitors.</p> <p>Our Company does not condone, under any condition, the offering or payment of “kickbacks,” “under-the-table” payments, illegal rebates or other similarly improper payments in exchange for business.</p> <p>Employees are expected to complete Code of Conduct training as assigned and re-affirm their adherence to the Code of Conduct as part of the training requirements.</p>	<p><u>Recognizing and Avoiding Bribery and Corruption</u></p>	<p>General Disclosures: GRI 2-23; GRI 2-26</p>
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Appendix D

TCFD Index

Barnes has developed this document based on the recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD) and is organized in order of the TCFD areas of focus: Governance, Strategy, Risk Management, and Metrics and Targets.

TCFD Recommendation	Barnes Disclosure	Disclosure Location
Governance		
a) Describe the board's oversight of climate-related risks and opportunities.	<p>The Board of Directors is our highest governing body and is actively engaged in risk management oversight, succession planning, and corporate governance matters. With regard to ESG, in particular, the Board exercises governance over ESG through its three key standing committees.</p> <ul style="list-style-type: none"> 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 and Management Development 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. <p>While risk management is the responsibility of the Company's management team, the Board is responsible for oversight of the Company's risk management activities generally. The Audit Committee has been designated by the Board to take the lead in overseeing risk management at the Board level and each of the committees of the Board are tasked with assisting the Board with the oversight of certain categories of risk management within their respective areas of responsibility. The Audit Committee has primary responsibility for reviewing and discussing the guidelines and policies that govern the processes by which the Company assesses and manages its exposure to risk, including the Company's enterprise risk management program. The Audit Committee periodically meets with management and the Board of Directors to discuss these guidelines and policies and reviews and assesses management's identification and assessment of major risk exposure and the manner in which risk is being monitored and controlled in areas such as: external financial reporting and controls, litigation and compliance, safety, data protection and cybersecurity. The Audit Committee also 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. In conducting the above, the Audit Committee considers the nature of the material risks the Company faces and the adequacy of the Company's guidelines and policies to respond to and manage these risks. The Audit Committee receives updates from</p>	<p>2022 ESG Report > Governance: Board of Directors, page 6</p> <p>Audit Committee Charter</p> <p>Compensation and Management Development Committee Charter</p> <p>Corporate Governance Committee Charter</p> <p>2022-Proxy-Statement</p>

	management and others, including the Company's internal and external auditors and, in many instances, the discussion of these risk factors is integrated within the topics on the Board and committee agendas.	
b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>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.</p> <p>The ESG Steering Committee, consisting of members of the Senior Leadership Team, assesses and annually reports to the Board of Directors on the performance of the Company's ESG efforts. 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.</p>	Charter of the Barnes ESG Steering Committee
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>In 2021, to better understand the climate-related risks and opportunities across our Company, we conducted our first climate scenario analysis. 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 have identified climate-related risks and opportunities that were highlighted through our climate scenario analysis process with potential impact to our business over the short, medium, and long-term horizons.</p> <p>Weather-related events, natural disasters, political disruptions or wars involving oil-producing countries, changes in governmental policy concerning aircraft fuel production, changes in refining capacity, and other unpredictable events may result in future fuel supply shortages and fuel price increases. For example, widespread disruption to oil production, refinery operations and pipeline capacity in certain areas of the U.S. can impact the price of jet fuel significantly. In addition, our customers' and suppliers' facilities, as well as our own facilities, are located in areas that may be affected by natural disasters, including earthquakes, windstorms, droughts and floods, or by limited accessibility to sufficient water resources, which could cause significant physical damage and disruption to our equipment and facilities, as well as the infrastructure of our customers and suppliers, and, in turn, could have a material adverse effect on our business, financial condition, results of operations and cash flows.</p> <p>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</p>	<p>2022 Form 10-K, pages 9-10</p> <p>2022 Proxy Statement: page 7</p> <p>See our 2022 ESG Report > Climate Risks and Opportunities, page 8-9</p>

	<p>cutting-edge electric vehicles. Also, its latest technology in stamping enables faster production speeds with longer tool life while consuming less energy. 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.</p>	
b) Describe the impact of climate- related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p>Climate change, or legal, regulatory or market measures to address climate change, may materially adversely affect our financial condition and business operations.</p> <p>A major catastrophe such as an earthquake, windstorm, drought, flood or other natural disaster, infectious disease outbreak, significant labor strikes, work stoppages, or political unrest, in any of the areas where we or our customers or key suppliers conduct operations could result in a prolonged interruption of our business. Any disruption resulting from these events could cause significant delays in the manufacture or shipment of products or the provision of repair and other services that may result in our loss of sales and customers.</p> <p>Although we have obtained property damage and business interruption insurance, our insurance will not cover all potential risks. The effects of climate change, including extreme weather events, long-term changes in temperature levels, water availability, supply costs impacted by increasing energy costs, or energy costs impacted by carbon prices or offsets may exacerbate these risks. Such disruptions could interrupt our ability to manufacture certain products and result in increased pricing, and could materially and adversely affect our business, financial condition, results of operations and cash flows.</p> <p>The Company continues to expand applied and fundamental research and development activities to generate a continuous flow of innovative new products and services for our customers. Focal areas include the development of new technology that significantly improves existing products, components, integrated systems and services, and the development of new applications for existing products and services. Our product development strategy is driven by product design teams and collaboration with our customers, particularly within Industrial's Molding Solutions and Automation businesses. Initial focus has been on four key technology platforms including digitalization, software, hardware and sensors, each of which we believe will be instrumental to the future success of the Company. These combined technologies are planned to be at the core of the next generation of products and services we bring to market. Investments in research and development are critical to our long-term growth, enabling us to meet changing customer and marketplace needs.</p> <p>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</p>	<p>2022 Form 10-K, pages 9-10</p> <p>See our 2022 ESG Report > Climate Risks and Opportunities, page 8-9 Improving Fuel Efficiency, page 11; Vehicle Electrification, page 12</p>

	<p>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.</p>	
c) Describe the resilience of the organization’s strategy, taking into consideration different climate- related scenarios, including a 2°C or lower scenario.	<p>Our qualitative evaluation of climate scenarios 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.</p> <p>Key outcomes for ongoing strategic conversations about Climate-related Risks and Opportunities as they relate to our relationship with automotive, aerospace and healthcare industries are:</p> <ul style="list-style-type: none"> • Of the two physical risk scenarios, the Moderate to High Emissions Scenario enhances Climate-related Physical Risks the most and has the greatest impact on business interruption due to temperature extremes, current water risk, and future water risk. • Of the two transition risk scenarios, the Low Emissions Scenario enhances Climate-related Transition Risks the most and has the greatest impact on operating costs of the due to increased Cost of Carbon. <p>We continue to evaluate and refine 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.</p>	<p>2022 Form 10-K, pages 9-10</p> <p>See our 2022 ESG Report > Climate Risks and Opportunities, page 8-9</p>

Risk Management		
a) Describe the organization's processes for identifying and assessing climate-related risks.	<p>Increased operating costs and business interruption are risks to Barnes; hence, the questions used to guide the climate scenario analysis are listed below:</p> <ul style="list-style-type: none"> • "Will there be a climate-related increase in business interruptions across operations?" • "Will there be increased climate related operating costs?" • "How will 'Net Zero' commitments by our customers impact our cost of doing business?" • "How will shifting airline passengers to less carbon intensive transportation modes impact Aerospace?" • "How will single-use-plastics bans (EPR Laws) impact Molding Solutions?" • "How will the emergence of Electric Vehicles (EVs) impact our business with Automotive customers?" • "How will increased human health challenges impact our business with Health Care customers?" 	<p>2022 Form 10-K, pages 9-10</p> <p>See our 2022 ESG Report> Reporting Frameworks, page 8; Climate Risks and Opportunities, page 8-9</p>
b) Describe the organization's processes for managing climate-related risks.	<p>Barnes evaluates and manages environmental risks in accordance with its Health, Safety and Environmental Affairs (HSE) Management System and as part of its enterprise risk management (ERM) program. The HSE 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, and ESG has been identified as an enterprise risk and assessed based on impact and likelihood by our Risk Council as part of their annual enterprise risk survey. The Risk Owner is responsible for identifying mitigation strategies, coordinating implementation of those strategies across the enterprise, and reporting progress to the Council and Board. Furthermore, when evaluating longer-term social and environmental issues that may impact our business, such as climate change, we apply the precautionary approach. 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.</p>	<p>See our 2022 ESG Report> Reporting Frameworks, page 8 Climate Risks and Opportunities, page 8-9; Reducing Global Emissions, page 10; Health Safety and Environmental Affairs (HSE), page 13; Environment, page 15; Energy Conservation, pages 18-19; Renewable Energy at Barnes, page 19</p>
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>Through our existing enterprise risk management process, Barnes manages a broad range of risks related to our business and the industries in which we operate, including risks related to climate change, and legal, regulatory and market measures to address climate change.</p>	<p>Barnes Enterprise System</p>

Metrics and Targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Our climate-related metrics, Energy, Water and Waste, can be found in our 2022 Environmental, Social and Governance Report.	See our 2022 ESG Report > Environment, page 15; Water Conservation, page 17-18; Energy Conservation, pages 18-19; Renewable Energy at Barnes, page 19
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	The GHG emissions reported are measured in metric tonnes of carbon dioxide equivalents (MT CO2e) and include natural gas used in our facilities (Scope 1) and indirect emissions from grid electricity (Scope 2). We have determined that fleet emissions from company vehicles are not material and are therefore not included in the Scope 1 emissions reported.	See our 2022 ESG Report > Environment, page 15
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	We are mindful of our potential environmental footprint and seek continuous improvement opportunities to reduce our impact, particularly our energy and water usage, as well as our waste. Barnes is working to reduce the energy and water we use in our factories, and the amount of industrial process waste we generate from our manufacturing operations. The Barnes HSE Standards define the metrics and supporting documentation to be reported by all non-office locations greater than 20,000 ft2 using our centralized HSE information system. To ensure accuracy in reporting, select data is audited by our Internal Audit Department (IAD) and our centralized HSE information system stores an electronic audit trail for our data. Given the interests and inquiries expressed by our stakeholders, we have prioritized the disclosure of energy (Scope 1 and Scope 2 GHG emissions) and water usage.	See our 2022 ESG Report > Environmental, page 15; 2022 Proxy Statement: page 7