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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.

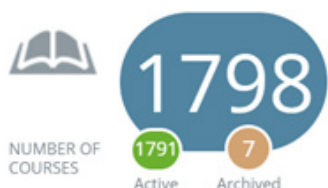
Develop

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.