



# Environmental, Social, and Governance



## Full Report

Driving stakeholder value in pursuit of a better, cleaner, more inclusive, and sustainable world.

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# About Barnes

Barnes Group Inc. (NYSE: B) leverages world-class manufacturing capabilities and market-leading engineering to develop advanced processes, automation solutions, and applied technologies. With a celebrated legacy of pioneering excellence, Barnes delivers exceptional value to customers through advanced manufacturing capabilities and cutting-edge industrial technologies. **Barnes Aerospace** specializes in the production and servicing of intricate fabricated and precision-machined components for both commercial and military turbine engines, nacelles, and airframes. **Barnes Industrial** excels in advancing the processing, control, and sustainability of engineered plastics and delivering innovative, custom-tailored solutions for industrial automation and metal forming applications. Established in 1857 and headquartered in Bristol, Connecticut, USA, the Company has manufacturing and support operations around the globe.

## Our Values

The Barnes Values are the cornerstone of the Company and the bedrock upon which Barnes has been built and sustained since our founding in 1857.

### 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.

## Our Code of Conduct

The Barnes [Code of Business Ethics and Conduct](#) builds on our values and reaffirms our commitment to our people, customers, stakeholders, and communities. Our Code requires us to uphold the highest levels of integrity and to act in accordance with all applicable laws and regulations.

## Primary Markets



Aerospace



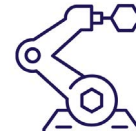
Healthcare



Advanced  
Manufacturing



Packaging



Automation



Automotive

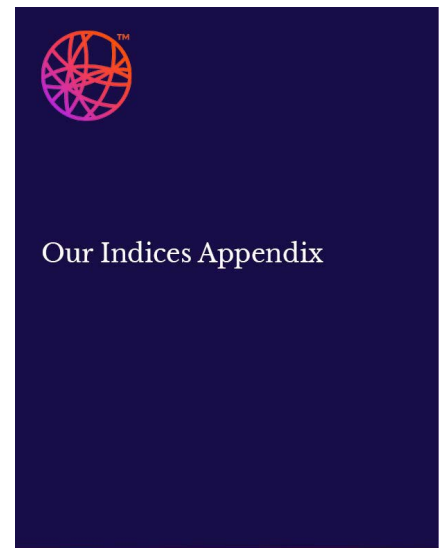
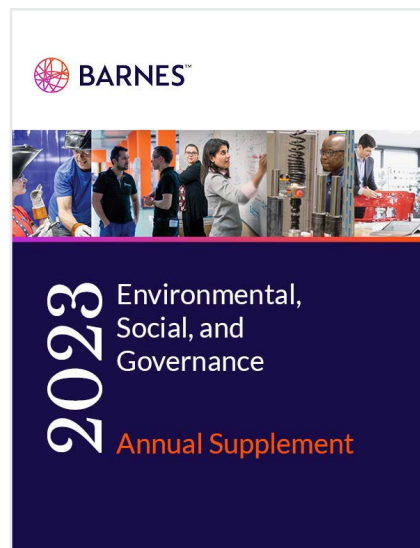
# ESG At Barnes

## Our Vision Is To Pioneer Technologies That Help Change The World

At the heart of Barnes' sustainability efforts is our commitment to positive change. We face our present and future environmental and social challenges responsibly and with integrity, leveraging and innovating our technologies to transform our business and the world. We are committed to social betterment through the promotion of inclusion and community and governance with integrity.

## Our ESG Reporting

This report lays out the structure for the environmental, social, and governance (ESG) program at Barnes. This report is in three parts. Each of the three parts is included in the Full ESG Report.



Our **Full ESG Report** provides the framework and information about the Barnes ESG program. We outline our commitment to environmental sustainability, social responsibility, and governance and accountability. Included in the full report is our Annual Supplement and Indices Appendix.

The **Annual Supplement** provides quantitative information about our ESG performance on an annual, fiscal-year basis.

The **Indices Appendix** provides references to the global standards and indices. Barnes has prepared its ESG Report and Annual Supplement with reference to the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board Standards (SASB) Standards framework, the United Nations Global Compact (UNGC), and Taskforce on Climate-related Financial Disclosures (TCFD).



# Our Commitment to Environmental Sustainability



## Our Products & Processes

Our commitment to environmental sustainability and innovation is embedded in our products and manufacturing processes. In partnership with our customers, we strive to design and manufacture products that meet sustainability goals and expectations. In collaboration with our suppliers, we source materials responsibly while respecting ethical labor practices and environmental impact.

We utilize operational excellence and continuous improvement frameworks to evaluate product design, manufacture, and end application, ensuring optimal resource usage, reduction in emissions, and minimization of waste.

### Barnes Industrial Initiatives

Our Barnes Industrial business is dedicated to addressing environmental challenges through several key initiatives, including reducing global emissions, mitigating waste, and collaborating with customers on vehicle fuel efficiency and electrification. In our Molding Solutions business, our products support global efforts to decrease carbon footprints by optimizing product design and manufacturing efficiency.

Serving diverse global markets, we assist customers in delivering innovative technology solutions that enhance fuel efficiency across internal combustion engines, hybrid, and electric vehicles. We provide mission-critical components such as cooling systems and battery safety components, which enable state-of-the-art advancements in electric vehicles. We ensure both efficiency and reliability in this transformative market.

# Our Products & Processes

## Barnes Aerospace Initiatives

Barnes Aerospace is engaged in several key environmental sustainability initiatives focused on its internal processes, as well as partnering with our customers to support their environmental sustainability efforts. Our continuous improvement focuses include enhancements to our manufacturing processes to reduce energy usage, water, and material waste. In addition, we have undertaken efforts to reduce packaging waste in our value chain, including partnering with customers to implement the use of recycled shipping containers.

We work directly with our OEM customers on the design, manufacture, and implementation of new component part designs with lower weight, leading to improved aircraft fuel efficiency. In addition, we have incorporated newly refined castings and forging designs to reduce material waste in the manufacturing process and embraced additive manufacturing to produce new manufacturing tooling for a more sustainable and resource-efficient approach.

In our Barnes Aerospace MRO business, we collaborate with customers to develop new innovative repairs to reduce the number of used parts that are scrapped during engine overhauls and replaced with newly manufactured parts.

Barnes Aerospace maintains ISO, AS, and NADCAP certifications to support its customers' needs from start to finish. The business is committed to delivering efficient processes and superior quality in every complete solution, from manufacturing to repair.



# Our Products & Processes

## Product Safety

We are committed to delivering products and solutions to our customers that uphold the highest standards of quality and safety by utilizing robust advanced planning methodologies and actively engaging with and listening to internal and external stakeholders. From the direct manufacturing of medical components and adjacent supporting of medical products, Barnes products indirectly enable health and safety worldwide.

Our dedication to quality extends to our proactive approach to product safety issues. We investigate all product safety issues, aiming to identify root causes, implement corrective actions and field instructions to rectify any ongoing concerns. In this process, we prioritize collaboration with regulatory authorities to ensure cooperation and adherence to industry standards and compliance requirements.





# Our Products & Processes

At Barnes, Operational Excellence means identifying and implementing water and energy conservation, and waste management initiatives. This includes digitalization projects that optimize water and energy uses in our manufacturing processes, filtration and recirculation, reduction or elimination of single-use cooling water, rainwater collection loops, energy-efficient LED lighting, motion sensors, programable thermostats, and upgraded insulation.

## Energy Conservation & Renewable Energy

Barnes is committed to energy conservation and utilizes renewable energy sources. Our facilities continue to expand their use of energy-efficient LED lighting, motion sensors, and timers on energy-consuming systems. Further examples of conservation efforts include adding more efficient insulation, identifying compressed air leaks, and timers.

Many facilities purchase or generate renewable energy for their own consumption. This includes rooftop solar and the purchase of power from hydropower, wind power, biomass heating, and the purchase of Renewable Energy Guarantees of Origin (REGO).



# Our Products & Processes

## Water Management

Barnes continues to make steady progress on water conservation, management, and reduction. Through our Operational Excellence framework, Barnes has evaluated its manufacturing processes for optimized water use, including the reuse of wastewater. Across our global manufacturing facilities, we have implemented digitalization projects, closed-loop water systems, rainwater collection, water monitoring systems, and other water management tools to reduce water consumption.

## Waste Management

Our Health, Safety, and Environmental Affairs (HSE) information tracks waste generation data according to the framework established in our corporate environmental standards. Centralized reporting of non-recycled and recycled industrial process wastes enables us to identify pollution prevention and waste minimization opportunities and drive a more significant percentage of our industrial waste streams toward recycling.

We aim to minimize waste generation at the process level, increase resource efficiency, and reduce single-use waste to reduce the volume sent for offsite disposal. For example, we segregate process wastes or byproducts such as spent grits, abrasive media, and grinding wheels that can be recycled or reclaimed to avoid sending them to the landfill. We also seek opportunities to eliminate or reduce dunnage, wooden pallets, office paper, and single-use plastic cups or bottles.

Our sites also create systems to collect and recycle plastics, including test pieces from mold trials for new and modified products. These parts and unused granules are shipped to 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, preventing the material from being landfilled and supporting the circular economy.



# Reporting

Our pursuit of Operational Excellence requires us to continually identify ways to conserve water, increase energy efficiency, and reduce waste.

## Assessments & Disclosures

### Scope 1 & Scope 2 Green House Gas Emissions Disclosure

The Barnes HSE management system includes a centralized HSE information system for energy and water usage. Validation of this centralized Scope 1 & Scope 2 and water usage data is performed annually by both the Barnes Internal Audit department and external third-party consultants.

### EcoVadis

Barnes businesses participate in the EcoVadis sustainability assessment to assess our Company's material sustainability impacts against documented evidence.

### Climate Disclosure Project (CDP)

Barnes completes the Climate Disclosure Project (CDP) Climate Change questionnaire and provides our CDP rating to select stakeholders. The CDP questionnaire is aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).



# Our Commitment to Social Responsibility

# Our Commitment to Our People

Our employees are our most important asset and a key driver of our success. Through our Talent Management System (TMS), we reinforce our commitment to diversity, inclusion, and fairness in our hiring and promotion processes. The TMS provides robust processes and tools to facilitate and support our employees' development, empowerment, and engagement to unleash and reach their full potential.

## Assessments & Disclosures

### Attract

Barnes supports the diverse and evolving needs of our global workforce and the organization's need for productivity, efficiency, and innovation through initiatives such as apprenticeship and intern/co-op programs, hybrid flexible work arrangements, and the [BarnesWorx™ Community](#).

### Perform

Barnes' processes and tools help 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

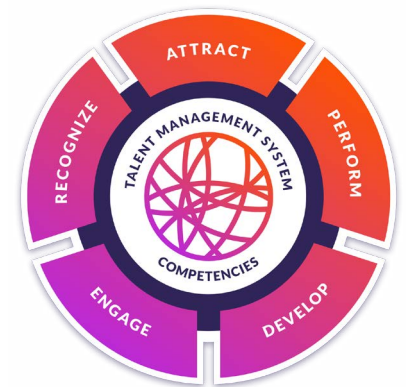
Barnes supports the development of employees through ongoing training and awareness, assessments, career planning, and development and enrichment opportunities. The Barnes University learning portal provides employees with thousands of individually managed training courses to support upskilling the workforce in digital literacy, computational thinking, data analytics, and visualization offerings.

### Engage

Barnes upholds employee engagement and involvement across the Company and in the communities in which our employees work and live. Our Global Employee Engagement Survey was designed to assess how employees feel about their workplace with the goal of **Listening Better, Engaging our Talent, and Driving Growth**.

### Recognize

Aligned with our "pay-for-performance" philosophy, Barnes recognizes and rewards employees for their contributions to the Company and facilitates their ongoing engagement, performance, and retention. We utilize rigorous pay practices to ensure our team members are compensated fairly, equitably, and competitively.



# Our Commitment to Our People

## Compensation & Benefits

Barnes is proud to offer comprehensive benefits and competitive pay. Our compensation program is aligned with our pay-for-performance philosophy, external market competitiveness, and internal practices to ensure team members are compensated fairly, equitably, and competitively across the Company.

Our benefits packages include comprehensive medical benefits, mental health care, retirement programs, financial protection, and other work/life services to help our employees and their families thrive. We empower and enable employees to take control of their health and well-being by providing holistic and purpose-driven programs. Our benefits include paid memberships and access to Care.com, the Calm app, Tuition.io support, and pet insurance.

## Global Hybrid Flexible Work Arrangements

Our global flexible work arrangement enhances our employees' working experience, inspires innovative and an engaged work culture, and enables work-life balance. Through our Global Hybrid Flexible Work Arrangement Program, we balance the diverse and evolving needs of our global workforce with the Company's focus on driving productivity, efficiency, and innovation. While the Global Hybrid Flexible Work Arrangement Program may be more applicable to salaried positions, our hourly positions can leverage modified shift schedules based on production requirements and business needs.

## Recognition

The Barnes Annual Achievement Awards, Thomas O. Barnes Innovation Leadership Award, and the Barnes BRAVO Program recognizes employees who go above and beyond to contribute to the Company's performance and success in alignment with our Core Values.



# Our Commitment to Diversity & Inclusion

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.

## Celebrating Our People

Diversity of thought, perspective, and approach is a powerful means to uncover innovative solutions for the unique challenges of today and tomorrow. This approach serves as a genuine differentiator and key competitive advantage for Barnes. We believe that a diverse workforce fosters collaboration, creativity, and innovative ideas, and our Senior Leadership Team is committed to elevating D&I conversations to drive innovation and tangible, sustainable outcomes.

Barnes values the diversity and inclusion of every individual, and every employee makes Barnes a unique and special Company. “Celebrating Our People” is an internal communication initiative designed to embrace and celebrate the **global and cultural diversity** at Barnes. It provides a platform for the Company to highlight and observe the multicultural differences among our employees.

## Partners

**National Society of Black Engineers (NSBE)** – Barnes has a longstanding partnership with the NSBE. Funded through the Barnes Foundation, we provide scholarships to undergraduate students majoring in mechanical, design, project, industrial, plastics, software, data science, robotics, and/or computer engineering. We support NSBE’s mission “to increase the number of culturally responsible Black engineers who excel academically, succeed professionally, and positively impact the community.”

**Society of Women in Engineering (SWE)** – Barnes is a Corporate Partnership Council Member and supports SWE’s mission to “empower women to achieve their full potential in careers as engineers and leaders.” Our partnership strives to increase diverse representation in our global workforce.

**Women in Aviation International (WAI)** – Barnes maintains a membership with WAI, an organization dedicated to encouraging and advancing women in aviation.

# Our Commitment to Health & Safety

## Health, Safety & Environmental

Barnes is firmly committed to promoting and maintaining a safe workplace for our employees and communities and ensuring that our operations align with all relevant laws, regulations, and corporate policies concerning workplace safety and environmental protection. Our HSE program includes documented standards that are consistent with our commitment to HSE and applicable to all Barnes strategic business units. Moreover, our internal HSE audit program employs standard protocols to measure and monitor progress, ensuring that actions are diligently tracked to closure and results are transparently communicated to our Senior Leadership Team.

Our “safety first” mindset starts with our leadership. We actively work towards identifying and mitigating workplace hazards to prevent injuries. This is achieved through the implementation of our HSE standards and initiatives like the critical risk mitigation program, HSE Zone Leadership, the utilization of job safety analyses, risk assessments, non-routine pre-job reviews, and management of change. Our operations and HSE leaders collaborate directly with employees who face risks associated with lockout/tagout, working from heights, and confined space entry to “practice safety” – exercise the correct steps to execute tasks safely.

Our HSE oversight extends to hazardous waste management and compliance with environmental permitting and reporting requirements, reflecting our commitment to environmental compliance and minimizing environmental impact.





# Our Commitment to Our Communities

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 global 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.

## 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.

## 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.

## Volunteer Action Awards

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 to which the employee has donated their time.



# Our Commitment to Governance and Accountability

# Our Commitment to Governance & Accountability

## Our Board of Directors

The Barnes Board of Directors is the Company's highest governing body. The Board exercises governance over ESG through standing Audit, Compensation and Management Development, Corporate Governance, and Executive Committees.

The Audit Committee 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 directs the Company's efforts to seek, develop, and retain human capital appropriate to support the ongoing transformation of the Company, drive business performance, foster diversity, equity, and inclusion, and support the successful execution of the Company's growth strategy.

The Corporate Governance Committee exercises oversight over shareholder outreach and feedback concerning ESG.

## Our Senior Leadership Team ESG Steering Committee

Barnes established an ESG Steering Committee that includes our CFO, Controller, General Counsel, and VP Human Resources. Guided by its Charter, the Steering Committee monitors global public policy trends, regulatory matters, and other concerns related to ESG and enlists the support of key leaders from many functions within Barnes.



# Our Commitment to Governance & Accountability

## Corporate Governance & Corporate Policies

- ↓ [Code of Business Ethics and Conduct](#)
- ↓ [ESG Steering Committee Charter](#)
- ↓ [Corporate Governance Charter](#)
- ↓ [Corporate Governance Guidelines](#)
- ↓ [Audit Committee Charter](#)
- ↓ [Compensation and Management Development Committee Charter](#)
- ↓ [Policy Regarding Reporting Complaints and Concerns](#)
- ↓ [Political Expenditures and Public Policy Matters](#)
- ↓ [UK Tax Disclosure](#)

## Responsible Sourcing

- ↓ [Supplier Code of Conduct](#)
- ↓ [Conflict Minerals Policy](#)
- ↓ [Human Rights Policy](#)
- ↓ [California Transparency in Supply Chains Act Disclosure](#)

# 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, including, without limitation, statements regarding our ESG goals, commitments, and strategies. Forward-looking statements often contain words such as “anticipate,” “believe,” “expect,” “plan,” “estimate,” “project,” “continue,” “will,” “should,” “may,” and similar terms. These forward-looking statements do not constitute guarantees of future performance and are subject to a variety of risks and uncertainties that may cause actual results to differ materially from any future results expressed or implied by the forward-looking statements. In addition, we have based some of these forward-looking statements on assumptions about future events that may prove to be inaccurate. A detailed discussion of these risks, uncertainties, and other potential factors that could affect our business and performance and cause actual results or outcomes to differ materially from the results, performance or achievements addressed in our forward- looking statements is included in our other filings with the SEC, including in the “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections of our most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings. The Company assumes no obligation to update its forward-looking statements, which speak as of their respective dates, whether as a result of new information, future events, or otherwise.

Please visit the ESG page on our corporate website: [onebarnes.com](http://onebarnes.com) for more information on our ESG program. 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:  
Jessica McCormack  
Assistant General Counsel  
[hse@onebarnes.com](mailto:hse@onebarnes.com)

Investor Contact:  
William Pitts  
Vice President, Investor Relations  
[ir@onebarnes.com](mailto:ir@onebarnes.com)



**BARNES™**



**2023**

**Environmental,  
Social, and  
Governance**

**Annual Supplement**



## 2023 Letter From Our CEO



We are proud to share our 2023 Environmental, Social, and Governance (ESG) Supplement Report. Since 2014, Barnes has published an annual ESG report to communicate our commitment to sustainability and social responsibility and to highlight our efforts and achievements with our stakeholders.

2023 was a pivotal year for transformation and strategic growth.

We remain committed to unlocking Barnes' full potential by accelerating our Growth Vectors of Core Business Execution, Scale Barnes Aerospace, and Integrate, Consolidate & Rationalize Industrial. We continued to work together to drive enterprise value by delivering against Core Business Execution and generating Top Line, Bottom Line, and Pipeline growth in our businesses.

A substantial leap in our Scale Barnes Aerospace Growth Vector, our strategic acquisition of MB Aerospace added 10 locations to our global footprint. Furthering our Integrate, Consolidate, and Rationalize Industrial Growth Vector, Barnes also executed a number of significant business transformation initiatives, including closing and consolidating sales and operating locations across the globe. We expect to realize the benefits of many of these activities in 2024 and beyond.

While we are excited about Barnes' business transformation efforts, we remain firm in 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.

I would like to recognize our associates around the globe whose continuing commitment to Barnes drives our innovation and success.

**Thomas J. Hook**  
President and Chief Executive Officer



## 2023 Barnes at a Glance

Barnes Group Inc. leverages world-class manufacturing capabilities and market-leading engineering to develop advanced processes, automation solutions, and applied technologies for industries ranging from aerospace and medical & personal care to mobility and packaging. With a celebrated legacy of pioneering excellence, Barnes delivers exceptional value to customers through advanced manufacturing capabilities and cutting-edge industrial technologies. Barnes Aerospace specializes in the production and servicing of intricate fabricated and precision-machined components for both commercial and military turbine engines, nacelles, and airframes. Barnes Industrial excels in advancing the processing, control, and sustainability of engineered plastics and delivering innovative, custom-tailored solutions for industrial automation and metal forming applications. Established in 1857 and headquartered in Bristol, Connecticut, USA, the Company has manufacturing and support operations around the globe.

**\$1.45B**

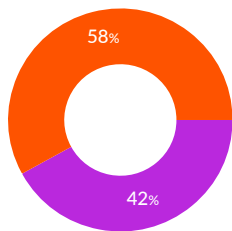
\$ Annual Revenue

**6,500**

Employees

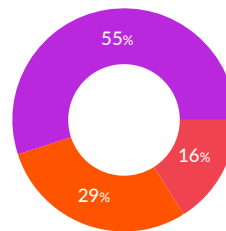
**>70**

Countries Served



Total Sales

- Industrial Segment - \$843
- Aerospace Segment - \$608



Geographic Region

- Americas - \$806
- Europe - \$428
- Asia - \$217



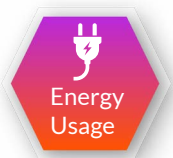


## Our Commitment to Environmental Sustainability

In line with driving Top Line, Bottom Line, and Pipeline growth through core business execution, we continue to reduce the energy and water we use in our factories and the amount of industrial waste we generate from our manufacturing processes. This information is captured in our centralized Health, Safety, and Environmental Affairs (HSE) information system.

In 2023, over fifty percent of the 2023 Scope 1 & Scope 2 and Water Usage data was independently verified using a third-party resource. The remainder was verified by Barnes Internal Audit.

### Scope 1 & Scope 2 Greenhouse Gas Emissions\*



Year	2019	2020	2021	2022	2023*
GHG Emissions (MT CO <sub>2</sub> e)	56,760	48,680	48,880	47,080	45,300
Normalized GHG Emissions (MT CO <sub>2</sub> e/M\$ Sales)	39.6	43.5	38.8	37.3	33.9

### Water Usage\*



Year	2019	2020	2021	2022	2023*
Water (m <sup>3</sup> )	520,800	297,000	302,700	258,000	261,600
M <sup>3</sup> water/M\$ Sales	363	265	240	204	196

### Data Notations

\*Estimated emissions for facilities > 20,000 ft<sup>2</sup>; GHG Emissions for 2019-2021 revised to properly reflect renewable energy; Excludes 2019 Seeger-Orbis divestiture and immaterial company vehicle fleet emissions.

\*\*2023 reporting excludes MB Aerospace Scope 1 & Scope 2 Greenhouse Gas Emissions and Water Usage data.

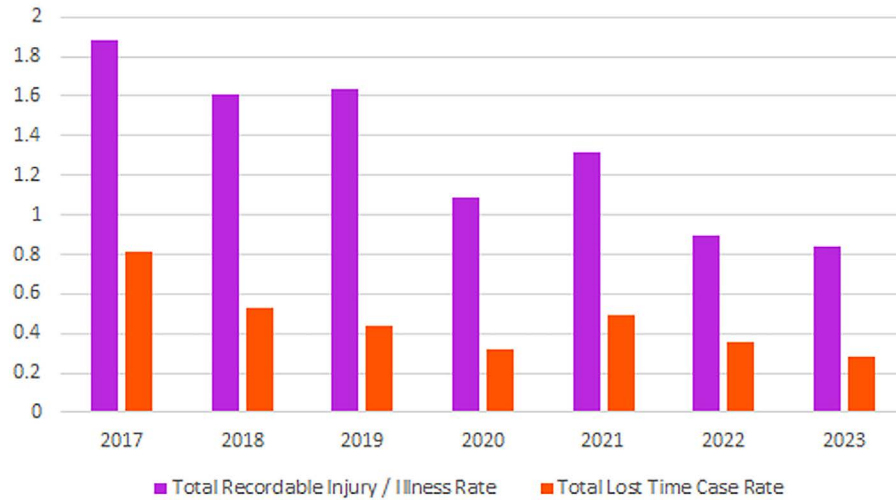


# Our Commitment to Our People

## Health & Safety

Barnes is committed to promoting and maintaining a safe workplace for our employees. We strive to ensure that all aspects of our operations are conducted in conformance with applicable laws and regulations, as well as our corporate policies.

Barnes had no fatalities in 2023.



Safety incidents are recorded in accordance with our corporate standards and calculated and normalized based on 200,000 hours worked.

## Enforcement Actions

Regulatory Compliance Enforcement		
2023	Occupational Safety	\$13,550
2022	Electrical, Wastewater	\$12,045
2021	None Reported	\$0
2020	None Reported	\$0
2019	Air Compliance	\$4,918



# Our Commitment to Our People

## Diversity & Inclusion

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

## U.S. Workforce Diversity

To ensure compliance with the General Data Protection Regulation (GDPR) and other non-U.S. privacy laws, Barnes does not collect diversity data on its workforce outside the U.S.

26%

Self-Identify as an ethnicity  
Other than White/Not Hispanic

33%

U.S. based leadership is female

44%

U.S. Corporate leaders are female

## Recognition

998

Employees recognized in 2023  
through the Barnes BRAVO  
program

\$380K

Total 2023 BRAVO  
program spend

17

Countries represented in the  
Barnes BRAVO program

## Global Hybrid Flexible Work Arrangements

All salaried employees are eligible for flexible/hybrid work arrangements.



## Our Commitment to Our Communities

At Barnes, we believe that being a good corporate citizen begins with being a great community leader. This is why we encourage philanthropy, compassion, and change through our Barnes Group Foundation. The Barnes Group Foundation is committed to supporting education, the arts, civic, and youth activities, and health-related charities in the communities in which Barnes operates.

### 2023 Community Giving

**\$341,00**

Student Scholarship Program

**\$74,250**

Matching Gifts Program

**\$121,171**

United Way Campaign

### Barnes Group Foundation Scholarship Program

The Barnes Group Foundation has administered a Scholarship Program for its global employee workforce since 1976. Since then, we have provided over \$9.5 Million in scholarships, serving over 1,000 students.

### Other Charitable Support

Our global workforce is empowered to identify and support local organizations in the communities in which they live and work. Across the globe, our facilities have supported local non-profit organizations through monetary donations, volunteer hours, food drives, clothing drives, and toy drives.

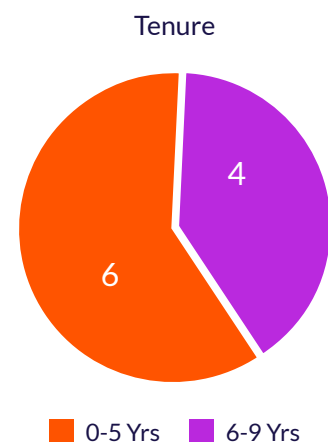
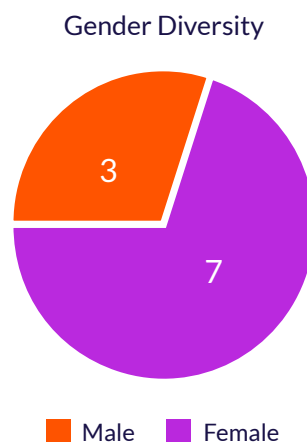
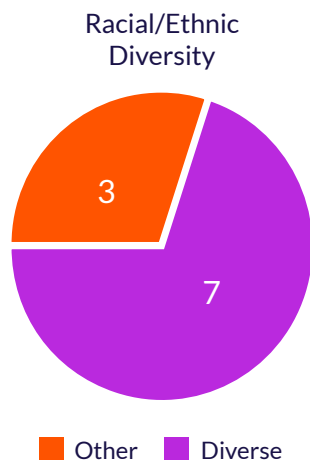


# Our Commitment to Governance and Accountability

## Our Board of Directors

At Barnes, our Board of Directors exercises governance over ESG through the Audit, Compensation, and Corporate Governance Committees. Our Board is ethnically and racially diverse, and four of our directors, or one-third, are women. Women hold key leadership roles on our Board. For example, our Lead Independent Director, who also chairs our Corporate Governance Committee, is female, as is the Chair of our Compensation and Management Development Committee.

## Demographics





# Our Indices Appendix

## Appendix A GRI Content Index

Barnes Group Inc. has reported the information cited in this GRI content index for the period beginning January 1, 2023 through December 31, 2023 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 our 2023 Environmental, Social and Governance (ESG) Report, the 2023 ESG Annual Supplement and public documents that contain relevant data, including [2023 Form 10-K](#), [2024 Proxy Statement](#) and our website, [onebarnes.com](http://onebarnes.com).

GRI 1: Foundation 2021	
GRI 2: General Disclosures 2021	ESG Report Page Number/Direct Response/Other Source URL
2-1 Organizational details	2023 ESG Full Report, About Barnes, Page 3 <a href="#">Barnes Global Locations</a> <a href="#">Barnes 2023 10-K, Pages 1-2</a> <a href="#">About Barnes</a>
2-2 Entities included in the organization’s sustainability reporting	<a href="#">Barnes 2023 10-K, Exhibit 21</a> 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 2024 Barnes publishes an annual financial report which covers the calendar year and was published in February 2024. Barnes’ ESG Contact information is provided in our 2023 ESG Full Report on page 21.
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	2023 ESG Full Report About Barnes, Page 3 <a href="#">Barnes Businesses</a> <a href="#">Barnes 2023 10-K, Part 1, Part 2, Item 8</a>
2-7 Employees	2023 Full ESG Report, Compensation & Benefits, Page 14 2023 ESG Annual Supplement, 2023 Barnes at a Glance, Page 3 2023 ESG Annual Supplement, Diversity and Inclusion, Page 6 <a href="#">Barnes 2023 10-K, Part 1, Page 3</a>

2-8 Workers who are not employees	<a href="#">BarnesWORX</a> - 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	2023 ESG Full Report, Our Commitment to Governance and Accountability, Pages 19-20 2023 ESG Annual Supplement, Our Board of Directors, Page 8 2023 ESG Annual Supplement, Barnes Board at a Glance, Page 8 <a href="#">Barnes 2023 10-K, Part 1, Item 1</a> <a href="#">2024 Proxy Statement: pages 3 - 14, 20 - 23</a>
2-10 Nomination and selection of the highest governance body	<a href="#">2024 Proxy Statement: page 24</a> <a href="#">Compensation and Management Development Committee Charter</a>
2-11 Chair of the highest governance body	<a href="#">2024 Proxy Statement: pages 3, 21</a> <a href="#">Corporate Governance Committee Charter</a> <a href="#">By-Laws</a>
2-12 Role of the highest governance body in overseeing the management of impacts	2023 ESG Full Report, Our Commitment to Governance and Accountability, Pages 19-20 2023 ESG Annual Supplement, Our Board of Directors, Page 8 <a href="#">2024 Proxy Statement: page 23</a>
2-13 Delegation of responsibility for managing impacts	2023 ESG Full Report, Our Commitment to Governance and Accountability, Pages 19-20 2023 ESG Annual Supplement, Our Board of Directors, Page 8 <a href="#">2024 Proxy Statement: page 23</a> <a href="#">Charter-for-ESG-Committee</a>
2-14 Role of the highest governance body in sustainability reporting	2023 ESG Full Report, Our Commitment to Governance and Accountability, Pages 19-20 2023 ESG Annual Supplement, Our Board of Directors, Page 8 <a href="#">2024 Proxy Statement: page 22</a> <a href="#">Audit Committee Charter</a>
2-15 Conflicts of interest	<a href="#">Corporate Governance Committee Charter</a> <a href="#">Code of Conduct, page 8</a>
2-16 Communication of critical concerns	<a href="#">EthicsPoint - Barnes Group Inc.</a>
2-17 Collective knowledge of the highest governance body	<a href="#">2024 Proxy Statement: page 24</a>
2-18 Evaluation of the performance of the highest governance body	<a href="#">Audit Committee Charter</a> <a href="#">Charter-for-ESG-Committee</a>
2-19 Remuneration policies	<a href="#">2024 Proxy Statement: pages 27 - 54</a>
2-20 Process to determine remuneration	2023 Full ESG Report, Compensation & Benefits, Page 14 2023 ESG Annual Supplement, Recognition, Page 6
2-21 Annual total compensation ratio	<a href="#">2024 Proxy Statement: page 48</a>
2-22 Statement on sustainable development strategy	Letter From Our CEO, page 2
2-23 Policy commitments	2023 ESG Full Report, Our Values, page 3; 2023 ESG Full Report, Corporate Governance & Corporate Policies, Page 20 2023 ESG Full Report, Responsible Sourcing, Page 20 <a href="#">Barnes Values</a> <a href="#">Code of Conduct</a> <a href="#">Supplier Code</a> <a href="#">Barnes Human Rights Policy</a>



2-24 Embedding policy commitments	<a href="#">Code of Conduct</a> <a href="#">Supplier Code</a> <a href="#">Barnes Enterprise System</a> <a href="#">EthicsPoint - Barnes Group Inc.</a>	
2-25 Processes to remediate negative impacts	<a href="#">EthicsPoint - Barnes Group Inc.</a> <a href="#">Code of Conduct</a> <a href="#">Supplier Code</a> <a href="#">Barnes Enterprise System</a>	
2-26 Mechanisms for seeking advice and raising concerns	2023 ESG Full Report, Our Values, page 3; 2023 ESG Full Report, Corporate Governance & Corporate Policies, Page 20 <a href="#">Code of Conduct, page 6</a> <a href="#">EthicsPoint - Barnes Group Inc.</a>	
2-27 Compliance with laws and regulations	Environmental Compliance is managed by our Health, Safety and Environmental Affairs (HSE) program. 2023 Full ESG Report, Health Environment and Safety, Page 16 2023 ESG Annual Supplement, Enforcement Actions, Page 5 <a href="#">Code of Conduct</a> <a href="#">Supplier Code</a>	
2-28 Membership associations	Swissmem Plastics Industries Association Aerospace Industries Association Aerospace Components Manufacturers (CT) Connecticut Business and Industry Assoc. Taiwan Aerospace Industry Assoc. ADS Group Aviation Valley AIM-European Brands Assoc. American Mold Builders Assoc. Soc. of Automotive Engineers Trade Assoc. of Solothurn	East Lancashire Chamber of Commerce Verband Deutscher Werkzeug-und Formenbauer e. V. WVIB (Wirtschaftsverband Industrieller Unternehmen Baden e.V.) INNONET Kunststoff Baden-Württemberg Swedish Chamber of Commerce, Jönköping Svenskt Näringsliv ("The Confederation of Swedish Enterprise") SKTC, Industrial competence training FKG – Fordonskomponentgruppen American Soc. of Mech. Engineers Assoc. of Swiss Suppliers of Metalworks Trade Assoc. of Gretchen Property Owners' Assoc., Region Solothurn Apprentices Association - State
2-29 Approach to stakeholder engagement	2023 Full ESG Report, Reporting, Page 11 2023 Full ESG Report, Engage, Page 13 2023 ESG Annual Supplement, Recognition, Page 6 <a href="#">2024 Proxy Statement: Stockholder Engagement, pages 19-20, 30</a>	
2-30 Collective bargaining agreements	Approximately 20% of our employees are covered by collective bargaining agreements, trade union agreements and/or national industry agreements. <a href="#">Barnes 2023 10-K, Part 1, Item 1A, page 12</a>	
<b>GRI 3: Material Topics (2021)</b>	<b>ESG Report Page Number/Direct Response/URL</b>	
3-1 Process to determine material topics	2023 Full ESG Report, ESG At Barnes, Page 4; 2023 Full ESG Report, Reporting, Page 11 <a href="#">Barnes Enterprise System</a>	

3-2 List of material topics	<p>There were no significant changes in our priority issues since our last report.  <a href="#">Barnes 2023 10-K, Part 1, Item 1A</a></p> <table border="1" data-bbox="659 315 1583 639"> <thead> <tr> <th>Priority Issues for Barnes</th> <th>Corresponding GRI Topic-Specific Standards</th> </tr> </thead> <tbody> <tr> <td>Energy Conservation &amp; Renewable Energy</td> <td>GRI 302: Energy &amp; GRI 305: Emissions</td> </tr> <tr> <td>Water Conservation</td> <td>GRI 303: Water and Effluents</td> </tr> <tr> <td>Waste Management &amp; Recycling</td> <td>GRI 306: Waste</td> </tr> <tr> <td>Safety</td> <td>GRI 403: Employee Health and Safety</td> </tr> <tr> <td>Employee Development and Engagement</td> <td>GRI 404: Training and Education</td> </tr> <tr> <td>Diversity and Inclusion</td> <td>GRI 405: Diversity and Equal Opportunity</td> </tr> <tr> <td>Community</td> <td>GRI 413: Local Communities</td> </tr> <tr> <td>Product Safety</td> <td>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																		
<b>Topic-Specific Disclosures</b>	<b>Report Page Number/Direct Response/Other Source URL</b>																		
<b>GRI 302: Energy 2016</b>																			
3-3 Management of Material Topics	<p>See Disclosure 305 – Emissions 2016 for Energy-related disclosures            2023 Full ESG Report, Reporting, Page 11            2023 Full ESG Report, Barnes Industrial Initiatives, page 6            2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7            2023 Full ESG Report, Health Environment and Safety, Page 16            2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9            2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page <a href="#">4</a>  <a href="#">Code of Conduct: page 18</a>  <a href="#">Barnes Enterprise System</a></p>																		
302-1 – Energy consumption within the organization	<p>2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9            2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4</p>																		
302-4 – Reduction of energy consumption	<p>2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9            2023 Full ESG Report, Barnes Industrial Initiatives, page 6            2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p>																		
<b>GRI 303: Water and Effluents 2018</b>																			
3-3 Management of Material Topics	<p>2023 Full ESG Report, Reporting, Page 11            2023 Full ESG Report, Health Environment and Safety, Page 16            2023 Full ESG Report. Water Management, Page 10            2023 ESG Annual Supplement, Water Usage, Page 4  <a href="#">Code of Conduct: page 18</a>  <a href="#">Barnes Enterprise System</a></p>																		
303-3 – Water withdrawal	<p>2023 Full ESG Report. Water Management, Page 10            2023 ESG Annual Supplement, Water Usage, Page 4</p>																		
<b>GRI 305: Emissions 2016</b>																			

3-3 Management of Material Topics	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Health Environment and Safety, Page 16                  2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9                  2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4                  2023 Full ESG Report, Barnes Industrial Initiatives, page 6                  2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p> <p><a href="#">Code of Conduct: page 18</a>  <a href="#">Barnes Enterprise System</a></p>
305-1 – Direct Scope 1 GHG emissions	2023 ESG Annual Supplement, Scope 1 & Scope 2 Greenhouse Gas Emissions, Page 4
305-2 – Indirect Scope 2 GHG emissions	2023 ESG Annual Supplement, Scope 1 & Scope 2 Greenhouse Gas Emissions, Page 4
<b>GRI 306: Waste 2020</b>	
3-3 Management of Material Topics	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9                  2023 Full ESG Report. Waste Management, Page 10                  2023 Full ESG Report, Health Environment and Safety, Page 16</p> <p><a href="#">Code of Conduct: page 18</a>  <a href="#">Barnes Enterprise System</a></p>
306-1 – Waste generation and significant waste-related impacts	<p>2023 Full ESG Report. Waste Management, Page 10                  2023 Full ESG Report, Barnes Industrial Initiatives, page 6                  2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p>
306-2 – Management of significant waste-related impacts	<p>2023 Full ESG Report. Waste Management, Page 10                  2023 Full ESG Report, Barnes Industrial Initiatives, page 6                  2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p>
<b>GRI 403: Occupational Health and Safety 2018</b>	
3-3 Management of Material Topics	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Health Environment and Safety, Page 16                  2023 Full ESG Report, Health, Environment, and Safety, page 16;                  2023 ESG Annual Supplement, Health and Safety, Page 5</p> <p><a href="#">Code of Conduct: page 18</a>  <a href="#">Barnes Enterprise System</a></p>
403-2 – Hazard identification, risk assessment, and incident investigation	<p>2023 Full ESG Report, Health, Environment, and Safety, page 16;                  2023 ESG Annual Supplement, Health and Safety, Page 5</p>
403-9 – Work-related injuries	<p>2023 Full ESG Report, Health, Environment, and Safety, page 16;                  2023 ESG Annual Supplement, Health and Safety, Page 5</p>
<b>GRI 404: Training and Education 2016</b>	
3-3 Management of Material Topics	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Talent Management System, page 13;                  2023 Full ESG Report, Partners, page 15;</p> <p><a href="#">Barnes Enterprise System</a></p>
404-2 – Programs for upgrading employee skills and transition assistance programs	<p>2023 Full ESG Report, Develop, Page 13                  2023 Full ESG Report, Attract, Page 13</p>

**GRI 405: Diversity and Equal Opportunity 2016**

<p>3-3 Management of Material Topics</p>	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Partners, page 15;  <a href="#">Supplier Code</a>                  2023 Full ESG Report, Celebrating our People, Page 15                  2023 ESG Annual Supplement, Diversity and Inclusion, Page 6  <a href="#">Code of Conduct</a>  <a href="#">Culture and Diversity</a>  <a href="#">Barnes Human Rights Policy</a>  <a href="#">Barnes Enterprise System</a></p>
<p>405-1 – Diversity of governance bodies and employees</p>	<p>2023 Full ESG Report, Celebrating our People, Page 15                  2023 ESG Annual Supplement, Diversity and Inclusion, Page 6  <a href="#">2024 Proxy Statement: pages 20, 24</a></p>

**GRI 413: Local Communities 2016**

<p>3-3 Management of Material Topics</p>	<p>2023 Full ESG Report, Reporting, Page 11                  2023 ESG Annual Supplement, 2023 Community Giving, Page 7  <a href="#">Code of Conduct</a>  <a href="#">Barnes Enterprise System</a></p>
<p>413-1 – Operations with local community engagement, impact assessments and development programs</p>	<p>2023 Full ESG Report, Recognize, Page 13                  2023 ESG Annual Supplement, 2023 Community Giving, Page 7                  2023 ESG Annual Supplement, Recognition, Page 6</p>

**GRI 416: Customer Health & Safety 2016**

<p>3-3 Management of Material Topics</p>	<p>2023 Full ESG Report, Reporting, Page 11                  2023 Full ESG Report, Our Products &amp; Processes Safety, Pages 6-7                  2023 Full ESG Report, Product Safety, Page 8  <a href="#">Code of Conduct</a>  <a href="#">Barnes Enterprise System</a></p>
<p>416-1 – Assessment of the health and safety impacts of product and service categories</p>	<p>2023 Full ESG Report, Product Safety, Page 8</p>

## Appendix B

### SASB Framework Alignment

Barnes has aligned its ESG disclosure to the Sustainability Accounting Standards Board (SASB) framework, under stewardship of the International Sustainability Standards Board (ISSB), with the recommended metrics of the Industrial Machinery and Goods Sustainability Accounting Standard (Version 2023-2) 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
<b>Energy Management</b>	(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) – 2023 Full ESG Report, Energy Conservation & Renewable Energy, Page 9 (2) & (3) – 2023 Full ESG Report, Energy Conservation & Renewable Energy, Page 9
<b>Employee Health &amp; Safety</b>	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	(1) – 2023 Full ESG Report, Health, Environment, and Safety, page 16; 2023 ESG Annual Supplement, Health and Safety, Page 5 (2) – 2023 Full ESG Report, Health, Environment, and Safety, page 16; 2023 ESG Annual Supplement, Health and Safety, Page 5 (3) – Our HSE program, described on page 16, tracks our NMFR, and does not disclose this figure externally.
<b>Fuel Economy &amp; Emissions in Use-phase</b>	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	RT-IG-410a.1	2023 Full ESG Report, Our Products & Processes, Pages 6-10 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	2023 Full ESG Report, Our Products & Processes, Pages 6-10 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	2023 Full ESG Report, Our Products & Processes, Pages 6-10 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	2023 Full ESG Report, Our Products & Processes, Pages 6-10 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.
<b>Materials Sourcing</b>	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' <a href="#">Conflict Minerals Policy</a> .
<b>Remanufacturing Design &amp; Services</b>	Revenue from remanufactured products and remanufacturing services.	RT-IG-440b.1	2023 Full ESG Report, Our Products & Processes, Pages 6-10 <a href="#">Barnes 2023 10-K, Part 2, Item 8</a> : A majority of revenue within the Industrial segment and Aerospace OEM business, along with a portion of revenue within the Aerospace Products and Services business ("Aftermarket") business, is recognized at a point in time, primarily when the product or solution is shipped to the customer. Revenue from products and services transferred to customers over-time accounted for approximately 20 percent of revenue for the years ended December 31, 2023, 2022 and 2021. The Company recognizes revenue over-time in instances where a contract supports a continual transfer of control to the customer. 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 Motion Control Solutions products, Molding Solutions products and Aerospace OEM products is recognized over-time. Within the Molding Solutions and Aerospace Aftermarket businesses, this continual transfer of control to the customer partially results from repair and refurbishment work performed on customer-controlled assets.

**Table 2: Activity Metrics**

Activity Metric	Code	Disclosure Location
<b>Number of units produced by product category</b>	RT-IG-000.A	Revenue generated by business segment is provided in <a href="#">Barnes 2023 10-K, Part 2, Item 8, Note 3</a> .
<b>Number of employees</b>	RT-IG-000.B	2023 ESG Annual Supplement, 2023 Barnes at a Glance, Page 3

## 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 2023 Full ESG Report, our 2023 ESG Annual Supplement 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
<b>Human Rights</b>			
<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 <b>‘The Barnes Values’</b>, 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, <b>the Barnes Code of Business Ethics and Conduct (“Code of Conduct”)</b> 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. 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>Built on our Values, our <b>Code of Business Ethics and Conduct for Suppliers (“Supplier Code”)</b>, 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.</p>	<p><a href="#">Barnes Human Rights Policy</a></p> <p><a href="#">Barnes Named One of America's Most Responsible Companies 2021</a></p> <p><a href="#">Barnes Named One of America's Most Trusted Companies 2022</a></p> <p><a href="#">Code of Conduct</a></p> <p><a href="#">Supplier Code</a></p> <p><a href="#">Barnes Enterprise System</a></p>	<p><b>Diversity and Inclusion:</b> GRI 405</p> <p><b>Training and Development:</b> GRI 404</p> <p><b>General Disclosures:</b> GRI 2-23; GRI 2-26</p>

UNGC Principles	Barnes Approach	ESG Report Page Number / Other Source URL	Cross-Reference to GRI Standards
<b>Labor Standards</b>			
<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 <b>Code of Business Ethics and Conduct</b>. 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 <b>Supplier Code of Business Ethics and Conduct</b>.</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>Diversity and Inclusion (D&amp;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>	<p><a href="#">Code of Conduct</a> <a href="#">Supplier Code</a></p> <p><a href="#">Culture and Diversity</a></p> <p><a href="#">Barnes Human Rights Policy</a></p> <p>2023 Full ESG Report, Celebrating our People, Page 15</p> <p>2023 ESG Annual Supplement, Diversity and Inclusion, Page 6</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
<b>Environment</b>			
<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>2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9</p> <p>2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4</p> <p>2023 Full ESG Report. Water Management, Page 10</p> <p>2023 ESG Annual Supplement, Water Usage, Page 4</p> <p>2023 Full ESG Report. Waste Management, Page 10</p> <p>2023 Full ESG Report, Barnes Industrial Initiatives, page 6</p> <p>2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p>	<p><b>General Disclosure:</b> GRI 2-27</p> <p><b>Energy Conservation &amp; Emissions Reduction:</b> GRI 302; GRI 305</p> <p><b>Waste &amp; Water Management:</b> GRI 306; GRI 303</p>
<b>Anti-corruption</b>			
<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><a href="#"><u>Recognizing and Avoiding Bribery and Corruption</u></a></p>	<p><b>General Disclosures:</b> GRI 2-23; GRI 2-26</p>

## 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
<b>Governance</b>		
<p><b>a) Describe the board’s oversight of climate-related risks and opportunities.</b></p>	<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"> <li>• 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.</li> <li>• 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.</li> <li>• The Corporate Governance Committee (as noted in its charter) exercises oversight over shareholder outreach and feedback with respect to ESG.</li> </ul> <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</p>	<p>2023 Full ESG Report. Our Board of Directors, Page 19</p> <p>2023 ESG Annual Supplement, Our Board of Directors, Page 8</p> <p><a href="#">Audit Committee Charter</a></p> <p><a href="#">Compensation and Management Development Committee Charter</a></p> <p><a href="#">Corporate Governance Committee Charter</a></p> <p><a href="#">2024 Proxy Statement</a></p>

	<p>guidelines and policies to respond to and manage these risks. The Audit Committee receives updates from 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.</p>	
<p><b>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</b></p>	<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 &amp; 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>	<p><a href="#">Charter of the Barnes ESG Steering Committee</a></p>
<p><b>Strategy</b></p>		
<p><b>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</b></p>	<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 cutting-edge electric vehicles. Also, its latest technology in stamping enables faster production speeds with longer</p>	<p><a href="#">Barnes 2023 10-K, pages 9, 11</a></p>

	<p>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>	
<p><b>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</b></p>	<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 launched eGate Sync, a motion controller enabling the electrical movement of the valve gate. The eGate Sync offers injection molders a much faster "plug and play"</p>	<p><a href="#">Barnes 2023 10-K, pages 9, 11</a></p> <p>2023 Full ESG Report, Barnes Industrial Initiatives, page 6</p> <p>2023 Full ESG Report. Barnes Aerospace Initiatives, Page 7</p>

	<p>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>	
<p><b>c) Describe the resilience of the organization’s strategy, taking into consideration different climate- related scenarios, including a 2°C or lower scenario.</b></p>	<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"> <li>• 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.</li> <li>• 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.</li> </ul> <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><a href="#">Barnes 2023 10-K, pages 9, 11</a></p>
<p><b>Risk Management</b></p>		
<p><b>a) Describe the organization’s processes for identifying and assessing climate-related</b></p>	<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"> <li>• “Will there be a climate-related increase in business interruptions across operations?”</li> <li>• “Will there be increased climate related operating costs?”</li> </ul>	<p><a href="#">Barnes 2023 10-K, pages 9, 11</a></p> <p>2023 Full ESG Report, Reporting, page 11</p>

<p>risks.</p>	<ul style="list-style-type: none"> <li>• “How will ‘Net Zero’ commitments by our customers impact our cost of doing business?”</li> <li>• “How will shifting airline passengers to less carbon intensive transportation modes impact Aerospace?”</li> <li>• “How will single-use-plastics bans (EPR Laws) impact Molding Solutions?”</li> <li>• “How will the emergence of Electric Vehicles (EVs) impact our business with Automotive customers?”</li> <li>• “How will increased human health challenges impact our business with Health Care customers?”</li> </ul>	
<p><b>b) Describe the organization’s processes for managing climate-related risks.</b></p>	<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>2023 Full ESG Report, Reporting, page 11</p> <p>2023 Full ESG Report, Barnes Industrial Initiatives, page 6</p> <p>2023 Full ESG Report, Our Processes, page 9</p> <p>2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9</p>
<p><b>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.</b></p>	<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><a href="#">Barnes Enterprise System</a></p>
<p><b>Metrics and Targets</b></p>		
<p><b>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</b></p>	<p>Our climate-related metrics, Emissions and Water, can be found in our 2023 Full Environmental, Social and Governance Report.</p>	<p>2023 Full ESG Report, Energy Conservation &amp; Renewable Energy, page 9</p> <p>2023 Full ESG Report, Water Management, page 10</p> <p>2023 Full ESG Report, Waste Management, page 10</p> <p>2023 ESG Annual Supplement,</p>

		<p>Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4</p> <p>2023 ESG Annual Supplement, Water Usage, Page 4</p>
<p><b>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</b></p>	<p>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.</p>	<p>2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4</p>
<p><b>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></p>	<p>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.</p>	<p>2023 ESG Annual Supplement, Scope 1 &amp; Scope 2 Greenhouse Gas Emissions, Page 4</p>