



**2021 ENVIRONMENTAL, SOCIAL  
& GOVERNANCE REPORT**

# TABLE OF CONTENTS

## 01

### ABOUT BARRETTE OUTDOOR LIVING

Who We Are and What We Do .....	7
History .....	8
Mission .....	10
Core Values.....	10
Brand .....	11
Environmental Stewardship .....	13

## 02

### ENVIRONMENTAL RESPONSIBILITY

Commitment to Sustainability .....	15
Waste Neutrality .....	20
Energy Efficiency and Savings .....	22
Emission Controls .....	26
Hazardous Waste.....	26
Industry Impact .....	27

## 03

### SOCIAL IMPACT

Code of Ethics and Business Conduct .....	31
Commitment to Our Employees .....	32
Diversity and Inclusion.....	34
Training and Development .....	37
Occupational Health and Safety .....	40
COVID-19 Response.....	42
Employee Wellness Initiatives .....	44
Employee and Human Rights .....	47
Supplier Code of Conduct.....	50
Customer Relations.....	51
Making a Difference in Our Communities .....	52

## 04

### CORPORATE GOVERNANCE

Ownership.....	57
Executive Officers.....	57
Board of Directors .....	58
Leadership .....	62

## CEO MESSAGE



In a year's time, it is astounding to see the dramatic shift across all sectors of business to embrace sustainable and environmentally responsible practices. If it was not enough for me to be amazed by how the Barrette Outdoor Living family has worked so well together to navigate the many curve balls COVID-19 has thrown our way, I am also incredibly proud of the forward momentum and excitement that I see happening around our ESG initiatives.

As I reflect on 2021, a few specific highlights come to mind. We created a dedicated ESG working team that has started to make impactful advancements and spread greater awareness throughout all of our locations. Composed of a diverse cross-section of staff, this team has already led to the ideation and development of several new ESG-related projects, including the installation of a new water distiller system at our Bulls Gap testing lab

that enables us to produce distilled water in-house instead of using an outside vendor. The team has also established a formal scorecard for reporting and tracking key metrics.

Our Brooksville facility also received the 2021 Duke Energy Power Partner Award for Sustainability Excellence — an award that acknowledges our success in moving quickly, adapting to new opportunities and driving success in new and impactful ways beyond the norm.

To help reduce our carbon footprint even further, we enrolled in the EPA's SmartWay program, reinforcing Barrette Outdoor Living's commitment to reduce the environmental impact of our freight transportation and further demonstrate our dedication to corporate social responsibility.

The acquisitions of National Vinyl Products (NVP) and Madden Manufacturing are another significant highlight for 2021. When companies share your values and embrace learning from one another, it can only lead to success. Having both companies on board with our sustainability efforts is of paramount importance, and I am excited that they share our vision and commitment to ESG initiatives.

In 2022, we plan to launch a formal Supplier Certification process that will provide all existing and new suppliers with a handbook outlining the expectations of doing business with us. Our goal is to ensure that the companies we deal with have practices in place that align with our own.

Expanding upon our mission to give back to the communities we live and work in, I am thrilled to announce our company-wide partnership with U.S. Hunger — a national non-profit that distributes nutritious meals to low-income families and individuals throughout the country. In 2022, all locations will host on-site, hands-on meal packaging events to empower employees to make a difference in the fight against hunger.

Lastly, I am thrilled to see the increase in products we are making from recycled materials — our teams have fully embraced the fact that this is now the norm — even if it has meant extra time and effort to figure out new ways to make these materials perform at the level we expect. When I step back and think about all the work that has gone into research, development, testing and quality control, I am proud of and inspired by our amazing team — not only for their dedication in pushing the envelope, but also for their commitment to our core values.

Jean desAutels  
CEO, Barrette Outdoor Living



ABOUT BARRETTE **01**  
OUTDOOR LIVING



**Who We Are and What We Do**

Barrette Outdoor Living empowers homeowners to bring their personal outdoor space to life — however they envision it — by providing fencing, railing, decking and complementary outdoor products that beckon people to embrace their Outside Side™. We are proud to be an American manufacturer, with 14 locations\* throughout North America that provide outdoor products sold through specialty retailers, home centers and lumberyards.

Featuring more than 70 patents, proprietary state-of-the-art machinery and rigorous testing and control standards, our products are meticulously engineered, designed for flexibility and ease of installation.

*\*Includes 10 manufacturing sites, three distribution centers and corporate headquarters.*



**Middleburg Heights, OH**  
**HEADQUARTERS**



**APPROXIMATELY**  
**2,000**  
**EMPLOYEES**



**14**  
**LOCATIONS\***

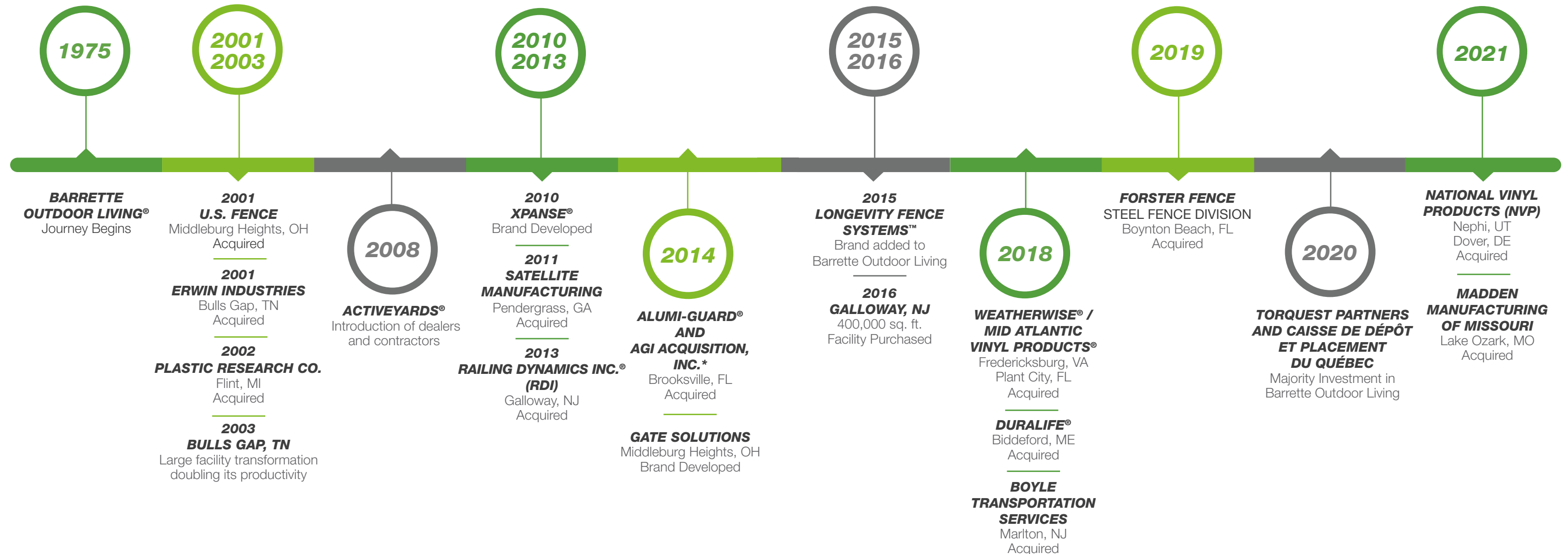


**46**  
**YEARS IN BUSINESS**

## History

Barrette Outdoor Living's journey started in 1975 when we began selling to consumers via retail stores. Since then, we have grown considerably and broadened our distribution to online and brick-and-mortar retail outlets; fencing, railing and decking dealers; and two-step distributors in the majority of states within the U.S. and in several regions of Canada.

Acquisitions of companies, manufacturing plants and product categories have established Barrette Outdoor Living as an industry leader and enabled our continued growth in outdoor product development and manufacturing.



\*AGI Acquisition, Inc. becomes Barrette Logistics

## Mission

Barrette Outdoor Living is a leader in the outdoor living product industry, providing a diverse and flexible range of solutions that bring homeowners' dreams to life. Our products are ingeniously designed and meticulously engineered to hold up to family, life and nature — beautifully transforming any outdoor space. At the core of our business is a passionate team who take great pride in craftsmanship and possess a dedication to creating the solutions professionals and homeowners demand.

## Core Values

We operate with an unwavering commitment and alignment to our company values. These values help shape our behaviors at work and support the culture we embrace at all of our locations.

- Forget how everyone else does it
- Get your hands dirty
- Be hungry for details
- Align with the customer
- Learn from mistakes
- Focus on the person
- Succeed as a team
- Be better, not bigger
- Take the long view
- Enjoy the challenge



*“ We believe in taking the long view to ensure we help make the world a better place in the years to come — keeping sight on the road ahead by making responsible and sustainable choices today. — Jean desAutels, CEO, Barrette Outdoor Living ”*

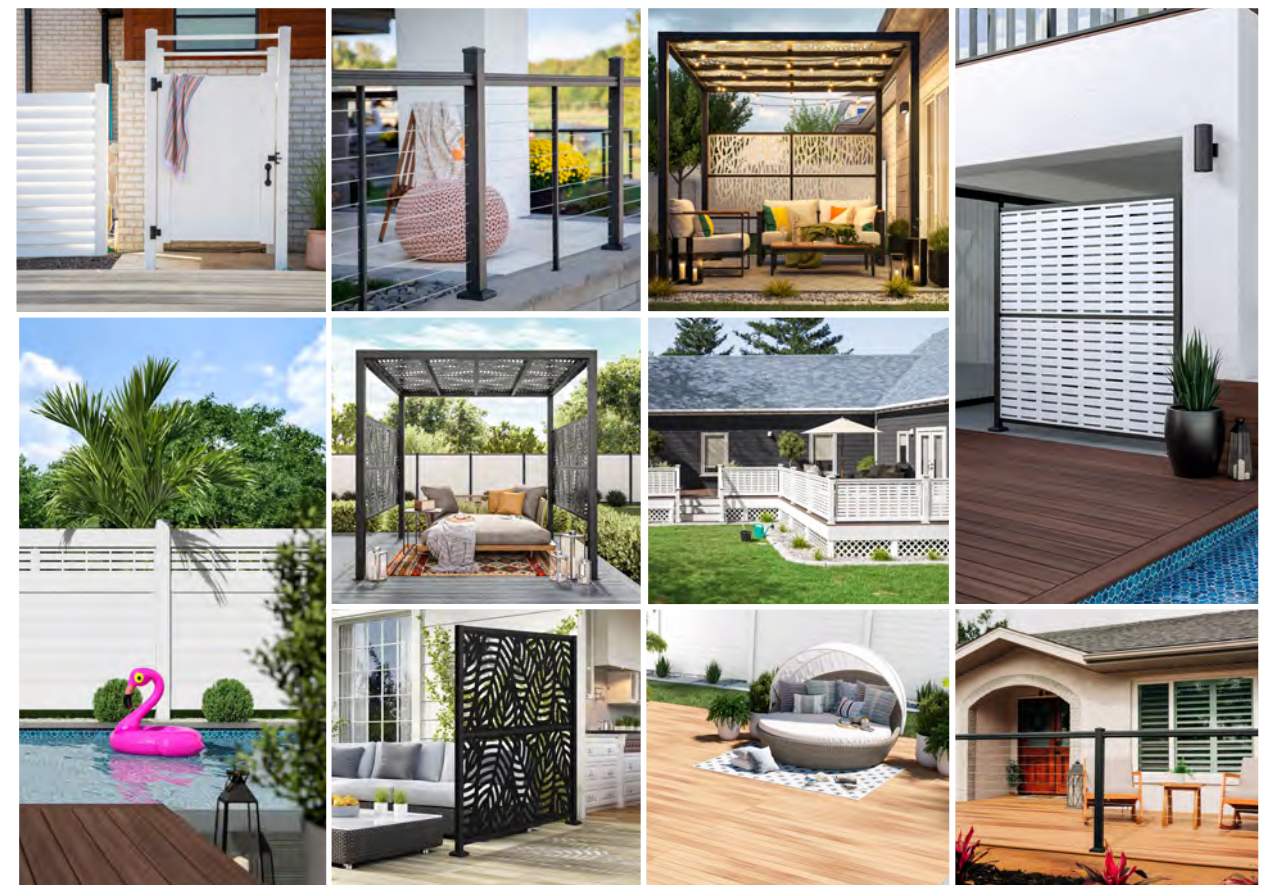
## Brand

We realize that inside each of us, there is an Outside Side™ — a side begging to get out there, to be outgoing, to break out of our same old inside routines and to outdo ourselves with our outdoor space. At Barrette Outdoor Living, we help your Outside Side run free with products that constantly beckon you out there. We know there is an Outside Side in everyone and we're firm believers that it's our best side because we're The Outside Company™.

Not only does our corporate branding highlight the outdoors in its messaging, Barrette Outdoor Living fully embraces taking this messaging one step further as reflected through our efforts to incorporate sustainable and environmentally responsible practices and by the steps we have taken to ingrain our ESG initiatives as part of our company culture.



*Get outside and live your best life.*





**Environmental Stewardship**

Barrette Outdoor Living is strongly committed to being an environmental steward through the products we produce and the sustainability practices we follow, ensuring we reduce our carbon footprint and work towards being as “waste neutral” as possible.

Through our GreenWays initiative — which initially began as a regional Vinyl/PVC recycling program — we have expanded our effort throughout all of our locations to foster a broader awareness of sustainable practices. This initiative also enables us to find new ways to increase the amount of recycled material used in our products — like the substrate material used in our composite decking and vinyl fencing.



esg

ENVIRONMENTAL  
RESPONSIBILITY 02



## Commitment to Sustainability

As a leading manufacturer, Barrette Outdoor Living is fully committed to sustainable and environmentally responsible practices at all of our locations. Over the past several years, we have made significant strides and look to continue building and growing our programs and practices to further reduce our environmental impact.

Our management team and employees subscribe to the philosophy of “reduce, reuse and recycle.” As such, we are committed to working toward the goal of being “waste neutral” by finding effective alternatives that enable us to divert as much waste as possible from going into landfills.

We established the following “Pillars of Manufacturing Excellence” in 2021 that encompass the four key areas we believe uphold our commitment to sustainability. The ESG Working Committee plans to fully communicate this messaging out to all employees in 2022.

### *Pillars of Manufacturing Excellence*

#### **1. ECO-FRIENDLY PRODUCTS**

Increase number of products made with recycled materials  
(see pages 17-18)

#### **2. WASTE NEUTRALITY**

Sustain and increase recycling efforts with “waste neutral” focus  
(see pages 20-21)

#### **3. ENERGY EFFICIENCY & SAVINGS**

Identify and implement further energy efficiencies  
(see pages 22-25)

#### **4. SAFETY**

Maintain safety protocols working to reduce total recordable incident rate (TRIR)  
(see pages 40-41)







Aluminum fencing panel being loaded on powder coating line in Brooksville, Florida



**1** Pillar of Manufacturing Excellence

*Eco-Friendly Products*

In addition to the efforts Barrette Outdoor Living makes to put as much reusable materials back into our products as possible, the durable and low-maintenance nature that is evident in the majority of our products is a prime example of how we design products for sustainability. It is also a testament to the drive we possess as we constantly evaluate and re-engineer our products to lessen impact on the environment.

For example, Barrette Outdoor Living’s composite deck boards are composed of 80% recycled materials. More than 60% of the board is composed of reclaimed and re-purposed wood material that would otherwise be waste. The remaining approximate 40% of polypropylene components used to make our boards are a blend of purchased recycled materials, in-house regrind from scrap boards along with a small percentage of additives and colorants and virgin polypropylene material. Our Biddeford, Maine plant that manufactures our decking reuses 100% of deck board scrap/samples that it produces back into our decking products — avoiding disposal into landfills.

With composite decking offering greater longevity — in comparison to wood decking — Barrette Outdoor Living provides homeowners with an eco-friendly alternative that also does not require toxic stains or sealants to maintain its appearance.

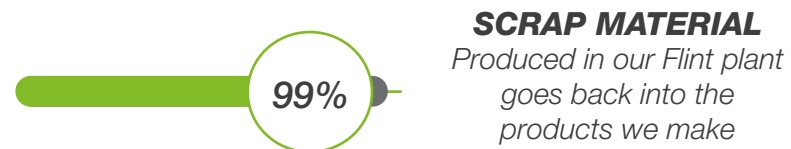




Barrette Outdoor Living's vinyl products — like our fencing and railing — are also built to withstand the test of time. Engineered to prevent warping, rotting, splintering and fading, all of our vinyl outdoor products are low-maintenance and have a longer lifespan than wood fencing.

Our plastic lattice, utility screens and decorative screen panels feature the same durability and low-maintenance benefits of our vinyl fencing and railing. These products are manufactured at our Flint, Michigan plant, where 99% of any scrap material produced goes back into the products we make.

Barrette Outdoor Living's aluminum fencing and railing are manufactured using an environmentally friendly powder coating process. Since powder coating does not use solvents or chemicals like liquid paints, the process releases less pollutants into the air and leaves a smaller carbon footprint. Powder coating reduces CO<sub>2</sub> emissions by up to 60% compared to liquid paint. And through our ability to reclaim and reuse 94% of over-sprayed powder material — unlike excess liquid paint that needs to be disposed — the powder coating process generates no hazardous waste. Care and maintenance of aluminum products is also considered to be eco-friendly — requiring soap and water and not toxic chemicals or sealants.



*Awards and Certifications*

We also received the 2021 [Duke Energy Power Partner Award for Sustainability Excellence](#). Barrette Outdoor Living has an interconnection agreement with Duke Energy for solar production that is the result of a rooftop solar array placed on our facility in Brooksville, Florida. The award recognizes customers that have shown exemplary leadership and extraordinary partnerships with Duke Energy — demonstrating success by moving quickly, adapting to new opportunities and driving success in new and impactful ways beyond the norm.



Rooftop solar array at plant in Brooksville, Florida



Regrind vinyl material

**2 Pillar of Manufacturing Excellence**

**Waste Neutrality**

Barrette Outdoor Living aims to recycle as much waste as possible to avoid disposal of recyclable materials in landfills. The ultimate goal of waste neutrality is to minimize waste to the point where the amount being recycled is equal to that being disposed, with each plant continuously working to implement new measures to accomplish this goal.



Vinyl/PVC products collected for recycling

**EXCEEDS 99%**  
**SCRAP MATERIAL**  
 Reused at Bulls Gap plant each year. This is more than **17 Million Pounds!**

**Recycling Efforts**

Barrette Outdoor Living has staff who oversee recycling efforts and are responsible for securing agreements with outside vendors to provide recycling services.

Our locations participate in the recycling of:


- Vinyl/PVC (scrap from extruders, recyclable material via GreenWays, etc.)
- Steel (drum lids from powder coat and racks used on powder coating line)
- Plastic (packaging wrap, bags, banding/straps, bottles, etc.)
- Wood (used/damaged product crating or pallets from suppliers)
- Aluminum (drop cuts from custom jobs, shavings, cut-outs, etc.)
- Dunnage (packing material used in shipping)
- Cardboard
- Paper
- Batteries
- Light bulbs
- Computer equipment

In addition, our seven vinyl/PVC/polypropylene manufacturing plants have systems in place to collect and recycle any leftover material that is produced internally. After processing, this material is then able to be reused in our vinyl/PVC/polypropylene products.

Our three aluminum manufacturing plants collect any scrap material generated during production and then sell the aluminum scrap to vendors who recycle it.

**2021 PLASTIC RECYCLING**

Our plants recycled **38.4 Million Pounds** of Vinyl/PVC and **10.5 Million Pounds** of other Plastics, High-density Polyethylene (HDPE) and Polypropylene (PP)



**2021 OTHER RECYCLING**

**20 Million Pounds** Wood

**3 Million Pounds** Aluminum

**704,000 Pounds** Corrugated/Cardboard

**132,000 Pounds** Paper, Shrink Wrap and Other Materials



Closed-loop process water system in Biddeford, Maine

**3 Pillar of Manufacturing Excellence**

**Energy Efficiency and Savings**

*LED Lighting*

LED lighting is installed in five of our manufacturing plants and will be installed in all new construction going forward in addition to any renovations to existing plants that take place. LED lighting provides brighter illumination to create a safer workspace while allowing for a host of environmental benefits, emitting negligible temperature levels and lowering carbon emissions.

*Closed-Loop Process Water Systems*

Seven of our facilities utilize advanced closed-loop process water filtration systems that enable us to recapture, treat and reuse water needed in our manufacturing processes. Closed-loop systems prevent the constant disposal of and pull from outside water treatment facilities and increase efficiency.

*Water-Cooled Chiller Systems*

Barrette Outdoor Living has three sites that utilize energy efficient water-cooled chiller systems that are inter-connected to a water-cooling tower. With this type of system, heat is removed from the chilled water and exhausted to a second, isolated condenser water line which flows through the chiller and picks up heat. The condenser water line then returns to the cooling tower where it is dependent on the ambient wet-bulb temperature. By lowering the condensing temperature and pressure, water-cooled chiller systems enable compressors to work less, ultimately consuming less energy.

*Solar Initiatives*

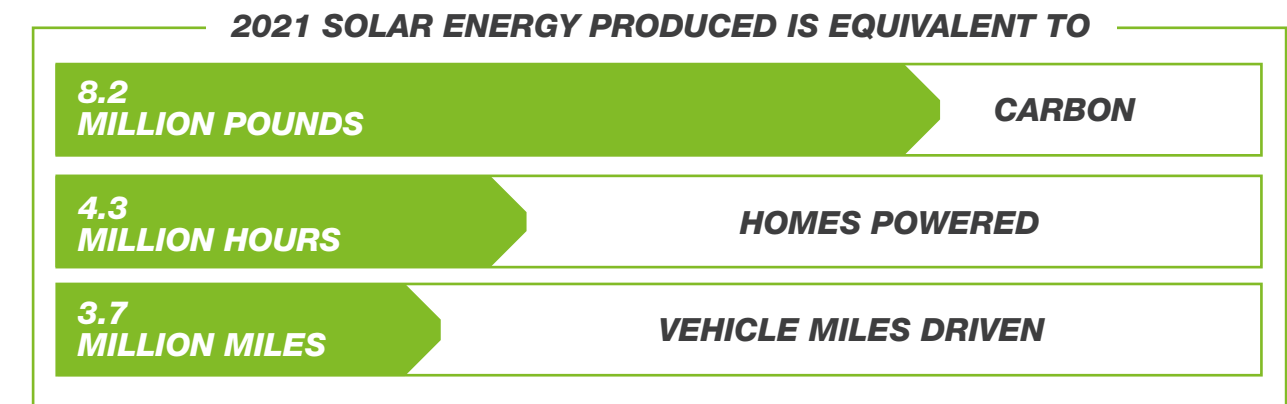
Barrette Outdoor Living has partnered with local energy companies to complete rooftop solar arrays at two of our manufacturing facilities. The possibility of additional installations at other facilities is currently being explored.

**GALLOWAY, NEW JERSEY  
SOLAR ARRAY**

- Produces 2,745,227 kWh
- Largest installation in Atlantic County, NJ (at the time of completion)
- Supplies more than 40% of the facility's electricity consumption

**BROOKSVILLE, FLORIDA  
SOLAR ARRAY**

- Produces 3,131,772 kWh
- Largest privately-owned solar project in Florida (at the time of completion)
- Supplies more than 50% of the facility's electricity consumption



As part of the rooftop solar array projects, Barrette Outdoor Living partnered with energy companies to set up “real-time” energy calculators that provide a constant stream of data on our website and at kiosks set up at our Galloway and Brooksville plants. These updates — viewable by day, week, month, year or lifetime — provide information on the power being generated by each solar array and show the resulting energy savings with easy-to-understand statistics.



Energy calculator for Galloway, New Jersey

Transportation Efficiencies



At Barrette Outdoor Living we are proud of the measures we have taken to ensure as many transportation efficiencies as possible when shipping our products across the country.

In 2021, we enrolled in the [EPA's SmartWay](#) program. Launched in 2004, the SmartWay program helps companies advance supply chain sustainability by measuring, benchmarking and improving freight transportation efficiency. Barrette Outdoor Living is a registered SmartWay Shipper and Boyle Transportation Services is now a SmartWay Carrier Partner. Barrette Logistics is expected to complete the SmartWay Carrier Partner registration in early 2022.

As a SmartWay Shipper, we reinforce our commitment to reduce the environmental impact of freight transportation and further demonstrate our corporate social responsibility. By supplying metrics and data to help us make more informed decisions, the SmartWay program is also designed to help develop industry-standardized baselines or benchmarks for Barrette Outdoor Living to assess its carbon footprint.

As a SmartWay Carrier Partner, Boyle Transportation and Barrette Logistics will have access to the EPA's performance tools — considered the “gold standard” of fuel efficiency and emissions accounting in the freight transportation industry. As demonstrated by this partnership, transportation efficiency is a priority for Barrette Outdoor Living. We will also have the ability to tap into industry expertise and best practices through SmartWay's webinars, meetings and case studies.

Barrette Outdoor Living is committed to investing in the transportation we rely on and fully recognizes the environmental benefits that result from those investments. We also take the safety of our drivers — and of those driving alongside of our trucks on the road — seriously. By continually adding smart technologies to our trucks — such as forward-facing dash cams, anti-collision sensors and electronic logging — we strive to be at the forefront of safety.

### Emission Controls

As a responsible corporate citizen, Barrette Outdoor Living conducts regular testing to ensure all emissions from our plants remain within regulatory levels. We are current in all federal and state permits and closely monitor our levels to stay well under our approved emission limits. We employ dedicated EHS (environmental, health and safety) personnel at our manufacturing facilities to ensure compliance with OSHA, EPA and individual state environmental department emission standards.

### Hazardous Waste

Due to the nature of our industry, Barrette Outdoor Living generates minimal hazardous waste and employs several eco-friendly processes that further help offset creation of hazardous waste. Any hazardous waste that is generated is disposed of in accordance with all federal and state guidelines with all related permits current and in place.

One example of an eco-friendly process Barrette Outdoor Living uses is our aluminum powder coating. Since powder coating does not use solvents or chemicals like liquid paints, the process releases less pollutants into the air and leaves a smaller carbon footprint. Powder coating reduces CO2 emissions by up to 60% compared to liquid paint. And, through our ability to reclaim and reuse 94% of over-sprayed powder material the powder coating process generates no hazardous waste.

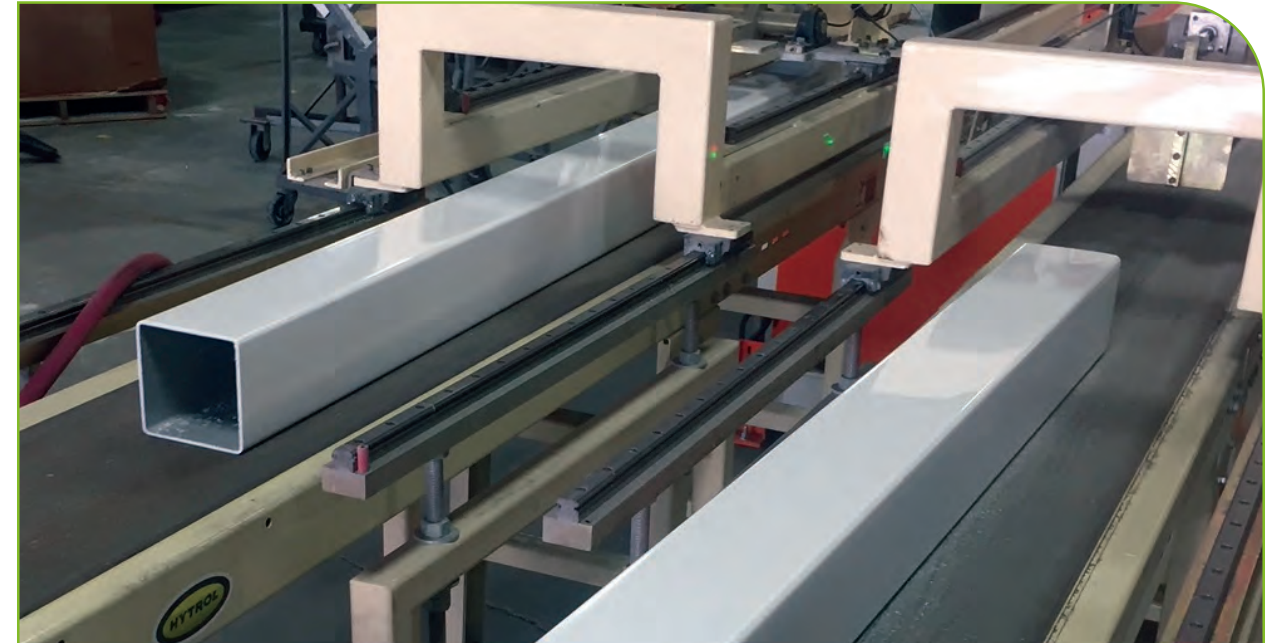


Powder coating being applied to aluminum fencing in Brooksville, Florida



94%

Reclaimed material that is able to be reused in our powder coating process



Recyclable material being used in vinyl fence extrusions.

### Industry Impact

Through our GreenWays Recycling Program, through our GreenWays Recycling Program we have been able to provide an outlet for our customers and other vendors in related industries to manage the disposal of their pre- and post-consumer vinyl/PVC recyclable material in an eco-friendly manner. The results of the program help:

- Reduce CO<sub>2</sub> emissions
- Lower greenhouse gases
- Decrease landfill waste

The GreenWays Recycling Program accepts:

- Windows
- Siding
- Railing
- Blinds
- Credit cards
- Seawall
- Old fence



90%

Vinyl fencing produced in Plant City and Fredricksburg plants made from reclaimed materials

# 02 ENVIRONMENTAL RESPONSIBILITY

Vinyl fencing produced at select Barrette Outdoor Living's plants utilizes recycled materials reclaimed through our GreenWays Recycling Program. This resulted in Barrette Outdoor Living purchasing 22 million pounds of recyclable material in 2021 — keeping it out of landfills.

Once a regional offering, the GreenWays program has expanded its reach by maximizing Barrette Outdoor Living shipping routes. Development of a national routing system is currently underway.



Recyclable vinyl/PVC purchased by Barrette Outdoor Living in 2021



Vinyl/PVC regrind



Pre- and post-consumer vinyl/PVC material collected through GreenWays Recycling Program



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SOCIAL  
IMPACT 03



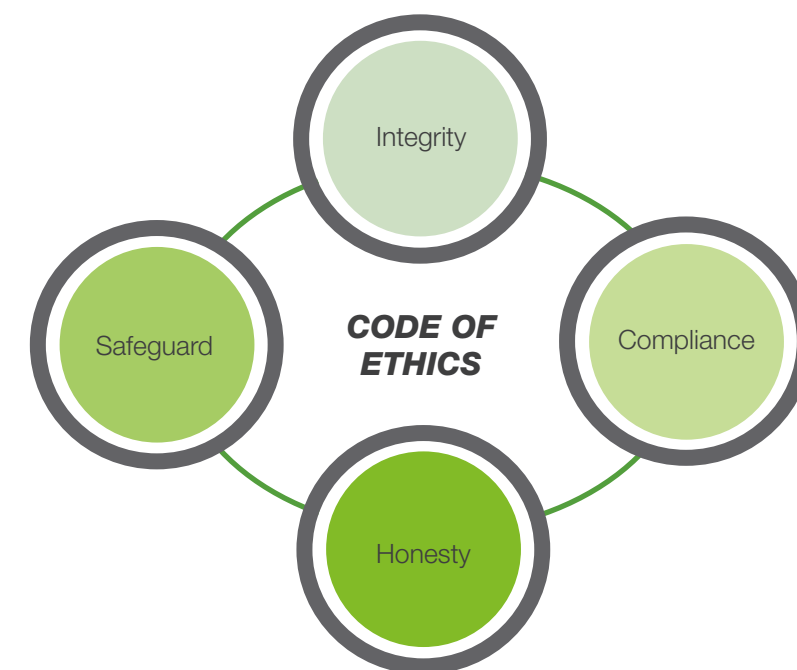
## Code of Ethics and Business Conduct

Barrette Outdoor Living strives to continue to uphold the highest levels of ethics, integrity and honesty in all business matters. Each director, officer and employee must act with integrity and observe the highest ethical standards of business conduct in their dealings with customers, suppliers, partners, service providers, competitors, employees and anyone else with whom they have contact in the course of performing their job.

To this end, we have adopted a [Code of Ethics and Business Conduct](#) in order to:

- Promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest
- Promote compliance with applicable governmental laws, rules and regulations
- Promote the protection of company assets, including corporate opportunities and confidential information
- Promote fair dealing practices
- Deter wrongdoing

The Code of Ethics and Business Conduct is communicated to our employees as part of new hire orientation and is included in our Employee Handbook. It is maintained by our Legal Department and reviewed annually and updated if necessary.







Aluminum fence panels being loaded onto powder coating racks in Brooksville, Florida

### Commitment to Our Employees

At Barrette Outdoor Living, every position is important. Every action and decision our employees make has an impact on the company’s success. Knowing this, we strive to create a positive environment that promotes ownership and responsibility. Our goal is to maintain an atmosphere where our employees can work respectfully, intelligently and safely.

In addition to fair pay, paid time-off and a full suite of health and supplementary benefits, we are also proud to offer 401(k) with employer match, tuition reimbursement, bi-annual employee engagement surveys and remote working options for eligible employees.

#### Tuition Reimbursement

In 2021, we redeveloped and enhanced our Tuition Reimbursement Policy to ensure we were taking the long view by investing even more in our employees’ future growth and development. The program now includes significant support for professional development courses, occupational or technical programs, undergraduate and graduate degree programs and student loan assistance.

#### Employee Engagement Surveys

In 2021, we administered our bi-annual Employee Engagement Survey with the express intent of understanding where and how we could make improvements for our employees. After the results were collated, they were presented to site management. Focus groups — consisting of a cross-section of employees — have been created at each site with the goal to work on developing programs that address the findings reported in the survey.

#### Continuous Improvement

Barrette Outdoor Living launched a Continuous Improvement (CI) Program in 2021 based on the “Lean” philosophy. A Lean Organization focuses on increasing customer value, eliminating waste and optimizing operations while building a culture of employee engagement and empowerment. Recognizing that our employees often know the answers to how they can improve the way they work, the CI Program is designed to give employees the tools they need to identify a problem and the ability to fix it themselves.

To implement the program, we created a CI team who have been tasked with getting it up and running at all Barrette Outdoor Living locations. Despite COVID-related interruptions, the CI team was able to launch some educational training sessions to introduce CI and the Lean approach to employees. In addition, they hosted several Kaizen events — highly-focused, cross team meetings that address changes that can create more efficient ways of working.

Over the past year, we have been working to grow the culture of continuous improvement at each plant by building the skills of existing staff to empower smaller teams to identify and fix issues without the need to have upper management intervene. The CI team has compiled a library of information which will be shared with employees in 2022 along with regular updates on improvements that have been completed or are underway.





### Diversity and Inclusion

Diversity and inclusion are fundamental to the culture of Barrette Outdoor Living. As a company, we continually aspire to become more diverse and inclusive and are committed to fostering these values so that all employees are treated fairly, with respect and dignity.

Barrette Outdoor Living respects and values the diverse life experiences each employee brings to the company. It is the different perspectives and ideas of our employees that drive innovation and contribute to the company’s success. Our employees are our most valuable asset.

As part of our [Diversity and Inclusion Policy](#), we are committed to a workplace culture that values and promotes diversity, inclusion, equal employment opportunities, and a work environment free of harassment and hostility.

This includes:

- Equal employment opportunities for qualified individuals of all backgrounds
- Attracting, recruiting, retaining, engaging, supporting, developing and advancing underrepresented and diverse employees, including women, people of color, LGBTQ individuals and any other underrepresented employees
- Teamwork and collaboration
- Focusing on innovation and creativity
- Representation of diversity at all levels of the organization
- Promoting respectfulness, cultural awareness and inclusivity by:
  - fostering a collaborative work environment in which all employees participate and contribute;
  - empowering and providing a safe space for all employees to express themselves, exchange ideas, and feel heard; and
  - encouraging employees to be open and curious about others’ experiences and perspectives.



**28%**  
Female Workforce

**60%**  
Female ESG Committee

**2**  
Plants Run by Female Managers

All leaders, managers and employees play a role in making Barrette Outdoor Living a diverse and inclusive place to work for everyone. All employees are responsible for treating their coworkers with dignity and respect; and creating an inclusive culture free from discrimination, bullying, harassment, irrespective of age, race, disability, ethnic or national origin, gender and gender expression, gender identity, veteran status, pregnancy, religion or sexual orientation.



### Hiring People with Disabilities

Barrette Outdoor Living is proud of the work we do with local organizations to provide employment opportunities to people with intellectual and developmental disabilities.

Since 2008, our Brooksville, Florida team has worked closely with [The Arc Nature Coast](#) in providing employment opportunities to people with learning disabilities in Hernando and Pasco counties. The Arc provides support and advocacy to their clients with one of their key services being job-pairing with local businesses. In 2016, we won an “Exceptional Employer Award” from the state of Florida for our commitment to hiring persons with disabilities.

For more than three years at our Bulls Gap, Tennessee facility, we have partnered with the [Chip Hale Center](#). Among its many services, the center provides a supported employment program for those with intellectual and developmental disabilities. This program enables clients to find meaningful jobs and become contributing citizens within the community.

We are proud of these partnerships and our work to help these organizations achieve their respective missions of improving the lives of people with disabilities.

### Training and Development

Barrette Outdoor Living believes in making a continuing investment in training and development programs that help our employees broaden their knowledge, improve their careers and grow professionally. Every new hire goes through an extensive orientation process. Employees who work in our production and warehouse environments receive additional safety training and substantial on-the-job training. On average, each Barrette Outdoor Living employee receives 5.2 hours of safety-related training per year. This training includes “lock out/tag out” instruction; hazard communication GHS; forklift safety; arc flash prevention; hearing conservation and other role-specific trainings.

Our freight drivers with Boyle Transportation, receive 34 hours of training per year. This training includes a series of videos on defensive driving, three days of road training as well as monthly videos covering a range of other safety topics.

In addition, we are pleased to offer the following programs at all locations:

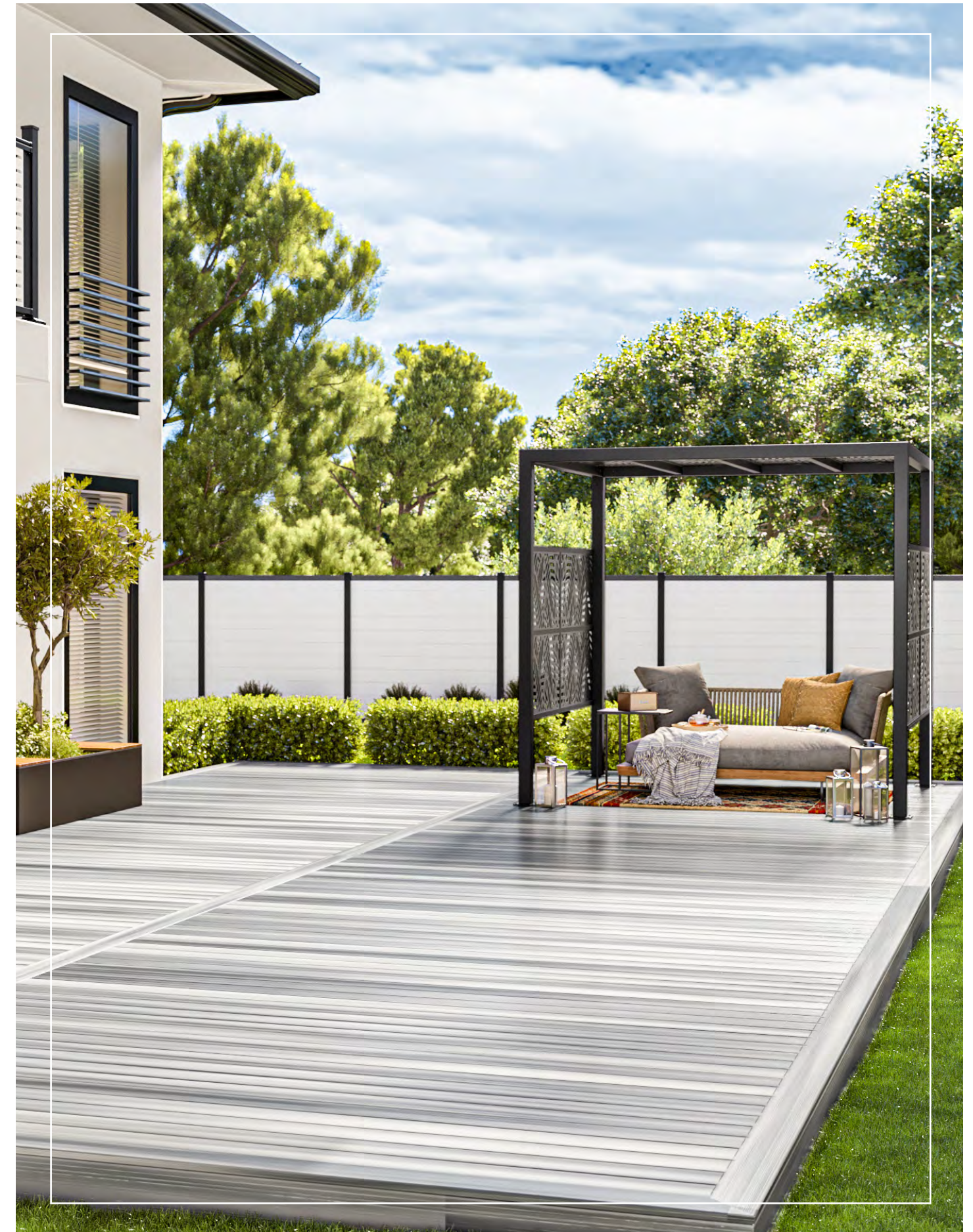
- **LEAD Training Program** — intensive training program for promising leaders at Barrette Outdoor Living
- **Managing My Potential (MMP)** — a core Barrette Outdoor Living professional development course for all managers, supervisors, customer-facing staff and other employees that helps staff gain greater awareness of internal mechanics to aid in better communication, collaboration and decision-making
- **Connections** — a professional development course that covers the power of connection and collaboration (received after completion of MMP training)
- **Interaction Process** — a professional development course that focuses on the art of constructive and effective communication with a solution focus
- **5 Rules for Positive Interactions** — an available interactive training program for supervisors and plant management teams that explores ways of handling recurring scenarios to achieve the most effective outcomes
- **Organization Analysis and Design (OAD) Training** — personality assessment tool used at hiring and thereafter as part of department training for managers, supervisors and select staff
- **Life Coaches** — two professional life coaches are available to all employees to provide support, guidance and consultation when needed
- **Harassment and Discrimination Training** — provided annually for all employees at each location

# 03 SOCIAL IMPACT

## *Product Knowledge Training*

At the heart of Barrette Outdoor Living's product culture is product knowledge training. In our product development department, we have a Product Specialist role that is responsible for training our internal staff and customers. One example of our internal training includes bi-annual sales meetings, where sales and customer service teams receive extensive product training. The Product Specialist also routinely visits our locations with customer service centers to train entire teams with new product knowledge in addition to existing product updates and refreshers.

For customer training, our Product Specialist provides training to Barrette Outdoor Living's large distribution partners, lumberyards and dealers on all of our product categories. This occurs consistently through the year, with an emphasis in the first quarter as new products are being launched.



**4 Pillar of Manufacturing Excellence**



**Occupational Health and Safety**

*Safety Philosophy*

We are dedicated to maintaining a safe workplace. To further this goal, we have established policies and procedures that are designed to ensure safe, efficient operating conditions and safeguards for all employees at our facilities. Employees are required to comply with all Barrette Outdoor Living rules and guidelines, as well as any applicable federal, state and local laws regarding workplace safety.

*Training Provided*

In addition to the specific trainings listed below, we also provide OSHA training for all new hires, safety equipment and offers regular “Toolbox Talks” — informal meetings that cover safety issues at work and at home — at each plant.

**Provided Annually to Everyone**


- Hazard Communication
- Hearing Conservation
- Lock Out/Tag Out
- Walking Working Surfaces
- Ergonomics

**Provided Annually to Those Affected\***

- Bloodborne Pathogens
- Respiratory
- Hazardous Material
- Wood Treating

**Examples of Training Provided to All New Hires and Then Periodically or as Needed**

- Emergency Response
- Fire Extinguishers
- Personal Protective Equipment
- Nail Gun/Staple Gun
- Machine Guarding
- Accident Reporting (provided to all new hires and then periodically or as needed)



**2017-2021 TOTAL RECORDABLE INCIDENT RATE (TRIR)**  
Per 200,000 Man Hours Worked

Year	2017	2018	2019	2020	2021
Hours	3,145,339	3,821,935	3,796,444	4,295,584	4,296,764
Recordables	62	61	44	63	69
TRIR	3.9	3.2	2.3	2.9*	3.2*

\*2020 and 2021 TRIR rates do not include COVID-19 cases

In 2021, the slight increase in our TRIR rate was mainly due to sprains, strains and lacerations. We have dedicated EHS (environmental, health and safety) personnel at each plant who focus on job assessments and implementing corrective actions to reduce the potential for injury. In the plants where we have noticed a greater increase of incidents, we have partnered with local medical professionals that work with affected employees to:

- Increase awareness of body movements/motions
- Develop stretching programs to be done before the start of each shift
- Provide ergonomic training

**All Affected\* New Hires and Then Periodically or As Needed**

- Forklifts (provided every three years after new hire training)
- Battery Techs
- Fall Protection
- Arc Flash
- Filling Propane Tanks
- Man Lifts/Boom Lift (provided every three years after new hire training)
- Hot work
- Electrical
- Confined Spaces

- Spill Response Control
- Accident Investigation
- Bulk Stabilizer Unloading

**Biannual Training Provided to All First Responders**

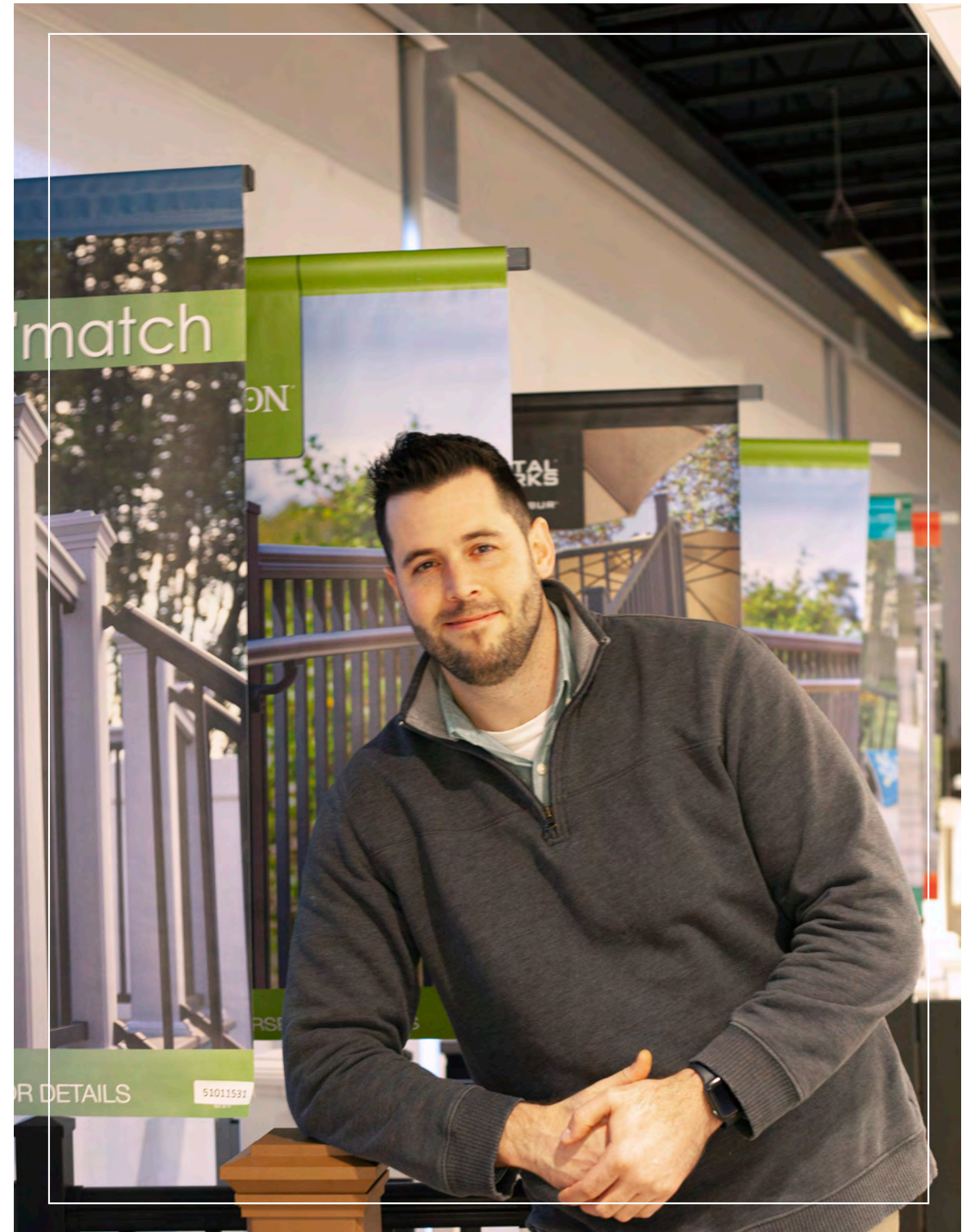
\*Affected refers to employees who are directly involved with a process or procedure



## COVID-19 Response

Barrette Outdoor Living has aligned its responses to the COVID pandemic to the guidance provided by the CDC, OSHA and state and local authorities. Representatives from our Human Resources and Legal departments partnered to develop a response protocol to guide Human Resources representatives and our management team on how to deal with exposure (quarantine) and infection. The response protocol, along with our other actions related to COVID, were continually managed and updated by the Human Resources and Legal team to address the evolving situations and most importantly, to ensure the safety of our employees. In addition, we also:

- Allowed employees, who are able, to work remotely
- Installed hand sanitizing stations and temperature scanners at all locations
- Increased frequency of and targeted areas for cleaning
- Amended travel policy and requirements (allowing for essential site visits only)
- Provided face coverings to employees
- Encouraged social distancing and placed signage (including six-foot floor markers) throughout all buildings
  - Limited occupancy in conference rooms — attendees need to be six feet apart
  - Eliminated group meetings and gatherings
  - Encouraged use of video/phone calls or emails over face-to-face meetings
  - Closed cafeterias or provided social distanced seating in cafeterias



## Employee Wellness Initiatives

Helping our employees achieve and maintain a healthy lifestyle is the cornerstone for Barrette Outdoor Living's health and wellness initiatives.

### Benefits

- **Quantum Health** — a personal health advocate service for employees that serves as an intermediary between employees and providers to help with insurance claims and provide health and wellbeing information
- **BarretteBenefits.com** — launched in conjunction with Quantum Health — website that provides all benefit plan information, claims reporting and access to care coordinators at Quantum Health
- **Employee Assistance Program (EAP)** — a free service provided to all employees that includes counseling options, work-life resources and online tools to help employees in their daily work and home life
- **Upgraded Telemedicine Benefit Offering** — to include mental health services and free to all employees
- **Teladoc** — high-quality medical care available 24/7 from employee's mobile device, computer, tablet or phone
- **Expanded Free Preventative Medication Offering** — we broadened the list of preventative medications in 2020 to ensure that cost is not an issue when refilling prescriptions

### Programs

- **"BOL Wellness"** — an in-house wellness program that provides resources and support in four functional areas of health: Emotional Health, Nutrition, Physical Fitness and Financial Well-being
- **Well-being Insights** — health and well-being newsletter distributed monthly to all employees
- **Tobacco-Free Program** — a free smoking cessation program offered to all employees and their spouses



- Discounts on fitness devices, on-site gyms at select locations and/or discounts for gym memberships
- **Walker Tracker** — a fitness app for employees to use for corporate walking challenges, personal challenges and fitness tracking
- **Eat Real America** — a website, offered free to all employees, that promotes nutritious meal preparation and healthy eating to help provide employees with recipes, automated grocery lists, tips on how to prepare healthy meals and nutrition information
- **Eat Real for Your Health** — a discounted program to help employees manage their weight and learn about nutrition
- **Prudential Pathways** — a program to help employees learn more about managing their finances

### Activities

- On-site flu vaccinations and mammograms at select locations
- **Wellness Survey** — conducted a wellness survey in 2020 across all locations to help determine the health and wellness needs of our employees and program direction
- COVID-19 awareness and education
- **Fruity Fridays** — promoting healthy eating by offering free fresh fruit to on-site employees on a bi-monthly basis
- **Upgraded Lunchroom Options** — updated food selections in employee break rooms to ensure healthier options are available





## Employee and Human Rights

### *Harassment, Discrimination and Retaliation*

Barrette Outdoor Living strictly prohibits and does not tolerate unlawful harassment against employees or any other person because of race, religion, creed, national origin, ancestry, sex (including pregnancy), gender (including sexual orientation, gender identity and status as a transgender or transsexual individual), age, physical or mental disability, citizenship, genetic information, past, current or prospective service in the uniformed services, or any other characteristic protected under applicable federal, state or local law.

Barrette Outdoor Living has a detailed procedure in place that outlines the steps for the complaint process regarding [harassment or discrimination](#) and is committed to enforcing a no retaliation policy to prohibit any form of discipline, reprisal, intimidation or retaliation for good faith reporting of related incidents.

### *Open Communication Policy*

Barrette Outdoor Living maintains an open communication policy with our employees — providing an effective and acceptable means for employees to raise their concerns to their direct managers/supervisors or Human Resources with a zero-tolerance policy for discrimination or retaliation for presenting a concern or issue.

In 2021, Barrette Outdoor Living partnered with NAVEX Global — an independent, third-party service — to launch EthicsPoint in 2022. EthicsPoint is an ethic and compliance management system that will provide our employees with a confidential way to report concerns of unethical, illegal or irresponsible activity.





## *Violence in the Workplace*

Barrette Outdoor Living is dedicated to providing a workplace free of violence and/or the threat of violence. Acts or threats of violence — whether made directly or indirectly — violate our right to conduct business in a safe and professional manner. Violent or threatening conduct of any kind will not be tolerated while on company premises, while conducting company business or at employer-sponsored events.

## *Drug-Free Workplace*

Barrette Outdoor Living maintains a drug-free workplace. Employees are subject to pre-employment drug screens. Post-incident testing may be required for any work-related accidents or incidents involving safety or security.

## *Employee Privacy*

Barrette Outdoor Living holds no personal data other than that to support Human Resources and/or operational matters (i.e., as used for insurance benefits and payroll systems).

In the event Human Resources receives a request from an outside source for an individual's employment information, it will not be released without a signed authorization from the employee, a subpoena or a court order.

## *Cyber Security and Data Privacy*

Barrette Outdoor Living employs stringent practices throughout all locations to decrease any chance of business interruption and offer increased protection of commercial data. Regular back-ups of files on all company networks, education and training for employees to identify cyber threats and penetration testing are just a few examples. Additional measures taken include:

### ***For Security***

- SIEM (system information and event management system)
- Network access by authorized accounts only
- AV and Malware endpoint protection
- Firewall installed for additional layer of approved only network traffic
- Cisco Umbrella for Internet security threats and inappropriate content

### ***For Data Privacy***

- Network folders secured by Access Control List
- No HIPAA sensitive data stored on on-premise servers
- Kiosk computers used by employees for use with Human Resource system, cache no credentials or retain any cookies



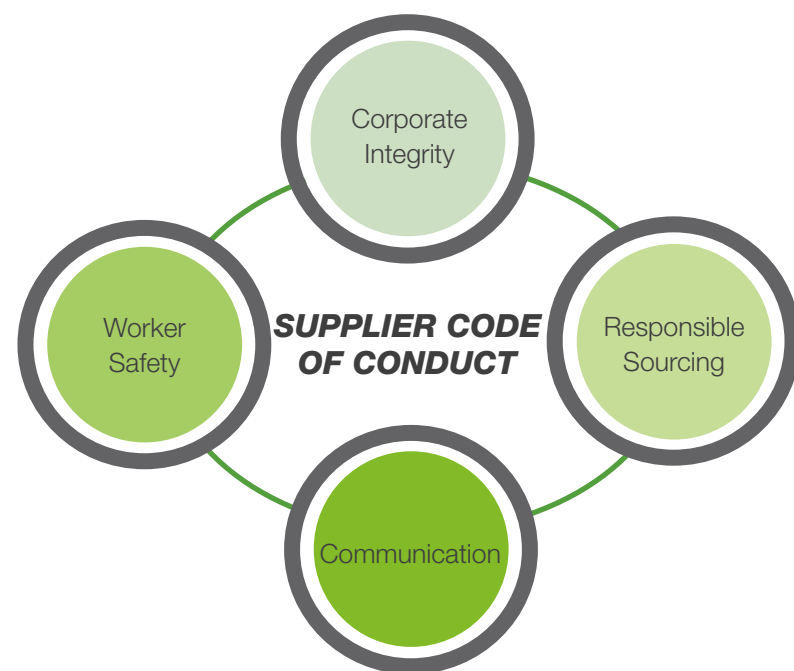
## Supplier Code of Conduct

Corporate integrity, responsible product sourcing and the safety and wellbeing of workers across the global supply chain are of paramount importance to Barrette Outdoor Living. These principles apply to all aspects of our business, and encompass all manufacturers, distributors, vendors, and other suppliers that supply products to us. We count on our suppliers to commit to our high standard of integrity, responsible product sourcing and worker safety in operating their business.

These principles are reflected in our [Supplier Code of Conduct](#), which establishes our expectations and guidelines that must be met by any supplier that sells goods to or does business with Barrette Outdoor Living, regarding:

- Supplier’s treatment of workers
- Workplace safety
- The impact of supplier’s activities on the environment
- Supplier’s ethical business practices

We expect our suppliers to communicate these expectations throughout their supply chain. In addition, we require our suppliers to abide by all applicable national, state and local laws in the areas where they operate.



## Customer Relations

### Customer Service

Barrette Outdoor Living provides superior customer service and relies on our experienced on-site teams to help our customers quickly find the answers they are looking for. Customer Service teams receive extensive hands-on product training — working closely with our Product Management and Engineering teams to fully understand each product line. Select Customer Service team members also have the ability to assist customers with project planning by using provided dimensions or specifications to compile a parts list of items needed for the project. This unique service helps ensure customers are getting the right parts for the job — ultimately saving time and money.

### Social Media Interactions

Barrette Outdoor Living has a strong presence on social media channels and employs a team of specialists that deploy messaging, manage customer interactions and monitor online engagements. Our experienced, on-site team responds to comments — whether positive feedback, questions about our products or a product complaint. Depending upon the nature of the comment, it may be taken to sales, upper management and/or product management so it can be further reviewed and addressed. We are committed to full transparency on all social channels and if we contact a person regarding their comment through a private message, will indicate publicly that we are doing so.

### Product Recall Process

While Barrette Outdoor Living has occasionally discontinued products, we have not experienced a product recall based on safety concerns. We proudly stand behind our products by providing dedicated support, superior customer service and product warranties that feature some of the most comprehensive coverage in the industry.

## Making a Difference in Our Communities

Our corporate social responsibility does not end with our environmental actions, it is further evident by our dedication to being a good corporate citizen. Barrette Outdoor Living has a long history of volunteerism, fundraising and giving back to the communities where we work and live. We accomplish this in many ways, including:

- Holiday toy and food drives
- Clothing drives
- Participation in charitable walks/runs
- Fundraising
- Donations of product and manpower

### U.S. Hunger Service Project

Since 2017, Barrette Outdoor Living's Brooksville, Florida facility has partnered with [U.S. Hunger](#) (formerly known as Feeding Children Everywhere) to host an annual on-site service project for employees and their family members to take part in.\*

U.S. Hunger works to address hunger by engaging volunteers, educating on the root causes of food insecurity and creating access to nutritious meals for low-income families and individuals. The non-profit has distributed meals in every state of the U.S. and in 53 countries with the vision of a hunger free world in our lifetime.

In 2022, we plan to expand this partnership to all locations, launching a company-wide initiative to empower employees to make a difference in the fight against hunger. On-site, meal packaging events along with projects tailored specifically to include the company's remote staff will be coordinated to ensure that all employees can participate in this company-driven service effort.

\*Service projects were not held in 2020 or 2021 due to COVID.





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CORPORATE GOVERNANCE **04**



## Ownership

Barrette Outdoor Living is privately owned under a majority investment by TorQuest Partners and Caisse de dépôt et placement du Québec (CDPQ). TorQuest and CDPQ partnered in this transaction with Barrette Outdoor Living's owner, Les Entreprises Barrette Ltée, who retains a significant minority interest in the company.

## Executive Officers



**Jean desAutels** is CEO of Barrette Outdoor Living. Prior to his appointment as CEO, he served as the company's President from 2010 to 2017, and as Vice President of Finance and Operations from 2007 to 2010. Before joining Barrette Outdoor Living, desAutels held a variety of executive leadership roles, including Vice President of Operations at Groupe Deschenes, a distributor of plumbing and heating products; and Vice President of Finance & Strategic Planning at Tarkett, an international producer of floor coverings. He received a Bachelor of Business Administration in Management Accounting from Ecole des sciences de la gestion de L'Université du Québec à Montréal and a DEC in Mechanical Engineering from Cegep de Sherbrooke.



**H. Douglas Goforth** is Chief Financial Officer of Barrette Outdoor Living. From 2019 to 2021, Mr. Goforth served as Chief Financial Officer for Resicap, a vertically integrated company for single-family residential assets. From 2014 to 2018, Mr. Goforth served as Chief Financial Officer of Gypsum Management & Supply Inc., a distributor of building products. Previously, Mr. Goforth also served as Chief Financial Officer at BlueLinx Holdings Inc., and as Vice President and Corporate Controller for Armor Holdings Inc. Mr. Goforth has more than 30 years of combined accounting, finance, treasury, acquisition and management experience with leading manufacturing and distribution companies including Mitsubishi Wireless Communications, Inc., Yamaha Motor Manufacturing, Inc., and Ingersoll-Rand. Mr. Goforth is a North Carolina State Board Certified Public Accountant and holds a BS in accounting from Mars Hill College in North Carolina.



**Deborah K. McGowan** is General Counsel and Corporate Secretary of Barrette Outdoor Living. Prior to joining the company in 2015, Ms. McGowan worked for Coughlin Duffy LLP in Morristown, NJ from 2006 to 2015, where her practice included commercial litigation, corporate transactions, employment counseling and environmental regulatory matters. In this role, Ms. McGowan represented a diverse group of clients across a range of industries and acted as outside general counsel to several mid-sized companies. Before working in the legal field, Ms. McGowan worked in crisis management and communications, counseling Fortune 500 corporations and government agencies. Ms. McGowan holds a BS in Communications, Legal Institutions, Economics and Government from American University and a JD from Seton Hall University School of Law.

Board of Directors



**Jonathan S. Tarshis Neil** is a member of Barrette Outdoor Living’s Board of Directors, serving as Chairman since 2020 and is a Partner at TorQuest Partners in Toronto. Mr. Tarshis Neil joined TorQuest in 2014 and has previously held operations and finance roles at Tough Mudder, Inc., a global endurance event company, and worked in the investment banking group at National Bank Financial in Toronto. Mr. Tarshis Neil received an MBA from Columbia Business School and a BCOM from Queen’s University. Mr. Tarshis Neil is qualified to serve on Barrette Outdoor Living’s Board of Directors due to his experience with corporate finance and strategic planning.



**Yves Barrette** co-founded Barrette Outdoor Living in 1975 and has been a member of our Board of Directors since November 2020. Mr. Barrette is also the owner of Les Entreprises Barrette Ltée, which specializes in the manufacturing of softwood lumber, wood structural components, pre-assembled wood fence panels and bed frame components. Over the last 40 years, Les Entreprises Barrette Ltée has established itself as a manufacturer with innovative production processes for the benefit of its customers in Canada and across the United States. Mr. Barrette is qualified to serve on Barrette Outdoor Living’s Board of Directors due to his extensive experience in the building products manufacturing and home improvements industry and knowledge of the company.



**Peter Dachowski** has been a member of Barrette Outdoor Living’s Board of Directors since January 2021. Mr. Dachowski spent 35 years with both CertainTeed Corporation, a North American manufacturer of exterior and interior residential and commercial building envelope construction products, and its parent company Saint-Gobain, most recently serving as CertainTeed’s Chairperson and CEO from 2004 to 2011. Prior to rejoining CertainTeed, he served as President of Saint-Gobain’s worldwide insulation business and as a member of Saint-Gobain’s Global Corporate Management Committee from 1996 to 2011. He was employed by The Boston Consulting Group as a Consultant and Engagement Manager from 1973 to 1976 after beginning his career as a Financial Analyst with the Treasury Department of Exxon Corporation in 1971. Mr. Dachowski is currently an advisor to various private equity firms on potential investments in the building materials industry, including serving as a Senior Advisor to Graham Partners. Since 2013, he has also served on the board of directors of Masonite International, a publicly listed company. Mr. Dachowski holds an MA in Economics from the University of Cambridge and an MBA from the Booth Graduate School of Business at the University of Chicago. Mr. Dachowski is qualified to serve on Barrette Outdoor Living’s Board of Directors due to his extensive industry expertise and strategic planning and public company experience.



**Anne Le Breton** has been a member of Barrette Outdoor Living's Board of Directors since April 2021. Since 2011, Ms. Le Breton has worked at Bombardier Recreational Products Inc. (BRP), an international manufacturer of off-road vehicles, where she currently serves as Senior Vice President of Human Resources. She previously held high-level human resources positions overseeing manufacturing operations, including as the Vice President of Human Resources for Global Sales Consumer Experience & Manufacturing Operations; Vice President of Human Resources for Product Engineering & Manufacturing Operations; and Vice President of Human Resources for Manufacturing Operations, North America. Ms. Le Breton holds a bachelor's degree in Industrial Relations from Université de Montréal. Ms. Le Breton is qualified to serve on Barrette Outdoor Living's Board of Directors due to her manufacturing industry experience and human resources expertise.



**Alejandro Pena** has been a member of Barrette Outdoor Living's Board of Directors since April 2021. Since 2018, Mr. Pena has served as Chief Executive Officer of Keter, a manufacturer and marketer of resin-based household and garden consumer products, where he also served as President, North America from 2017 to 2018. From 2008 to 2016, Mr. Pena held a variety of executive leadership roles at Jarden Corporation and Newell Brands, including President U.S. Division of Jarden Consumer Solutions, a leader in the housewares industry. He also held the role of Senior Vice President and General Manager for Global Appliances at that organization from 2008 to 2013. Mr. Pena started his career at Rubbermaid as part of their Global Leadership Development Program. He brings with him more than 25 years of experience in consumer products. Mr. Pena holds an MBA with a concentration in Marketing from The McCombs School of Business at the University of Texas at Austin and a BS in Industrial Engineering from Universidad de los Andes in Bogotá, Colombia. Mr. Pena is qualified to serve on Barrette Outdoor Living's Board of Directors due to his industry expertise and corporate leadership experience.



**John C. Wayne** has served as a member of Barrette Outdoor Living's Board of Directors since January 2021. Since 2021, Mr. Wayne has served as the Chief Executive Officer of OmniMax International, a manufacturer and marketer of aluminum, steel, copper and vinyl building products. From 1998 to 2018, Mr. Wayne served in various roles at Ply Gem, an exterior home building products manufacturer, including as Executive Vice President and Chief Operating Officer; President, Siding Group; and Vice President Sales and Marketing, Siding Group. Mr. Wayne also spent more than 13 years at Armstrong World Industries holding various leadership and management positions in sales. He holds a Bachelor of Business Administration (BBA) from the University of Wisconsin-Madison. Mr. Wayne is qualified to serve on Barrette Outdoor Living's Board of Directors due to his industry expertise and corporate leadership experience.



**Jocelyn Wong** has served as a member of Barrette Outdoor Living's Board of Directors since April 2021. From 2020 to 2021, Ms. Wong served as the Chief Customer Officer at goPuff, a consumer goods and food delivery company. Previously, she served as Chief Marketing Officer and Senior Vice President, Merchandising Seasonal Business for Lowe's Companies, Inc. Ms. Wong has also held executive positions with Family Dollar and Safeway and leadership and management roles with Proctor & Gamble. She holds a BS in Chemical Engineering from Purdue University. Ms. Wong is qualified to serve on Barrette Outdoor Living's Board of Directors due to her industry expertise and experience in corporate marketing.

## Board Selection Process

The five independent seats on the Board of Directors were selected using a combination of internal networking of established contacts within TorQuest and CDPQ and retaining a global management consulting and executive search firm to recruit external candidates. The independent directors went through a vetting process which included a series of interviews and background checks.

Barrette Outdoor Living is committed to having a diverse and inclusive Board. In addition to gender, race and ethnicity, we believe diversity also applies to age, work history, life experience, educational background, sexual orientation and diversity of thought. As a company, we recognize that our Board and leadership need to be reflective of our employees as well as our customers. As such, more than 40% of our Board members are gender and ethnically diverse.

The Board of Directors will engage with the ESG Working Committee on a regular basis during their 2022 quarterly meetings.

## Board Committees

Barrette Outdoor Living's Board of Directors has established two standing Board Committees:

- Audit
- Compensation

## Leadership

Barrette Outdoor Living's senior leadership team, led by CEO Jean desAutels, provides strategic direction at site and functional levels across all of the company's facilities located throughout North America. The team is responsible for the execution of long-term strategy and achieving financial objectives set forth by the Board of Directors.

The senior leadership team is aligned in the company's commitment to being an environmental steward which is reflected through the products we produce and the sustainable practices we follow. To further manage our ESG initiatives at all locations, the leadership team taps into senior management personnel and relies on the participation of the ESG Working Committee.

## ESG Executive Committee

- Jean desAutels, *Chief Executive Officer*
- Sylvain Bellemare, *Vice President of Engineering & Process Improvements*
- Steven Daugherty, *Vice President of Supply Chain*
- H. Douglas Goforth, *Chief Financial Officer*
- Jonathan Gronow, *Vice President of Human Resources*
- Deborah K. McGowan, *General Counsel*
- Lori Miller, *Vice President of Marketing*
- Gary Williams, *Vice President of Manufacturing*

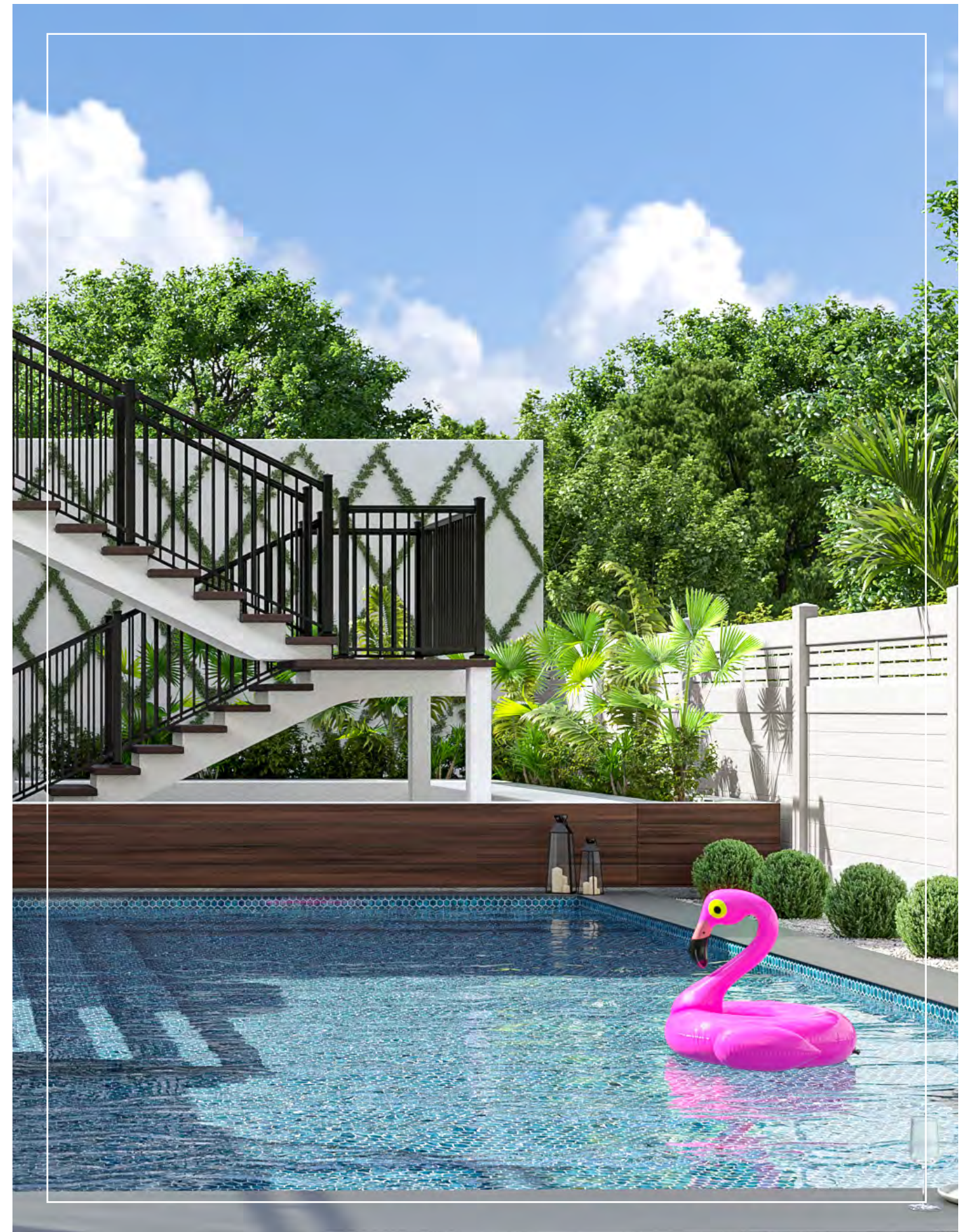
## ESG Working Committee

The purpose of the ESG Committee is to research, evaluate and recommend important ESG initiatives that would make Barrette Outdoor Living a better place to work while also supporting the company's future growth and resilience. The creation of the committee was initiated by Jean desAutels, CEO of Barrette Outdoor Living, and the committee reports to the ESG Executive Committee (listed above). Committee members have been tasked with monitoring all ESG initiatives, creating internal scorecards and acting as leaders regarding all ESG initiatives.

The ESG Working Committee meets bi-monthly, ensures on-going alignment with the CEO and is on the calendar to meet quarterly with the Board of Directors in 2022.

- Allie Dischinger, *Senior Channel Marketing Manager*
- Kim Espenschied, *Communications Manager*
- Shon Gates, *Production Manager*
- Daniel McKeown, *Quality Manager*
- David Pellerin, *Engineering Manager*
- Randall Reed, *Product Development Lab Manager*
- Carolyn Smart, *Logistics Controller*
- Andrea Wilcome, *Human Resources Manager & Corporate Recruiter*









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