



ENVIRONMENTAL, SOCIAL
& GOVERNANCE REPORT

2020



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CEO MESSAGE



In this inaugural Environmental, Social and Governance Report, I am proud to present a compilation of Barrette Outdoor Living's efforts over the past several years. I look forward to our continued growth and implementation of even more exciting initiatives in 2021.

Versatility and ingenuity are reflected in everything we do, and while this may be evident in the products we make, the efforts that happen behind the scenes aren't always visible. Initiatives that improve our environmental impact, ways we contribute to the communities we live and work in, and the policies we have in place to safeguard our greatest asset — our employees, the Barrette Outdoor Living family.

While safety has always been at the forefront of what we do, 2020 proved the need to take safety to a whole new level. As we begin to emerge from the pandemic, we are mindful of how fortunate we are to have the resources in place to keep our employees working and to create safe spaces for them to work in — all while we continue to thrive and grow during the most challenging of times.

Much like our core values, care and compassion have been ingrained in the fabric of Barrette Outdoor Living. We take that seriously by ensuring we help those in need, protecting those who face adversity, and perhaps most importantly, by understanding and responding to the impact our industry has on the environment.

This report is a testament to the hard work of the Barrette Outdoor Living family. The following pages are filled with stories, statistics and other examples that illustrate all we have done — and continue to do — to further our commitment to the environment. But it is within my own family, that I found the greatest inspiration and perhaps my proudest story.

One night at dinner with my family, I happened to mention the new rooftop solar array that was installed at our facility in New Jersey. My 19-year-old daughter's eyes immediately lit up and she quickly became engaged in the conversation — I had never felt her be more impressed by what I did for a living than when she learned about what we were doing to help protect the environment. That night, my kids and I continued to discuss the importance of sustainability and what Barrette Outdoor Living was doing to become a leading environmental steward in our industry.

Still fresh in my mind today, that talk serves as a constant reminder of the obligation we have to future generations and I consider it to be one of the greatest and most significant conversations of my career. And it is in these types of conversations — happening more now than ever — that I find continued inspiration. I am proud of our young generation and their passion for the environment and I am equally as proud to lead Barrette Outdoor Living in our efforts to become an exemplary environmental steward and corporate citizen.

A handwritten signature in black ink, appearing to read 'Jean desAutels'.

Jean desAutels
CEO, Barrette Outdoor Living

ABOUT BARRETTE OUTDOOR LIVING 01





”
There is a way to do
it better — find it.
— Thomas A. Edison
”

Who We Are and What We Do

As the leading North American supplier of exterior home products to the residential market, Barrette Outdoor Living empowers homeowners to bring their personal outdoor space to life, however they envision it. We manufacture and/or distribute vinyl, aluminum, steel and composite fencing and railing; composite decking; and other outdoor products sold through specialty retailers, home centers and lumberyards.

Versatility and ingenuity are reflected in everything Barrette Outdoor Living produces. With more than 100 patents, proprietary state-of-the-art machinery and industry-leading testing and control standards, our products are meticulously engineered — designed to be flexible, stylish and durable.



Middleburg Heights, OH
HEADQUARTERS



1,600+
EMPLOYEES
(450+ Temporary Employees)



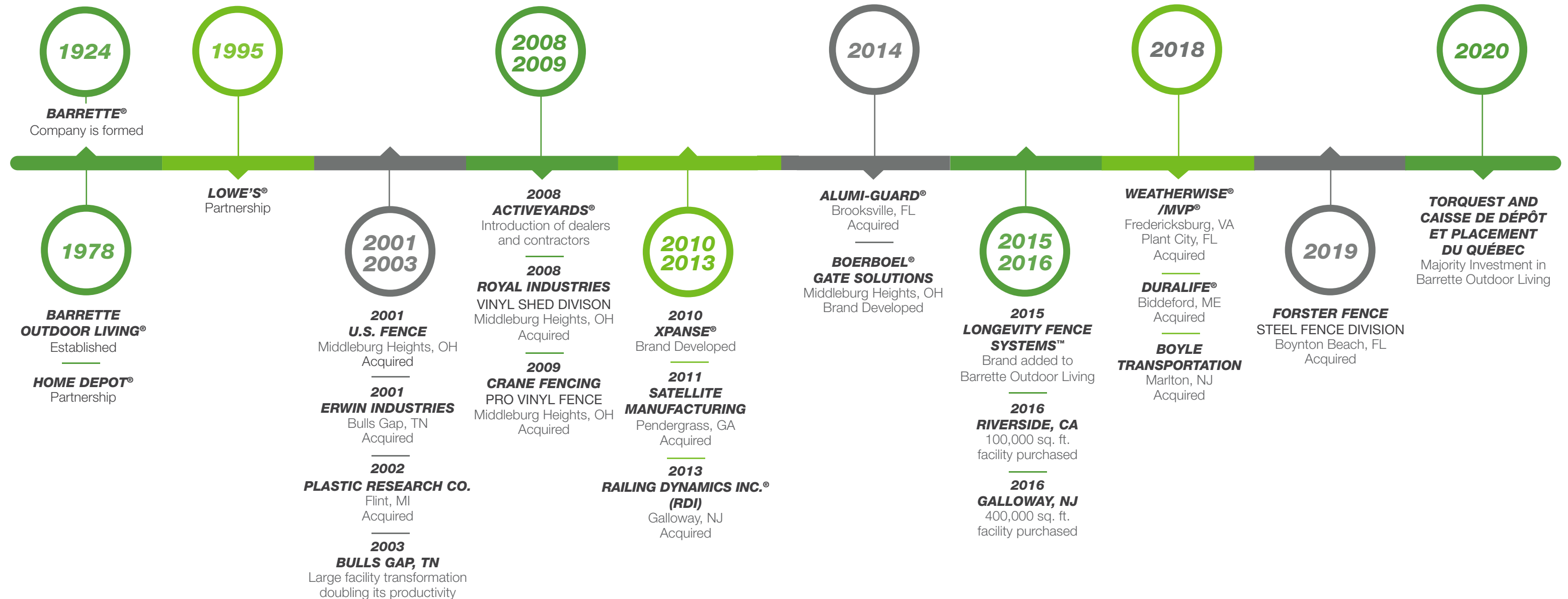
10
LOCATIONS



43
YEARS IN BUSINESS

History

Barrette Outdoor Living was established in 1978 when it started 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. 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.



Mission

Barrette Outdoor Living leads the industry in providing a diverse and flexible range of outdoor living solutions that bring homeowner's 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



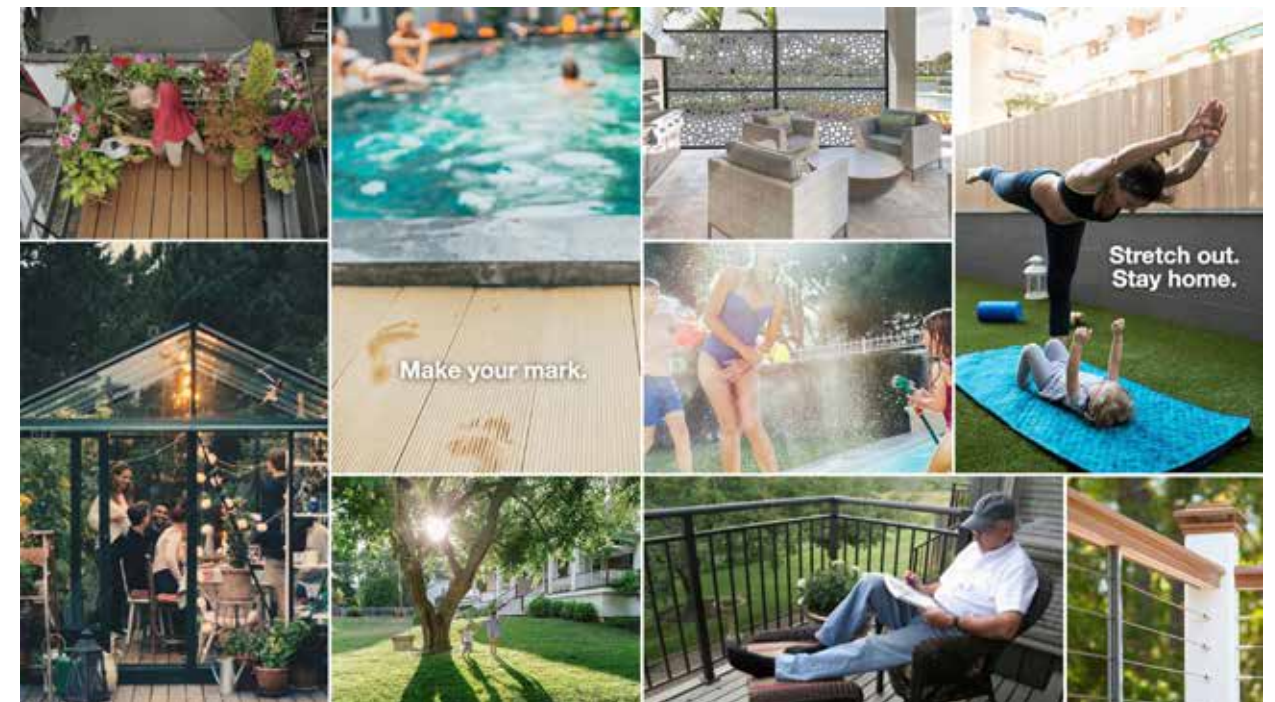
Brand

Barrette Outdoor Living knows a home is more than just a space — it's where families are raised, where friends gather and seasons come and go. When it comes to creating an outdoor space for these moments, we know homeowners don't compromise. And when they have the luxury of choice, they don't have to. With our diverse and flexible range of outdoor living solutions, Barrette Outdoor Living helps homeowners bring any vision to life. From decking, to fencing, to railing, to everything in between — we design with ingenuity and versatility in mind and provide a range of quality products that make life less complicated and more beautiful.



GET OUT THERE

Get outside and live your best life.



Our Customer Promise

At Barrette Outdoor Living, we believe in making things right. 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. With decades of experience behind us, we are confident in the craftsmanship and quality of our products, but we also realize things happen. If that thing happens, we promise to make it right within the constraints of our warranties.



Leading the Way

Industry leader in design and innovation, creating quality products that enhance people's lives and outdoor experiences.



Making It Right

Providing superior customer service, our experienced on-site teams can answer any question and resolve any warranty issue — should one arise.



Crafting Quality

State-of-the-art machinery and industry-leading standards ensure our products are meticulously engineered and assembled with care in the USA.



Being Responsible

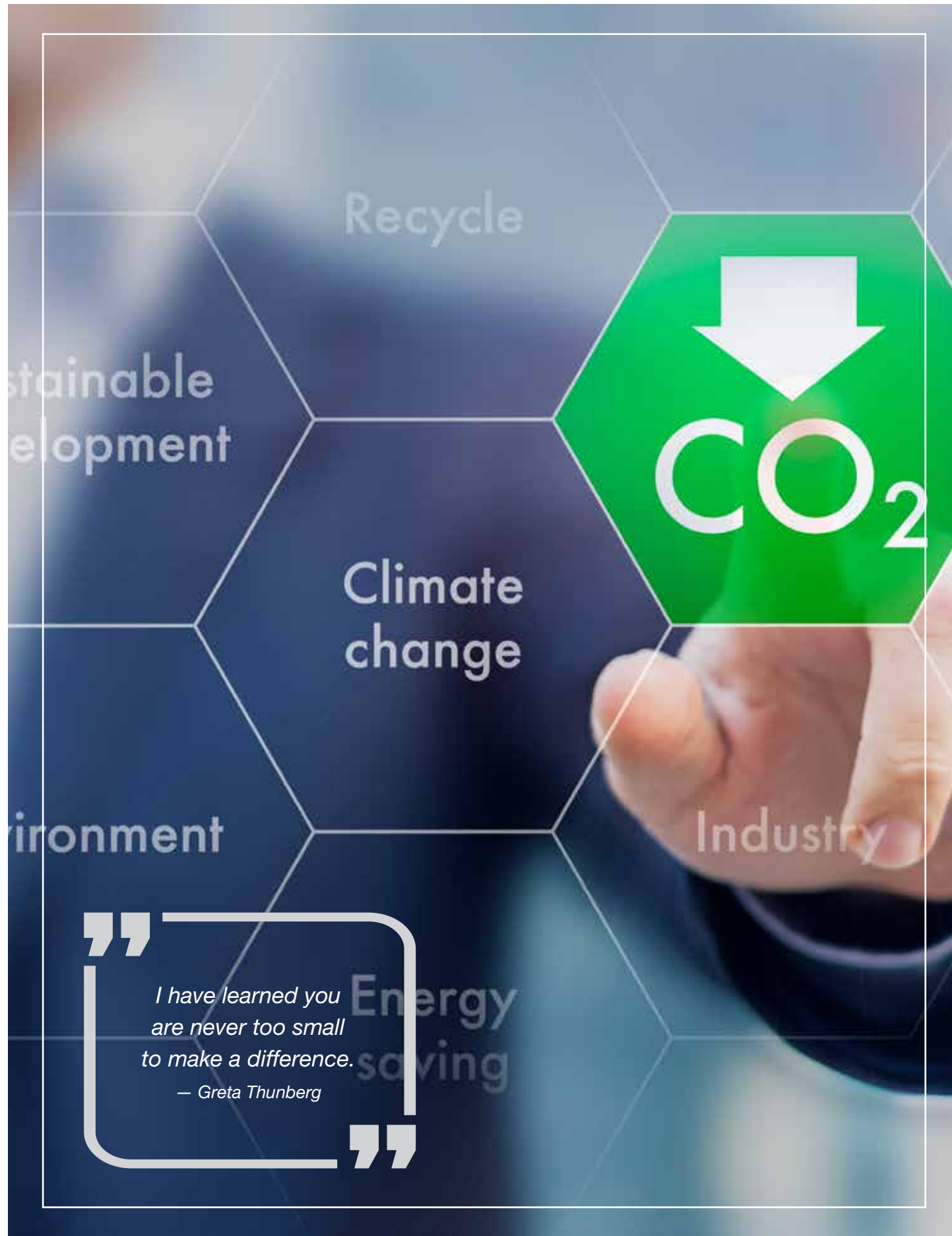
Committed to being a global environmental steward through the products we produce and the sustainability practices we follow.



Environmental Stewardship

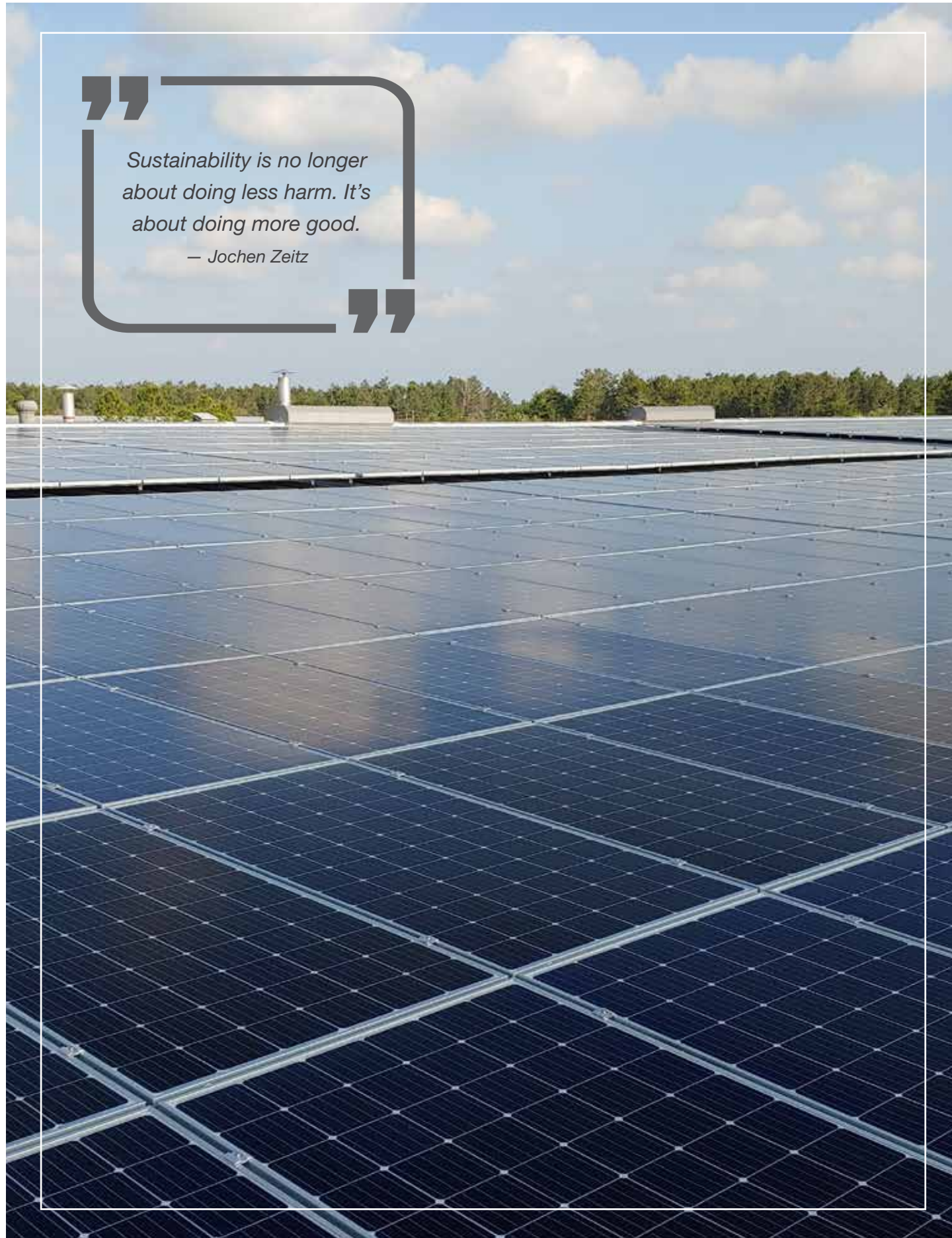
Barrette Outdoor Living is strongly committed to being a global environmental steward through the products we produce and the sustainability practices we follow, ensuring we reduce our carbon footprint and work towards being as waste neutral as possible.

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.



ENVIRONMENTAL RESPONSIBILITY 02





” Sustainability is no longer about doing less harm. It’s about doing more good. — Jochen Zeitz ”

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 reduce, reuse and recycle philosophy. As such, we are dedicated to the goal of being “waste neutral” by finding effective alternatives that enable us to divert as much waste as possible from going into landfills.

Pillars of Manufacturing Excellence

1. SAFETY

Maintain safety protocols working to reduce recordable incident rate (RIR)

3. ENERGY EFFICIENT

Identify and implement further energy efficiencies

2. WASTE NEUTRALITY

Sustain and increase recycling efforts with “waste neutral” focus

4. ECO-FRIENDLY PRODUCTS

Increase number of products made with recycled materials



New Jersey Site Serves as “Green” Benchmark

In 2014, when Barrette Outdoor Living entered into a land lease for the site of the former Lenox China plant in Galloway, New Jersey and began renovations, our goal was to achieve certain “Green Building” standards with a heavy focus on energy savings, water efficiency and recycling.

By incorporating many eco-friendly aspects into its renovation, the Galloway facility serves as a benchmark for any renovations or remodeling at other Barrette Outdoor Living locations.

Following are a few significant highlights from the Galloway renovation:

- A 400,000 square foot rooftop solar array was installed to supply 50% of the facility’s electricity consumption and offset CO₂ emissions (see page 25 for further details).
- Studies were conducted to confirm the site was not a documented habitat for any threatened or endangered species.
- Low-flow plumbing fixtures were installed in the administration building — reducing water usage by 20%.
- Exterior landscaping was designed using plant species that limit or eliminate the use of potable water or subsurface water for irrigation.
- High-efficiency heating and cooling equipment and Energy Star appliances/equipment were installed.
- Interior and exterior LED lighting was installed throughout the building and grounds. Occupancy sensors were installed in common areas (cafeterias, bathrooms, etc.).
- Low E glass thermal windows were installed in the reception area, training room and administrative offices. Deteriorating windows in the plant received an insulating polycarbonate translucent system.
- Centralized collection areas were established for recycling materials.



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 inherent in the majority of our products is a prime example of how we manufacture 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 86% recyclable polypropylene and our Biddeford, Maine plant that manufacturers our decking regrinds and reuses all recyclable material it produces back into products — avoiding disposal into landfills. Unlike wood, composite decking does not need to be replaced every 10 to 15 years. Care and maintenance of composite decking is also eco-friendly since it does not require toxic stains or sealants.



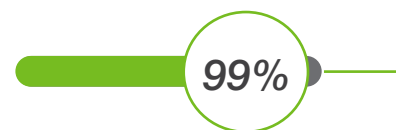
**RECYCLED
POLYPROPYLENE**
Used in our composite
deck boards



Barrette Outdoor Living’s vinyl products — like our fencing and railing — are also built to withstand the test of time. Engineered to not warp, rot, splinter or fade, 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 in the plant goes right back into the products we make.

Barrette Outdoor Living’s aluminum fencing and railing are also manufactured to keep a like-new appearance for years to come. With coatings applied using an eco-friendly aluminum powder coating process, we are able to reclaim and reuse 97% of over-sprayed material and generate no hazardous waste. Our aluminum products are warrantied to not corrode, rust or fade and can be easily cleaned with soap and water.



SCRAP MATERIALS
*Produced in our Flint plant
 go right back into the
 products we make*

LEED Certification Contribution

Barrette Outdoor Living vinyl railing, vinyl fencing and composite decking can contribute points towards LEED (Leadership in Energy and Environmental Design) certification due to the amount of recycled material used in products manufactured at our Maine, Virginia and Florida plants. Given the location of our plants, we are also frequently able to satisfy the LEED regional materials requirement that product remains within 500 miles of the source.



LEED is a point-based system developed by the U.S. Green Building Council (USGBC) that takes a life cycle approach to materials with a focus on understanding what is in the building materials being used and the effect those materials have on human health and the environment. LEED points are applied to various levels of certification on new commercial and residential building projects as well as major renovation projects that utilize sustainable, eco-friendly building practices.

Barrette Outdoor Living is proud to offer outdoor products to homeowners, builders, contractors and architects who are working on LEED-designated projects.

Awards and Certifications

Barrette Outdoor Living’s facility in Bulls Gap, Tennessee received the Tennessee Governor’s Environmental Stewardship Award in recognition of its recycling efforts. This prestigious award recognizes exceptional voluntary actions that improve or protect the environment and natural resources with projects or initiatives not required by law or regulation.

In 2020, Barrette Outdoor Living’s Galloway, New Jersey facility received the Certificate of Environmental Stewardship from the State of New Jersey Department of Environmental Protection. The certification recognizes voluntary and proactive measures — beyond the minimum requirements of existing rules and regulations — that we have taken in an effort to improve the environment.



Waste Neutrality

Under the company’s “Waste Neutral Initiative,” Barrette Outdoor Living aims to recycle as much waste as possible to avoid disposal of recyclable materials in landfills. With the ultimate goal to minimize waste to the point where the amount being recycled is equal to that being disposed of, and with each plant continuously working on implementing new measures to accomplish this goal.

99.9% **SCRAP MATERIAL**
 Reused at Bulls Gap plant each year. This equals **10,609,950 pounds!**



Recycling Efforts


Each location has dedicated staff who oversee recycling efforts and are responsible for securing agreements with outside vendors to provide recycling services. Barrette Outdoor Living 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, most of our 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 products.

VINYL/PVC RECYCLING

Our plants recycled **37.8 Million Pounds** of Vinyl/PVC and **3 Million Pounds** of other plastics, high-density polyethylene (HDPE) and polypropylene (PP) (2016-20)



OTHER RECYCLING

19,000 Tons Wood (2016-20)

3,150 Tons Aluminum (2017-20)

650 Tons Corrugated/Cardboard (2017-20)

230 Tons Paper, Plastics, Shrink Wrap and Other Materials (2018-20)

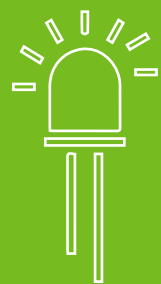
Energy Efficiency and Savings

LED Lighting

At Barrette Outdoor Living, LED lighting is installed in five of our manufacturing plants providing brighter illumination to create a safer work space while allowing for a host of environmental benefits. LED lighting emits negligible temperature levels, lowering carbon emissions and since LED lights last 20 times longer than fluorescent and incandescent bulbs, there is less waste generated. Unlike fluorescent bulbs, which contain mercury, LED lights do not contain toxic chemicals. Our use of LED lighting has also resulted in a 20% reduction in lighting expenses, plus tax deductions and energy supplier rebates.

Closed-Loop Process Water Systems

All Barrette Outdoor Living facilities use closed-loop process water systems with an internal chilling component that enable us to recapture, treat and reuse any water needed in our manufacturing processes. Closed-loop systems prevent the constant disposal of and pull from outside water treatment facilities and increase efficiency. In 2020, our closed-loop systems prevented 8 million gallons of water from going to local treatment plants.



20 TIMES LONGER

Life expectancy of LED lights vs. fluorescent and incandescent bulbs



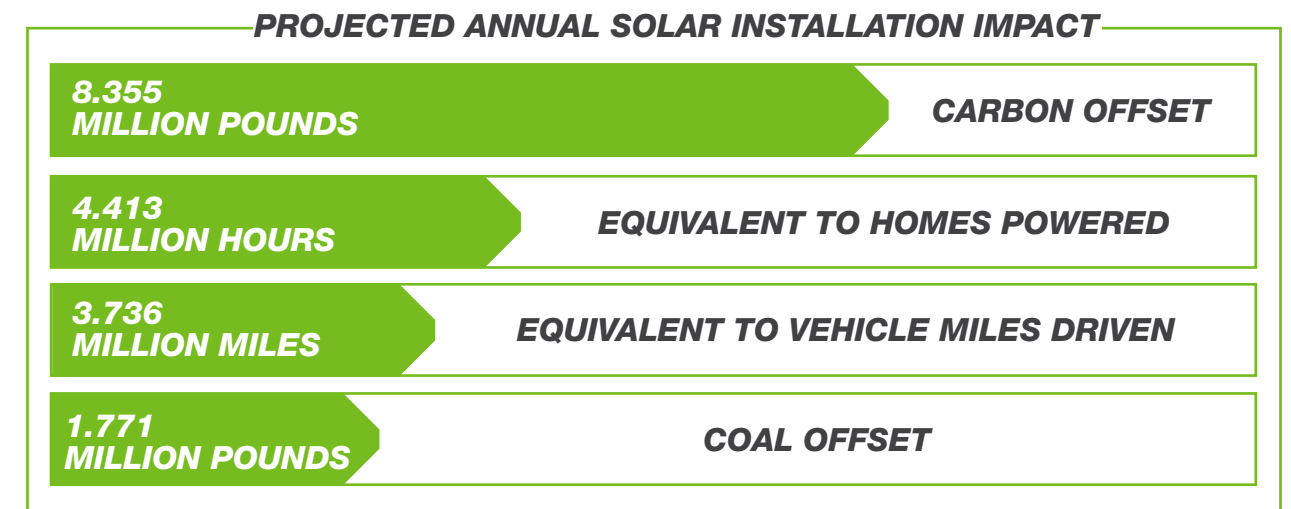
8 MILLION GALLONS

Amount of water prevented from going to local treatment plants due to closed-loop process water systems

Solar Initiatives

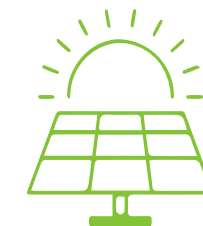
Over the past few years, Barrette Outdoor Living has partnered with local energy companies to complete rooftop solar arrays at two of our manufacturing facilities. The possibility of additional installations at other facilities is currently being explored.

In 2021, Barrette Outdoor Living projects the following impact as the result of our two solar array installations:



GALLOWAY, NJ SOLAR ARRAY

- 400,000 square feet
- Largest installation in Atlantic County, NJ
- Offsets 50,000+ tons of CO₂ annually
- Supplies 50% of the facility's electricity consumption



BROOKSVILLE, FL SOLAR ARRAY

- 200,000 square feet
- Largest privately-owned solar project in Florida at the time of completion
- Produces more than 2,352,489 watts DC power
- Offsets approximately 81% of the facility's electricity consumption

As part of the rooftop solar array projects, Barrette Outdoor Living worked with partnering 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 the Galloway and Brooksville plants. These updates — that can be viewed 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 statistics that the average person can easily relate to.



Real-Time Energy Calculator

Transportation Efficiencies

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

Through regular rotation of the trucks we use to take advantage of the most current and fuel-efficient models, to tracking fuel economies that help us lessen our carbon footprint, Barrette Outdoor Living is committed to investing in the transportation we rely on and fully recognizes the environmental benefits and overall safety of our drivers that result from those investments. We accomplish transportation efficiencies by:

- **Tracking fuel economies.** With technologies in place that track how much fuel is being used, drivers and management can ensure our trucks stay within an optimal range for fuel efficiency.
- **Installing anti-idling technologies.** This technology allows drivers to closely monitor and refrain from unnecessary idling. We also retrofitted trucks with smaller power units to be used when drivers stop to break — requiring one-tenth of the fuel of a truck would use if it was left fully idling.
- **Route optimization.** All routes are calculated before a driver sets out on the road to ensure route optimization — making sure our trucks are driven as few miles as possible.
- **Review of transportation network.** By constantly reviewing our national transportation network, we are able to identify suppliers who can help us make routes more efficient.
- **Consolidation of orders.** We strive to average between 30 to 40 shipments per truck on LTL truckloads. This consolidation of items/orders means fewer trucks on the road.
- **Incentives for drivers.** Barrette Outdoor Living provides bonuses to drivers who practice anti-idling, follow route optimizations and stay within expected fuel economy.

Barrette Outdoor Living also takes the safety of its 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 set 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 the majority of our manufacturing facilities who are responsible for our 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 practice Barrette Outdoor Living employs in our manufacturing process is our aluminum powder coating process. Through the ability to reclaim and reuse 97% of over-sprayed material, our powder coating process generates no hazardous waste and reduces CO₂ emissions by up to 60% as compared to use of liquid paint.



97%

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



Industry Impact

Through our GreenWays recycling program in Florida and Virginia, Barrette Outdoor Living has 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 CO₂ emissions
- Lower greenhouse gases
- Decrease landfill waste

The GreenWays Recycling Program accepts:

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



85%

Vinyl fencing produced in Plant City and Fredricksburg plants made from materials reclaimed through our GreenWays program



Recyclable vinyl/PVC purchased in 2020

02 ENVIRONMENTAL RESPONSIBILITY

With vinyl extrusion capabilities at both GreenWays recycling centers, this means 85% of vinyl fencing produced at Barrette Outdoor Living's Plant City, Florida and Fredericksburg, Virginia plants is made from recycled materials reclaimed through the program. This resulted in 31 million pounds of recyclable material being purchased in 2020 — 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.



SOCIAL IMPACT 03



“
If you honor and serve the
people who work for you, they
will honor and serve you.”
— Mary Kay Ash



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

To read the full version of Barrette Outdoor Living's Code of Ethics and Business Conduct, visit www.barretteoutdoorliving.com.



Commitment to Our Employees

At Barrette Outdoor Living, every position in the company 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, Barrette Outdoor Living is also proud to offer:

- Remote working options for eligible employees
- Tuition reimbursement
- 401(k) with employer match
- Bi-annual employee engagement surveys

Employee Engagement

In 2021, Barrette Outdoor Living launched a Continuous Improvement Program 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. Identifying waste throughout all operations at the company is an opportunity to reduce cost and improve overall efficiency.

Barrette Outdoor Living is proud to implement this program and recognizes that our employees know best how to do their jobs and often know the answers to how they can improve the way they work. The Continuous Improvement 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, the company created a Continuous Improvement team — with a manager and two improvement engineers who are tasked with getting the program up and running and eventually implemented at all Barrette Outdoor Living facilities.

In the first few months, the team was focused on process mapping — identifying how things currently work so they can target specific areas for improvement. The team also plans on launching a series of educational training sessions — held on-site and virtually — that help introduce Continuous Improvement and the Lean approach to all employees.

Bi-monthly training will continue throughout the year along with designated Kaizen events. A Japanese word that translates to “change for good,” Kaizen events are highly-focused, cross team meetings that address changes that can create more efficient ways of working. These events — carried out in a condensed time frame to expedite results — enable each individual or team participating to better understand how a suggested change may impact others. This ensures that anyone who may be affected is involved with decision-making and on board with the changes to be made.

In the coming year, Barrette Outdoor Living plans to grow the culture of continuous improvement at each plant by building the skills of existing staff — this will empower smaller teams to identify and fix issues without the need to have upper management to intervene. The Continuous Improvement team also plans to establish an online library of information that will be made available to all employees and to send out regular updates on improvements that have been completed or are underway.





Diversity and Inclusion

Diversity and inclusion is fundamental to the culture and core values of Barrette Outdoor Living and we continually aspire to become a more diverse and inclusive company. Barrette Outdoor Living is committed to fostering diversity and inclusion at our company in which all employees are treated fairly and 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 Barrette Outdoor Living's success. Barrette Outdoor Living's employees are our most valuable asset.

Diversity and inclusion are related and equally important concepts.

- Diversity includes but is not limited to differences in race, ethnicity, sex, gender, sexual orientation or identity, disability, religion, age, national origin, military or veteran status. Diversity also includes differences in backgrounds, experiences, perspectives, thoughts, interests and ideas.
- Inclusion means ensuring that all employees are valued, heard, engaged, and involved at work and have full opportunities to collaborate, contribute and grow professionally.

As part of this 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 exclusivity 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.

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.



29%

Female Workforce

40%

Female Leadership Team

2

Plants Run by Female Managers



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, Barrette Outdoor Living won an “Exceptional Employer Award” from the state of Florida for our commitment to hiring persons with disabilities.

For more than two 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.

Barrette Outdoor Living is proud of these partnerships and our work to help these organizations achieve their respective missions of improving the lives of the disabled.

Training and Development

Barrette Outdoor Living believes strongly in making an investment in training and development programs that help our employees continually improve in their jobs and grow professionally. 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 two-session training program for all staff and plant floor supervisors on self-awareness and self-management
- **Connections** — covers the power of connection and collaboration (received after completion of MMP training)
- **Interaction Process** — focuses on the art of constructive and effective communication with a solution focus
- **5 Rules for Positive Interactions** — interactive training program for all supervisors and plant management teams on 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





Occupational Health and Safety

Safety Philosophy

Barrette Outdoor Living is steadfast in 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, Barrette Outdoor Living also provides 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.



2016-2020 TOTAL RECORDABLE INCIDENT RATE

Per 200,000 Man Hours Worked

Year	2016	2017	2018	2019	2020
Hours	3,428,225	3,145,339	3,821,935	3,796,444	4,295,584
Recordables	54	62	61	44	63
TRIR	3.1	3.9	3.2	2.3	2.9

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

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)

Provided to 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
- Confine Spaces

- Spill Response Control
- Accident Investigation
- Bulk Stabilizer Unloading

Biannual Training Provided to All First Responders

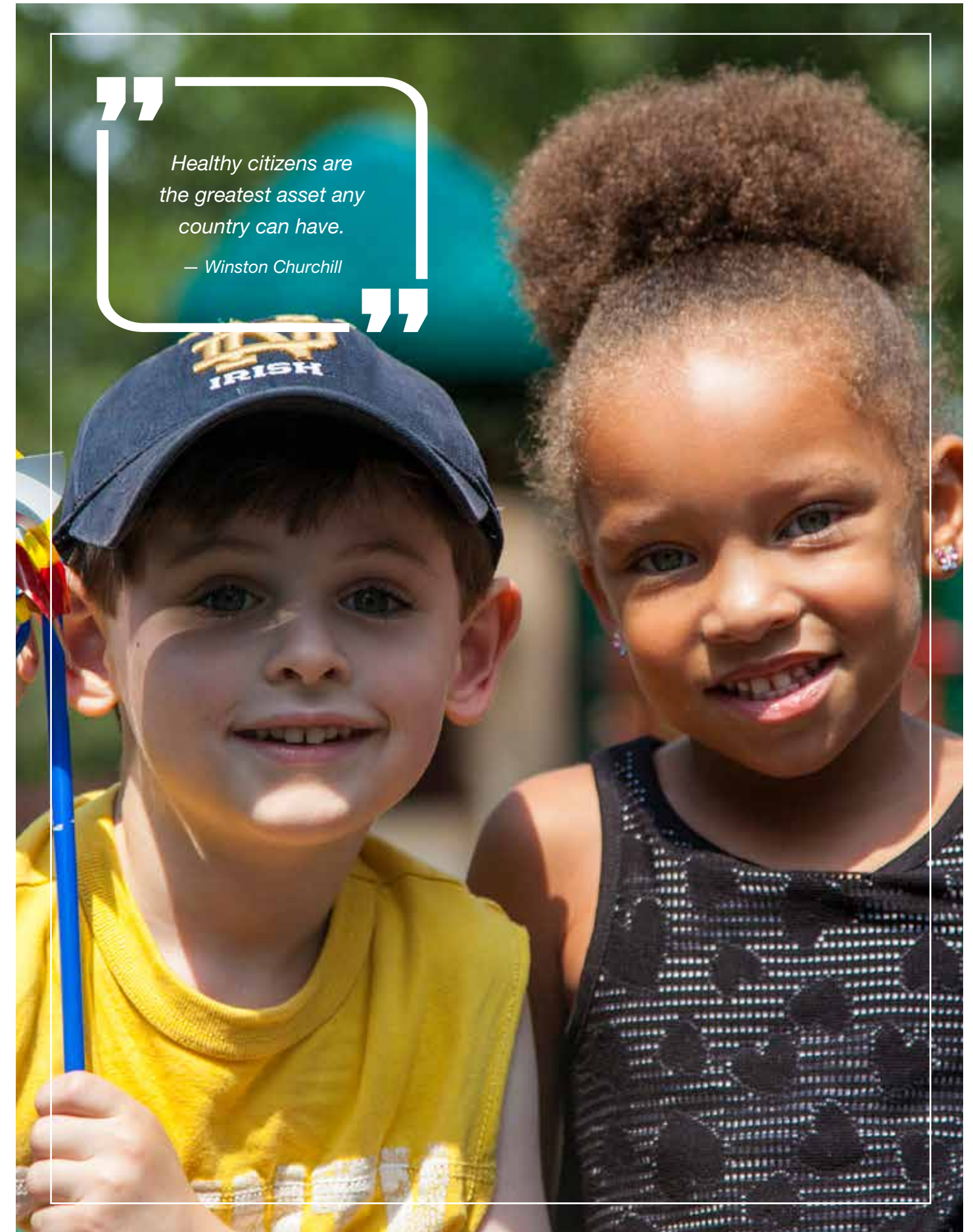
*Affected refers to employees who are directly involved with a process or procedure



COVID-19 Response

In response to COVID-19, Barrette Outdoor Living has taken many precautions to protect the health and safety of our employees. All precautions will remain in place until federal, state and local guidance indicates otherwise. In addition to the standard recommendations set forth by the CDC, we also:

- Encourage 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
- Placed signage (including six-foot floor markers) throughout all buildings
- Limited occupancy in conference rooms — attendees need to be six feet apart
- Eliminated group meeting and gatherings
- Encourage use of video calls, phone calls, electronic messaging over face-to-face meetings
- Closed or provided social distanced seating in cafeterias
- Amended travel policy and requirements (allowing for essential site visits only)



Employee Wellness Initiatives

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

- **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
- **“Barrette Healthy Living” Initiative and Wellness Calendar** — an in-house wellness program to promote walking competitions, coordinate monthly health focus and offer nutritional information
- **Wellbeing Insights** — health and wellbeing newsletter distributed monthly to all employees
- **Employee Assistance Program (EAP)** — offering free Telemedicine platform, TelaDoc and mental health coverage for all insurance plan options
- **Tobacco-Free Program** — a free program offered to all employees and their spouses
- **Expanded Free Preventative Medication Offering** — we broadened the list of preventative medications in 2020 to ensure no one had a reason not to refill their prescription
- **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
- On-site flu vaccinations and mammograms
- Discounts on fitness devices, on-site gyms at select locations and/or discounts for gym memberships
- COVID-19 awareness and education



Taking Care of Our Own

While our commitment to our local communities is strong, our dedication to the well-being of our employees is unparalleled. Going above and beyond routine employee benefits, Barrette Outdoor Living partners with an organization that provides on-site success coaching for employees who may be facing challenging life situations, such as homelessness, legal issues or counseling needs.

For the past 12 years, our upper management team has quietly rallied to personally ensure employees who may be struggling — due to unexpected or extraordinary circumstances — are provided for. These generous acts of kindness generate no fanfare and are often only known by those receiving it.



Cultivating Future Employees

Barrette Outdoor Living has developed relationships with several universities, colleges and vocational/ trade schools in the communities where our plants are located. These partnerships not only help students get hands-on experience through internships or work studies, but also help us cultivate future employees.

In Galloway, New Jersey, we have established a relationship with Stockton University that has resulted in several students completing internships with us, some of whom have gone on to become successful employees.

At our two locations in Florida, we have developed a partnership with Tampa Bay Works, an organization that works with local employers to assess their needs and helps identify suitable applicants. In addition, our Brooksville plant partners with AmSkills, an organization that provides workforce training and opportunities for the manufacturing industry in the Tampa Bay area. Our Plant City location also uses interns from Florida Polytechnic University in its machine shop.

In Biddeford, Maine, we have developed a relationship with Southern Maine University to create an internship program. We have partnered with Tennessee Tech University at our Bulls Gap, Tennessee location to source maintenance department employees and also established an apprenticeship program for their students.

Our Flint, Michigan facility has received interns from the University of Michigan who have worked in our Engineering and Human Resources departments. Additional partnerships with Ferris State University and the Michigan Manufacturing Technology Center have provided internship and training opportunities for interns and new hires.



Employee and Human Rights

Harassment, Discrimination and Retaliation

Barrette Outdoor Living strictly prohibits and does not tolerate unlawful harassment against employees or any other covered persons 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 surface their concerns with a zero-tolerance policy for discrimination or retaliation for presenting a concern or issue. Every attempt is made to ensure that misunderstandings or personal feelings do not stand in the way of a good working environment.



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 (ie. as used for insurance benefits and payroll systems). No personal health information is accessed or retained by Barrette Outdoor Living.

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

- SEIM (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 HIPPA sensitive data stored on premise servers, located in Kronos
- 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 Barrette Outdoor Living. 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.



98.7%

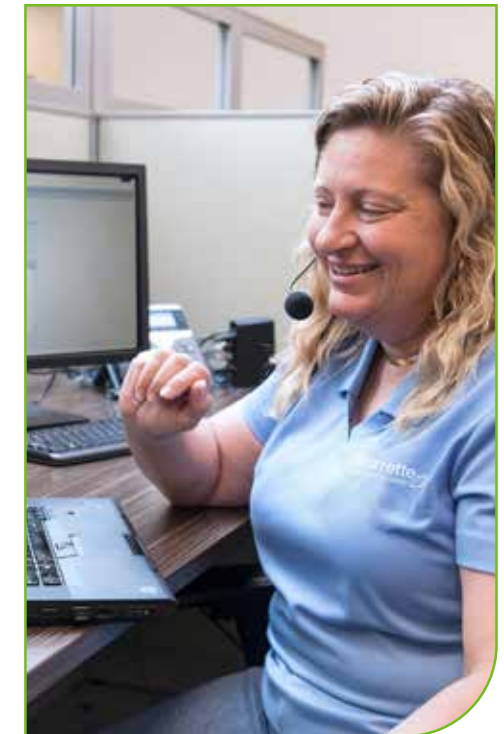
Suppliers are North American

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. In most instances, response times are within a two-hour time frame of initial contact.

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 holds 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 every comment — 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. *See page 12 for more information.*

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 good corporate citizens. 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
- “Days of Caring”
- Participation in charitable walks/runs
- Fundraising
- Donations of product and manpower
- “Good Neighbor” gestures



Wear Pink Day for Breast Cancer Awareness

“
*The best way to find yourself,
 is to lose yourself in the
 service of others.*
 — Mahatma Gandhi
 ”



Holiday Food Drive



YMCA Day of Caring



“
Great things in business
are never done by
one person. They're done
by a team of people.
— Steve Jobs
”

CORPORATE GOVERNANCE 04





“
Great leaders don't tell
you what to do, they show
you how it's done.
”

— Alessandro Berselli

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.

Board of Directors



Yves Barrette is the owner of Les Entreprises Barrette Ltée, of which Barrette-Chapais Ltée, Barrette Structural Inc. and BarretteWood Inc. are the main subsidiaries. Specialized in the manufacturing of softwood lumber, wood structural components, pre-assembled wood fence panels and bed frame components, Barrette is present in the home and construction industry in various ways. Over the last 40 years and without interruption, this big-box supplier has established itself as a manufacturer with innovative production processes for the benefit of its customers in Canada and across the United States. Today there are more than 1,700 employees working within the main subsidiaries.



Peter Dachowski is an experienced non-executive director with a demonstrated history of success in the building materials industry. Currently, Mr. Dachowski serves as Non-Executive Director of Masonite International in Tampa, FL; as Senior Advisor to Graham Partners in Newtown Square, PA; and as Non-Executive Director of Ball Horticultural Company in West Chicago, IL. Prior, he spent seven years as CEO of CertainTeed Corporation in Valley Forge, PA and eight years as CEO of Saint-Gobain Isover in Paris, France. Mr. Dachowski holds an MBA in Finance/Economics from the University of Chicago and an MA in Economics from Queens' College, University of Cambridge.



Anne Le Breton is a human resources executive with global experience who is passionate about creating organizational cultures that drive employee engagement, boost employee experience and deliver exceptional business results. For the past 10 years, Ms. Le Breton has worked at BRP in Quebec, Canada. Currently serving as Senior Vice President of Human Resources, she previously held high-level human resources positions overseeing manufacturing operations for BRP, including three years as the head of Human Resources for BRP's International Division in Switzerland. Prior, she worked as a human resources consultant and also spent seven years at Bombardier Aerospace. Ms. Le Breton holds a bachelor's degree in Industrial Relations from Université de Montréal and attended Collège Jean-de-Brébeuf.



Jonathan Tarshis Neil is a Principal at TorQuest Partners in Toronto. Mr. Tarshis Neil joined TorQuest in 2009 and has previously held Operations and Finance roles at Tough Mudder in New York and worked in Investment Banking at National Bank Financial in Toronto. Mr. Tarshis Neil received an MBA from Columbia Business School and a BCOM from Queen's University.



Alejandro Pena is CEO of Keter Group, a global leader in the resin consumer products industry, specializing in the design and manufacture of innovative, functional and aesthetic products. Mr. Pena has 25+ years of experience in consumer products and a strong track record of delivering consistent revenue growth and enhanced profitability. Prior to his current role, he was President USA for Jarden Consumer Solutions (Newell Brands) where he was responsible for running all facets of the company's largest business unit — Appliances & Personal Care. While at Jarden Consumer Solutions, Mr. Pena also served as Senior Vice President and General Manager, Global Appliances; and as Vice President, New Sources of Growth. He received 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 (Bogotá, Colombia).



John Wayne is an accomplished building products industry executive in both public and private equity-backed companies with a strong track record of delivering growth and profitability within highly competitive markets. Mr. Wayne is currently the Chief Executive Officer of OmniMax International. Prior to joining OmniMax, he served as Executive Vice President and Chief Operating Officer at Ply Gem where he spent nearly 20 years also serving as President 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.



Jocelyn Wong is a tech/CPG/retail executive with an outstanding track record of delivering results in highly competitive and complex environments across multiple business models, company size and scope and varying degrees of resources. Recognized as a passionate leader that enables organizations to achieve excellence, Ms. Wong currently is Chief Customer Officer at goPuff in Philadelphia, PA. Previously, she spent 5 years with Lowe's Companies, Inc. in Charlotte, NC, where she served as Chief Marketing Officer and Senior Vice President, Merchandising Seasonal Business. Ms. Wong has also held executive positions with Family Dollar and Safeway and leadership and management roles with P&G. She holds a BS in Chemical Engineering from Purdue University.

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 the services of Egon Zehnder — 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.

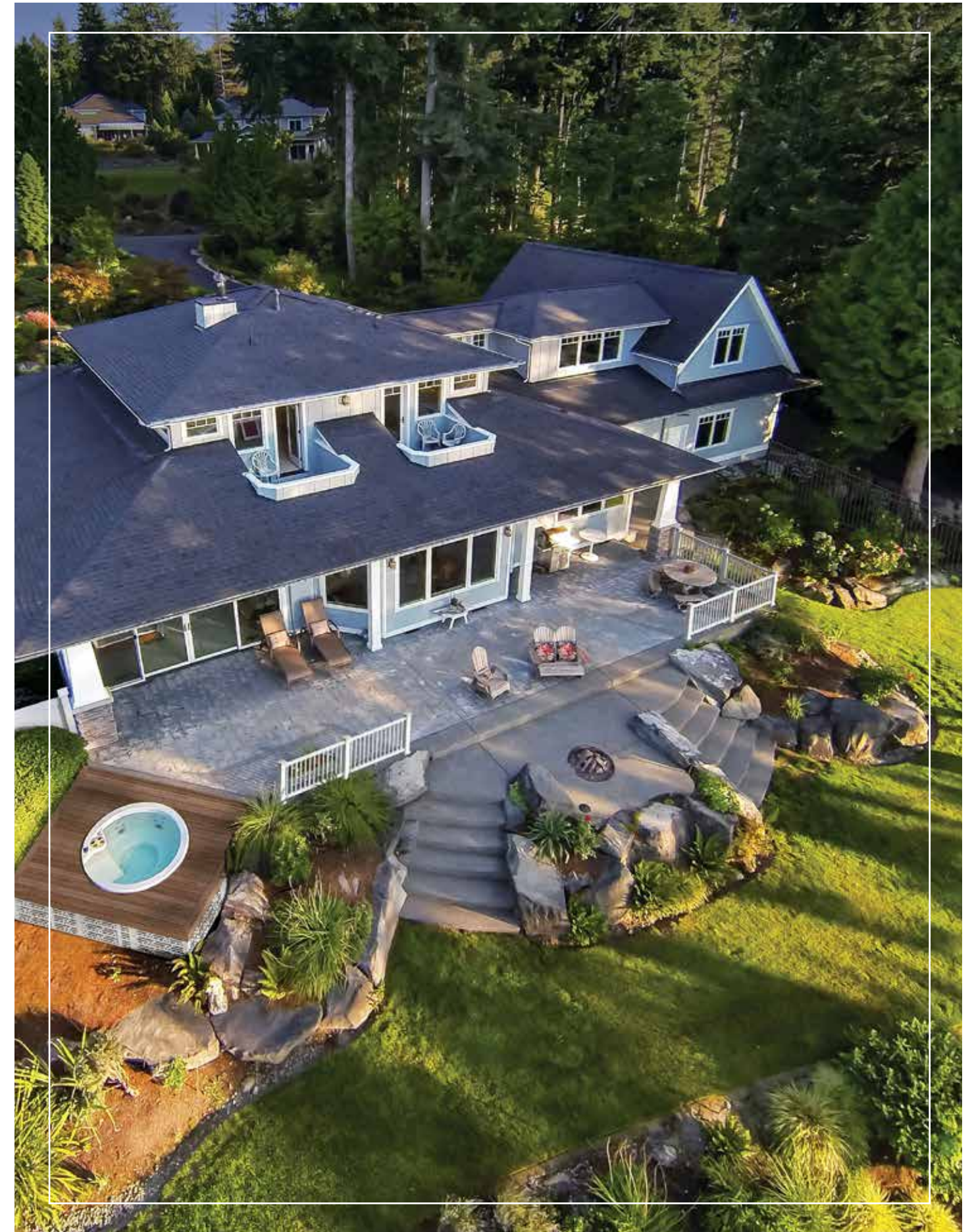
Board Committees

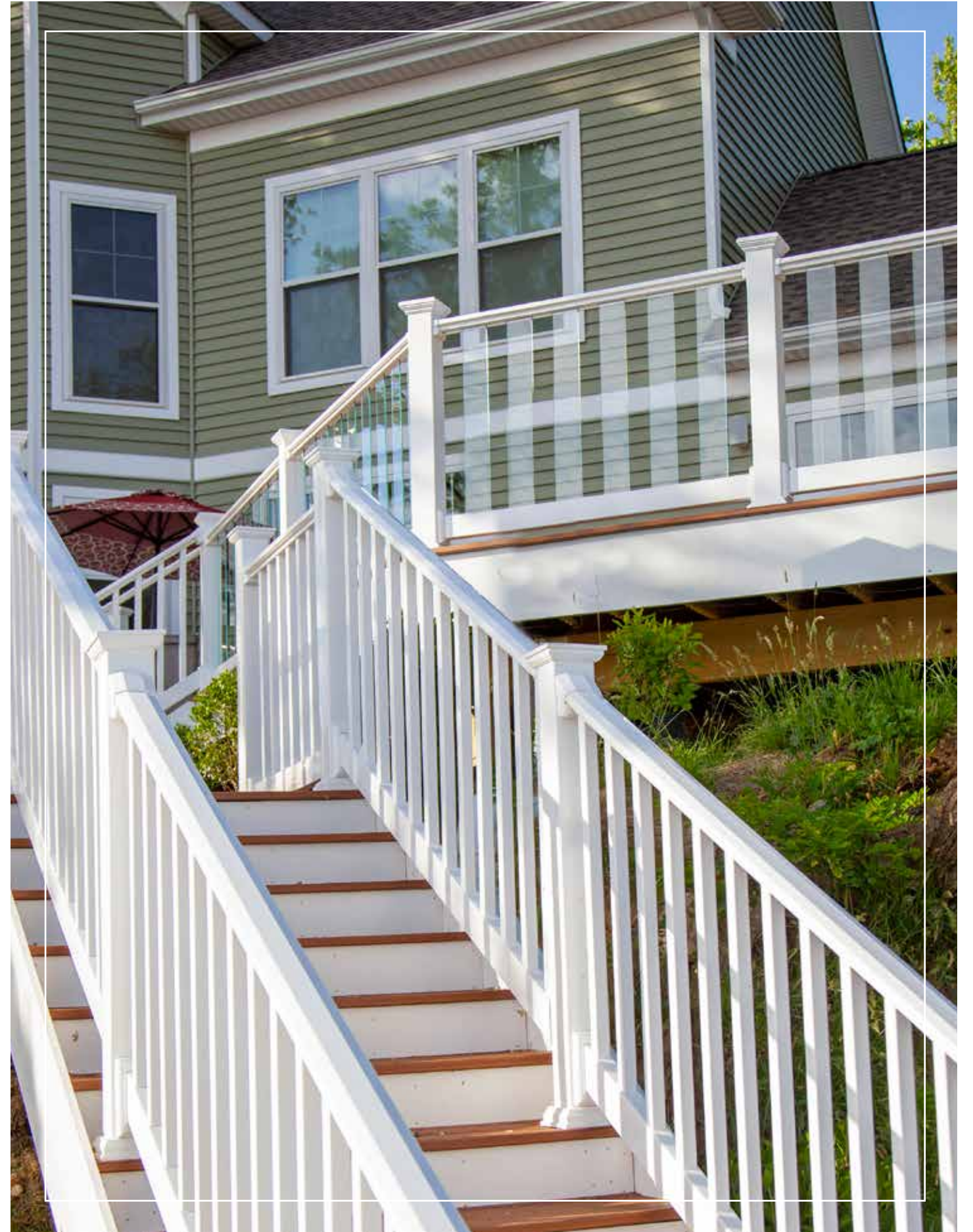
Barrette Outdoor Living's Board of Directors has established two standing Board Committees:

- Audit & Risk
- 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.







barretteoutdoorliving.com