At Vista Outdoor, we foster diversity and inclusion in a number of ways, including through the efforts of our Diversity & Inclusion (D&I) Council, to drive efforts locally. Members of the D&I Council represent all levels of our organization, including the diversity of our brands, employees and the geographies where we operate. Through the D&I Council, Vista Outdoor leadership and our employees, we have undertaken significant efforts to drive a culture of inclusion as described in this report. We are proud of our progress and want to empower our employees to build on our inclusion efforts. As a leading consumer products company in the outdoor sports and recreation markets, we know that our people are our competitive advantage. We are a stronger and more innovative company when our employees reflect the diversity of our consumers and our partners.

**Joseph Manicki**
Chair, Vista Outdoor Diversity & Inclusion Council
VP, Total Rewards and Diversity & Inclusion

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**IN THIS REPORT WE WILL**

- Discuss the Business Case for D&I ................................................................. 2
- Explore Our Core Diversity Data ................................................................. 3
- Reinforce Our Diversity Strategy ................................................................. 4
- Highlight Our Recent D&I Efforts ................................................................. 5
- Provide Employees With a D&I Toolkit ........................................................... 6
Studies have been published supporting that companies which are more diverse tend to perform better than their peers. As a consumer products company, having a culture that supports D&I can arguably drive innovation and allow us to better align our products and services with the needs of our consumers. We are a stronger company because we appreciate the differences in others, which affords us the ability to provide rewarding careers for our employees and drive superior long-term returns to our shareholders.

**THE FOLLOWING ARE SOME EXAMPLES FROM THE STUDIES:**

- Companies in the top quartile for gender diversity were 15% more likely to have financial returns that were above their national industry median.

- Companies in the top quartile for racial/ethnic diversity were 35% more likely to have financial returns above their national industry median.

- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies.

- Companies on the 2016 Best Workplaces for Diversity List averaged 25% more year-over-year revenue growth compared to companies who did not make the list.

- Employees with inclusive managers are 1.3 times more likely to feel that their innovative potential is unlocked.

- Employees who are able to bring their whole selves to work are 42% less likely to say they intend to leave their job within a year.

- Organizations with a high focus on inclusion and talent management are 1.8 times more likely to be change-ready and 1.7 times more likely to be innovation leaders in their market.

**SOURCES:**


Without setting quotas, Vista Outdoor wants our employees to understand our key diversity metrics - where we are today and where we can go tomorrow.

We believe our D&I metrics are generally in-line with our peers and industry. For example, women represent 29% of the workforce (compared to 26% at Vista Outdoor reflected to the right) within the durable goods manufacturing industry according to a 2016 U.S. Bureau of Labor Statistics Survey.

However, we understand that we can take reasonable steps to further drive a culture of D&I across Vista Outdoor and our brands over time. Together, we can become a stronger company by expanding our D&I efforts and building on the significant D&I steps we have already taken as described in more detail in this report.

**ABOUT THE NUMBERS**

The D&I metrics are based on information provided by employees during either the recruitment process or through self-identification after becoming an employee. Employees can update their D&I self-identification at any time by reviewing the Personal Information tab in Workday.
At Vista Outdoor, we strive to foster a culture where all can succeed, in which diverse perspectives drive innovation and shareholder value, while leveraging community partnerships and a D&I Council to drive local efforts. Our long-term success with respect to D&I will come from the commitment of our brands and local leadership to expand our impact over time.

Vista Outdoor wants to make meaningful efforts to ensure diverse candidates are adequately represented within our recruitment pools through targeted sourcing strategies, including university partnerships. We want to select the best talent for every role, and ensure that diverse candidates are adequately reflected within candidate slates to support this goal.

Provide diverse employees with opportunities for visible projects to drive their development as leaders, while harnessing the succession planning process to prepare them for future leadership roles. Vista Outdoor is committed to investing in the development of all employees and we encourage managers to create growth opportunities for their teams.
Efforts to drive a culture of D&I across Vista Outdoor and our brands must be built on the commitment of leaders and employees locally. Each of our brands and locations has their own unique culture which should be leveraged to tailor D&I efforts. Below is a list of recent initiatives at Vista Outdoor which have contributed to our D&I culture. We want you to build on these successes locally and are here to support you.

<table>
<thead>
<tr>
<th>RECENT EFFORTS</th>
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<tr>
<td>Created D&amp;I Council to provide thought leadership and drive efforts locally</td>
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<td>Participated in Boss in Boots program through National Guard and Reserves</td>
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<td>Showcased the contributions of our female engineers during National Engineers’ Week</td>
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<td>Introduced new Paid Parental Leave Policy to foster work-life balance and family-friendly workplace</td>
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<td>Accepted the ElevateHER Challenge through the Women’s Leadership Institute</td>
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<td>Recognized diversity-related events during the year through InSite articles, including Women’s History Month</td>
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<td>Hosted panel discussion titled What Diversity &amp; Inclusion Means for My Organization broadcast to all locations and obtained honest and helpful feedback as a result</td>
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<td>Increased participation in Anoka Kaizen Shop Rotational Program by 42%, with five of the 12 most recent participants being female</td>
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<tr>
<td>Established Talent Acquisition strategy for diverse representation on candidate slates</td>
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<td>Bolstered community partnerships, including Hire Our Heroes, Camber Outdoors, United Way, Tread Lightly!, Big City Mountaineers etc.</td>
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<tr>
<td>Supported Shoot For The Troops program benefiting Minnesota Military Family Foundation and Disabled American Veterans</td>
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<td>Selected as the official Conservation Partner for the Boy Scouts of America, supporting over two million Scouts in their enjoyment of the outdoors as responsible citizens</td>
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<tr>
<td>Launched year two of the Bell Joy Ride Program, empowering female mountain bikers of all levels in the U.S. and Canada with social group rides</td>
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PARTNERSHIPS PATHS

Engage with local community groups or Chambers of Commerce who have existing programs and events that are easy to utilize. Connect with your alma mater and offer to give a presentation or support an event to build Vista Outdoor’s brand and talent pipeline on campus. Keep in mind that many schools have affinity groups that provide direct access to D&I communities. Creating these partnerships can be successful even if they are not directly focused on the topic of D&I.

MEANINGFUL MENTORSHIPS

Approach a colleague and inquire as to their willingness to serve as your mentor. If you would like to serve as a mentor, reach out to someone whom you have development insight to offer. Think outside the box! While many mentorships are formed with individuals we are most familiar with, the most rewarding can be between individuals who have less in common, allowing them to share their diverse perspectives.
EASY WAYS TO DRIVE D&I LOCALLY (CONT.)

ROBUST RECRUITING

For the Talent Acquisition process to be successful, close collaboration between the hiring manager and recruiter is key. If you are a hiring manager, ensure that your recruiter is presenting you with a diverse slate of candidates for your role. Reviewing a broad array of candidates with diverse backgrounds, will ensure that we always select the top candidate for your role. When interviewing candidates, be aware that while we all can have a natural tendency to hire others like us, our teams may be more innovative over time with broader diversity of thought.

MISSION MOTIVATION

Take time out of your week to support our mission of Bringing the World Outside™. Through shared experiences, we can drive enthusiasm for our brands and industry both within Vista Outdoor and our communities. This can occur with a neighbor, friend, community group or even a colleague working at a different brand than you within the Vista Outdoor family. As a result, we introduce new users to our products and expand the pool of individuals interested in a career with Vista Outdoor.

SHARE YOUR IDEAS! If you have success locally, let us know so that you can serve as a inspiration for others. Need support for your idea and are not sure where to start? Contact a D&I Council member and we will help you bring your idea to reality! The current D&I Council members are listed on the D&I page on the HR Hub or you can contact us any time at DICouncil@VistaOutdoor.com