

# 2020 Corporate Responsibility Report



**WINNEBAGO**  
INDUSTRIES

Be great, outdoors.



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# Winnebago Industries at a Glance

**\$2.4B**

revenue

## PURPOSE

We help our customers explore the outdoor lifestyle, enabling extraordinary mobile experiences as they travel, live, work and play.

## PRODUCTS

Motorhomes, Travel Trailers, Fifth Wheels, Luxury Boats, Specialty Vehicles

**5,550+**

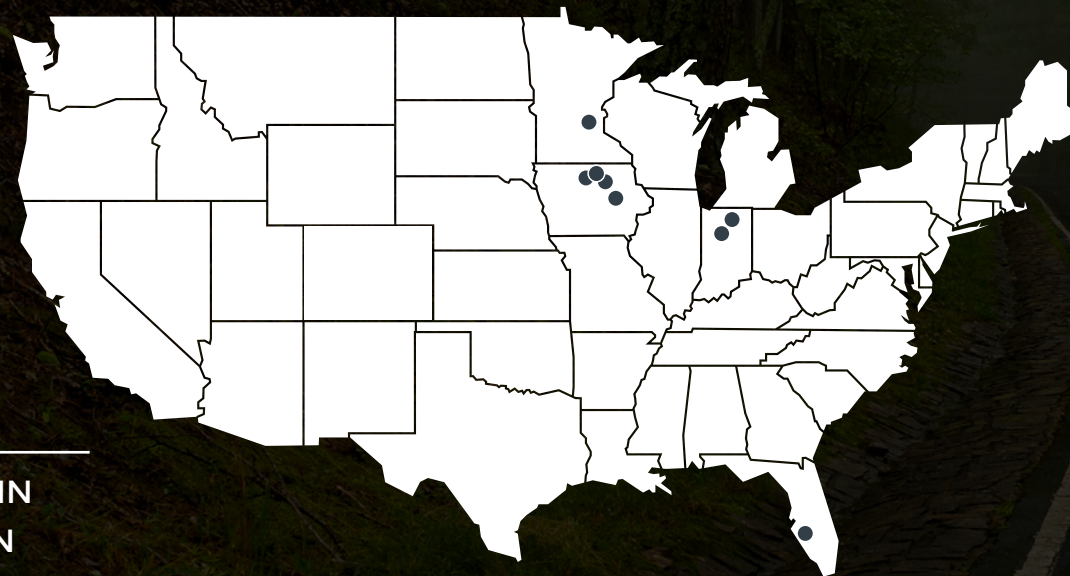
highly skilled employees

Established

**1958**

## LOCATIONS

Forest City, IA	Middlebury, IN
Charles City, IA	Nappanee, IN
Lake Mills, IA	Sarasota, FL
Waverly, IA	Eden Prairie, MN



## BRAND FAMILY

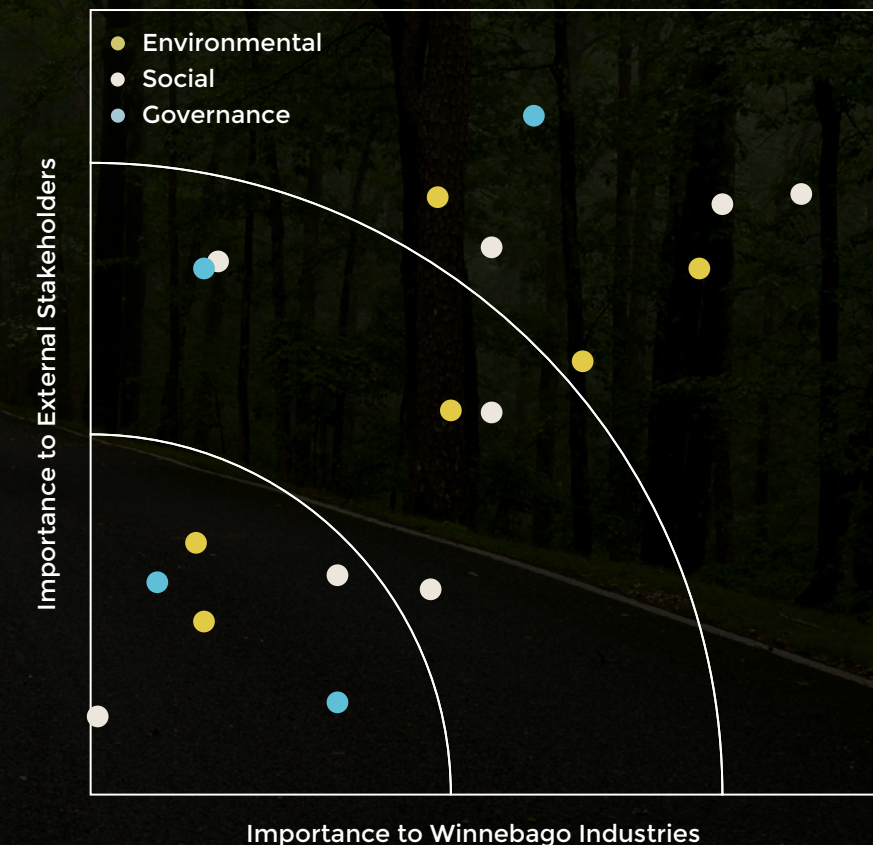
**WINNEBAGO**

*Chris + Craft*

**GRAND DESIGN**  
RECREATIONAL VEHICLES

**NEWMAR**

## ESG PRIORITIES





## TO OUR STAKEHOLDERS

Winnebago Industries released its first corporate responsibility report, themed “GO Forward,” in December 2019. We shared our values and aspirations. We introduced our initial environmental, social and governance (ESG) priorities—issues relevant to the long-term sustainability of our business and our broader society. And we invited you, our stakeholders, to join us on this important journey.

True adventurers, we embarked with a destination in mind and a map to guide our course. Enter, 2020.

The COVID-19 global pandemic thrust our company, our communities, our nation and our world into uncharted territory. Our people and our businesses navigated market uncertainty, health risks, and economic concerns for themselves and for those most vulnerable.

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**We quickly learned that to go fast, to go far, to go safely, meant to GO Together.**

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We are exceedingly proud of the entire Winnebago Industries team who exhibited resilience, compassion and courage in the early days of the pandemic. Our teams committed to tough decisions to ensure our long-term business sustainability, as well as our colleagues' health and safety.

With stay-at-home guidance in place, Americans began venturing outdoors—enjoying the small escape from their homes, the physical and mental health benefits of nature, and the ability to safely connect outdoors with friends and loved ones. Winnebago Industries is uniquely positioned to help people explore the outdoor lifestyle, safely and distantly, and we were glad to meet that need for existing and new customers.

Just as our company's economic uncertainty slowly began to turn a corner, the death of George Floyd in Minneapolis, one of our hometown communities, sparked an important racial equity action imperative across the country. Winnebago Industries is committed to accelerating our journey to improve diversity, equity, and inclusion (DEI) by living our core values and building a culture that embraces DEI—where all people feel a sense of belonging.

We have made progress on our corporate responsibility journey, while navigating the unique complexity of 2020. As we go forward, Winnebago Industries will define our role, as we work collectively to advance outdoor equity and access; diversify the manufacturing industry to embrace and include women and people of color, and explore infrastructure needs and consumer-facing alternative energy choices as the world transitions toward a low-carbon economy.

Thank you for your continuing partnership on this corporate responsibility journey. One thing remains certain: we GO Together.



*Michael F. Happe*

**Michael Happe**  
President and CEO



*Stacy L. Bogart*

**Stacy Bogart**  
SVP, General Counsel,  
Secretary and  
Corporate  
Responsibility

## Executive Leadership Team

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**Michael Happe**  
President and Chief Executive Officer

**Ashis Bhattacharya**  
Senior Vice President, Business  
Development, Advanced Technology,  
and Enterprise Marketing

**Stacy Bogart**  
Senior Vice President, General Counsel,  
Secretary and Corporate Responsibility

**Huw Bower**  
President, Winnebago Outdoors

**Don Clark**  
President, Grand Design RV

**Brian Hazelton**  
Senior Vice President, Winnebago-brand RVs

**Steve Heese**  
President, Chris-Craft

**Bryan Hughes**  
Chief Financial Officer, Senior Vice President,  
Finance, IT and Strategic Planning

**Sri Koneru**  
Vice President, Information Technology

**Matthew Miller**  
President, Newmar Corporation

**Chris West**  
Senior Vice President, Enterprise Operations

**Bret Woodson**  
Senior Vice President, Human Resources  
and Corporate Relations





## NAVIGATING 2020: UNCHARTED, GO TOGETHER

The onset of the COVID-19 global pandemic and social justice action imperative required pauses and pivots in our corporate responsibility actions and progress. In 2019 we acknowledged that our path forward would include setting and refining goals to advance our environmental, social and governance (ESG) priorities. We also acknowledged the challenges to achieving aspirational ESG goals in the context of a complex global economy, society and climate. Events in 2020 proved that point beyond measure.

The COVID-19 pandemic reached the United States in early 2020, bringing unprecedented health risk and trailing economic impact due to widespread stay-at-home recommendations from the nation's health authorities. Economic stability and personal health became uncertain, seemingly overnight. Guided by the priorities to care for, protect and inform employees and ensure long-term financial solvency, leadership at Winnebago Industries took action, joining together in cross-functional and enterprise-spanning crisis response teams tasked with COVID-19 immediate response and pandemic scenario planning.

In the midst of the pandemic, the world engaged in an important and overdue reckoning with social justice issues, examining racial inequities that exist in our culture, our institutions and our communities. Together with our employees and communities, we are on a journey to improve.

Winnebago Industries and our Winnebago, Grand Design RV, Newmar, and Chris-Craft brand families commit to living our core values and building a culture that embraces diversity, equity, and inclusion—where all people feel a sense of belonging. While our goal is to achieve long-term, sustained progress toward equity, we recognize the urgency for change. We have accelerated the actions necessary to build a stronger, inclusive culture in our company and communities, beginning first with active listening and learning together.

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**A driving force for RV and marine industry engagement in corporate responsibility, Michael J. Happe, Winnebago Industries President and CEO, joined 1,300+ CEOs, representing 13 million employees in signing the CEO Action for Diversity and Inclusion commitment.**

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In 2021, we will advance our DEI strategic framework including a revised diversity, equity and inclusion road map and objectives.

Engaging in conversations with employees about their experiences and sharing best practices on disrupting bias are meaningful steps toward co-creating an informed, employee-centered diversity, equity and inclusion (DEI) framework. Deep listening through conversations, focus groups and an inclusion survey, will complement a third-party organizational DEI analysis of policies and procedures to help us uncover potential systemic bias or racism. Our developing Supplier Code of Conduct will address DEI. Within the community, we will further strengthen our commitment to outdoor equity by expanding partnerships with nonprofit organizations led by and for communities of color and women.

In addition to striving for racial equity, within the RV and marine manufacturing industries, we have an opportunity to advance gender equity and will place additional focus on advancing women within our company and industries.

**CEO **ACT!ON**  
FOR DIVERSITY  
& INCLUSION**





**Caring for Colleagues**



**Caring for Communities**



**Caring for Customers**

When COVID-19 triggered a global pause, Winnebago Industries led with compassion, prioritizing the health and well-being of employees. Our team implemented new health and safety protocols, flexible attendance policies and additional paid time off for COVID-19 related absences, and location-specific remote work arrangements.



**\$100,000+**  
employee gifts  
and match

**851**  
employees

**\$425,000+**  
hardship grants

With the temporary suspension of all production, executive leadership and many salaried employees accepted compensation reductions. Our teams identified opportunities to create or donate personal protective equipment, and the Winnebago Industries Foundation provided early, flexible funding to COVID-19 disaster relief and recovery funds in Florida, Indiana, Iowa and Minnesota. The WGO Together Fund launched to provide immediate response hardship funding to employees whose families experienced significant financial need, due to the pandemic.

Caring for and partnering with our hometown communities is core to our culture. In the midst of the pandemic and sparked by the death of George Floyd in one of our hometown communities, our teams and our communities grieved, listened and engaged in local and global racial justice reckoning. We acknowledge that we can and must improve, and Winnebago Industries accelerates our commitment to a long-term diversity, equity and inclusion journey to improve, to build an inclusive workplace and support community-level change.



Rekindling or discovering a connection with the outdoors has been an unexpected silver lining for many Americans during the pandemic. In addition to the individual physical health and mental health benefits, spending time with family and friends outdoors became a safer way to spend time with loved ones. We've heard from countless Winnebago, Grand Design RV, Newmar and Chris-Craft owners that their RVs or boats have been a bright spot for them in 2020, and even more newcomers are exploring e-learning with their kids, or working remotely, from their RVs.



Winnebago RVs launched an owner-facing campaign inviting our community of owners to share their renditions of Willie Nelson's classic hit, On the Road Again. Our partner, the National Park Foundation received a dollar for every video share.

**Thrive Outside, an outdoor equity collective impact initiative leveraging the expertise of local leaders, will expand to four cities in 2021 with support from the Winnebago Industries Foundation, in partnership with the Outdoor Foundation.**



## OUR APPROACH TO CORPORATE RESPONSIBILITY

At Winnebago Industries, planning for sustainable, profitable business for the long term is central to our corporate responsibility approach and the environmental, social and governance (ESG) issues to which we manage. Our company's purpose and values guide our corporate responsibility strategy, which is closely aligned with Winnebago Industries' overall business strategy.

Leaders and subject-matter experts within our enterprise functions and businesses drive strategy, goals and performance across our ESG pillars and priorities, embedding corporate responsibility into the fabric of how we do business. The Nominating and Governance Committee of the Winnebago Industries Board of Directors has oversight of corporate responsibility, and Stacy Bogart, SVP, General Counsel, Secretary and Corporate Responsibility, leads a cross-functional, enterprise-spanning Corporate Responsibility Advisory Team. The advisory team comprises leaders throughout our Winnebago, Grand Design RV, Chris-Craft, and Newmar businesses who represent functions such as environment, health, safety and security (EHSS), product management, supply chain and enterprise operations, human resources, legal, public affairs, marketing, finance and investor relations.



**Our company's purpose and values guide our corporate responsibility strategy, which is closely aligned with Winnebago Industries' overall business strategy.**

### Materiality Assessment

The Corporate Responsibility Advisory Team's initial step was to define Winnebago's environmental, social and governance priority issues through a materiality assessment. Our materiality assessment process identified possible ESG topics, drawn from reporting standards and sources, such as the Global Reporting Initiative (GRI) Standards, the Climate Disclosure Project (CDP), the United Nations (U.N.) Sustainable Development Goals (SDGs), and the Sustainability Accounting Standards Board (SASB).

Through stakeholder engagement, business strategy alignment and external landscape scanning, we identified seven initial ESG priorities: ethics and integrity, human capital, safety, community, waste, energy and emissions, and product sustainability.

## Alignment with Accepted ESG Reporting Frameworks and UN Sustainable Development Goals

As Winnebago Industries continues to advance on our corporate responsibility journey, we recognize the importance of aligning with established ESG reporting frameworks and contributing to collective progress on the SDGs. We have identified areas of alignment between our material topics and SDGs. The following table maps our prioritized material issues to the most relevant SDGs.

DOMAIN	MATERIAL TOPICS	MOST RELEVANT SDGS
Environment	Waste	
Environment	Energy & Emissions	
Environment	Product Sustainability	 
Social	Human Capital	
Social	Safety	
Social	Community	 



## About This Report

As part of Winnebago Industries' commitment to corporate responsibility, we are pleased to share this report highlighting our ESG approach, priority topics and definitions, plans and progress. Throughout our company's history, Winnebago Industries has implemented responsible business practices; this public report reflects the evolution of our ESG practices.

Frameworks such as the Global Reporting Initiative (GRI) Standards, the United Nations (U.N.) Sustainable Development Goals (SDGs), and the Sustainability Accounting Standards Board (SASB) informed the content of this report. Winnebago Industries did not seek, nor was there, external assurance from third parties with respect to most of the information in this report; exceptions are noted.

This report covers the activities of Winnebago Industries for the fiscal year ending August 29, 2020 (FY20) unless otherwise noted.

## Stakeholder Engagement

Authentic connection is how we do business. At Winnebago Industries, we strive to engage a wide variety of stakeholders in ongoing dialogue and idea exchange to best inform our long-term business strategy and ESG priorities. Stakeholders are defined as those who are affected by our activities and whose actions have the potential to affect the outcome of our business activities.





# WINNEBAGO INDUSTRIES STAKEHOLDERS



## COMMUNITIES AND NGOS

**WAYS WE ENGAGE:** Website, social media, plant tours and open houses, media, meetings, civic and charitable partnerships, volunteer and community projects

**HOW OFTEN:** Weekly

**TOPICS OF IMPORTANCE:** Corporate responsibility, partnerships and community relations; charitable support; local jobs; economic impact; outdoor access and sustainability



## DEALERS AND CUSTOMERS

**WAYS WE ENGAGE:** Sales/account relationships, website, social media, meetings, surveys and focus groups, training and education, owners clubs, rallies and events, quality awards, membership in industry associations, plant tours, service

**HOW OFTEN:** Daily

**TOPICS OF IMPORTANCE:** Product innovation; product training, education and safety; impacts of our industry; company purpose and values; community engagement



## EMPLOYEES, EXECUTIVE LEADERSHIP TEAM, BOARD OF DIRECTORS

**WAYS WE ENGAGE:** Website, social media, meetings, internal communication, engagement surveys and focus groups, committee meetings, volunteer and community projects

**HOW OFTEN:** Daily

**TOPICS OF IMPORTANCE:** Company and business performance; culture, purpose and values; business and industry news; business conduct and ethics; diversity and inclusion; environment, health, safety and security; training and development; compensation and rewards; well-being and benefits; community engagement



## GOVERNMENT AND REGULATORY OFFICIALS

**WAYS WE ENGAGE:** Website, social media, meetings, conferences and speaking engagements, board leadership, engage in industry and trade association activities

**HOW OFTEN:** Quarterly

**TOPICS OF IMPORTANCE:** Compliance; environment, health, safety and security practices; voluntary programs



## INVESTORS AND FINANCIAL MARKETS

**WAYS WE ENGAGE:** Website, webcasts and presentations, Securities and Exchange Commission (SEC) filings, analyst meetings, annual shareholder's meeting, news releases

**HOW OFTEN:** Weekly

**TOPICS OF IMPORTANCE:** Investments, financial results, market data, operational excellence, risks and opportunities, company and shareholder priorities



## MEDIA

**WAYS WE ENGAGE:** News releases, interviews, website, SEC filings, plant tours, open houses

**HOW OFTEN:** Monthly

**TOPICS OF IMPORTANCE:** Company priorities, performance and products; outdoor access and sustainability; local economic impact and partnerships; corporate and charitable community investment



## SUPPLIERS

**WAYS WE ENGAGE:** Website, meetings, site visits, membership in industry associations

**HOW OFTEN:** Daily

**TOPICS OF IMPORTANCE:** Cost reduction, productivity, quality and innovation opportunities; new technologies; products and services provided



## TRADE AND INDUSTRY ASSOCIATIONS

**WAYS WE ENGAGE:** Website, social media, meetings, conferences and speaking engagements, board leadership

**HOW OFTEN:** Quarterly

**TOPICS OF IMPORTANCE:** Company priorities; industry risks and opportunities; industry economic impact; corporate responsibility



Winnebago Industries is committed to safety, building a high-performing and inclusive culture where people thrive, and investing in our hometown communities.

# Social





# Powered by People

Prior to and throughout the COVID-19 pandemic, Winnebago Industries has remained committed to safety, building a high-performance culture where people thrive, and investing time, talent and treasure in the communities where we work, live and play.

## Safety

Safety—both ensuring the safety of our employees and educating customers on the safe and proper use of our products—is paramount. Throughout our operations, we are committed to fostering a safe and productive workplace with high-quality standards and consumer safety in mind. We partner with dealers, industry associations, and our owner communities to provide training and product education. Through leadership engagement with both RV Industry Association (RVIA) and National Marine Manufacturers Association (NMMA), Winnebago Industries product safety and compliance experts contribute to industry best practices and ensure our compliance with all applicable codes and standards, including National Highway Traffic Safety Administration and the United States Coast Guard guidelines.

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**Safety—both ensuring the safety of our employees and educating customers on the safe and proper use of our products—is paramount.**

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Employee interaction with uncontrolled risks lead to workplace injuries. The impact of these injuries extends to our employees, their families, our communities, and ultimately our shareholders. In 2020, we revised our [Environmental Affairs, Health and Safety Policy](#) and have made progress to implement an ISO 45001-compliant safety management system to support our zero-harm aspiration. With enterprise operations leadership, safety leaders in each of our businesses convene to track progress to reduce injury incidence rates.







# 70%

reduction in Total Recordable  
Incidence Rate (TRIR)  
since 2016

# 60%

reduction in our Days Away,  
Restricted or Transferred  
(DART) rate since 2016

Our commitment is to strive for a work environment where zero injuries is an expectation.

Winnebago Industries is committed to designing, operating, and maintaining safe, controlled working conditions and a “zero-harm” culture. We operate under the principle that all workplace injuries and illnesses are predictable and preventable. We aspire to control all workplace exposures to risk on our Road to Zero Harm.

To achieve this ideal, we have implemented several actions to strengthen control of risk. First, we have begun efforts to build an increasingly risk-informed perspective within our culture. This began with leadership commitment to defining “how work gets done.” We followed this leadership commitment with a systemic approach of risk control assessments, focused initially on control of severe injury risk. All sites have established a baseline risk control score, and targets are established at each location to achieve at least 95 percent sustainable level control within a few years.

There have been no work-related fatalities of any kind across the Winnebago family of companies during fiscal 2020. This includes both full-time employees and contractors.

COVID-19 is having an impact on our employees and their families. At Winnebago Industries, we are following CDC guidelines strictly across our enterprise, resulting in strong performance during this pandemic. Pre-entry symptom and temperature screening, social distancing measures, mandatory face covers, and other non-pharmaceutical interventions are effectively limiting employee exposures in the workplace. In fiscal 2020 we only experienced a single case of probable work-related transmission.

The COVID-19 pandemic remains an active and evolving situation. In fiscal year 2020, we maintained a steady, year-over-year safety record, while integrating Newmar into our enterprise operations and leading an unprecedented enterprise-spanning suspension and resumption of operations. Since 2016, we:

- Reduced Total Recordable Incidence Rate (TRIR) by 70%
- Reduced our Days Away, Restricted or Transferred (DART) rate by 60%
- Reduced our Workers Compensation Reserves by more than 50%

We are implementing considerable resources as we build a safety culture for the future. However, the real power of our evolution is in the engagement, participation, and ownership of our employees. We use a system of “quick wins” to great effect in our Winnebago Motorhome business, for example, generating thousands of employee suggestions, improvements, and observations in the last year alone.



## Talent

People power Winnebago Industries. As such, attracting, engaging, retaining and developing diverse talent are key priorities. Throughout our operations, within our communities and industry, we strive to grow and develop our teams and bolster our talent pipeline. Our [Code of Conduct](#), as well as a newly formalized [human rights policy](#), outline shared values and guide relationships with our people and other stakeholders.

Winnebago Industries offers a competitive salary and comprehensive benefits package, including medical and dental plan options, paid time off, medical premium wellness discounts, 401k and retirement plans, flexible-spending accounts, access to an employee assistance program, product discounts and more. We also offer an employee stock ownership plan to inspire a sense of ownership for our employees; since 2018, participation has more than doubled to include nearly 10 percent of employees.

We invite all employees to partner in building our inclusive, high-performance culture. Our 2020 Engagement Survey garnered crucial insights from 84 percent of our employees. As we analyze this input, leaders and teams receive anonymous survey results to inform action plans to increase employee engagement, satisfaction and retention. Moreover, Winnebago Industries Diversity, Equity and Inclusion (DEI) Steering and Advisory Teams engaged in an organizational assessment and strategic planning process to chart our company's course as an inclusive workplace of choice. Across our Winnebago, Grand Design RV, Chris-Craft and Newmar businesses, nearly 80 employee volunteers lead local Community GO teams to partner with and learn from community partners through volunteerism and giving.

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**As we continue to develop talent strategies that meet the needs of our future workforce, we have engaged in unique, cross-sector partnerships.**

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*Since 2019, Chris-Craft has partnered with CareerSource Suncoast, connecting job seekers and employers through on-the-job training and leadership development.*



*Our Eden Prairie, Minnesota-based IT team is introducing high school interns from diverse backgrounds to potential career opportunities in the RV and marine industries through a partnership with Cristo Rey, part of a nationwide network of college preparatory high schools primarily serving aspiring first-generation college students.*



*The Dougherty Family College at the University of St. Thomas provides critical support to assist first-generation college students achieve their goal of attaining a college degree. In 2020 the Winnebago Industries corporate responsibility team hosted its first DFC intern.*



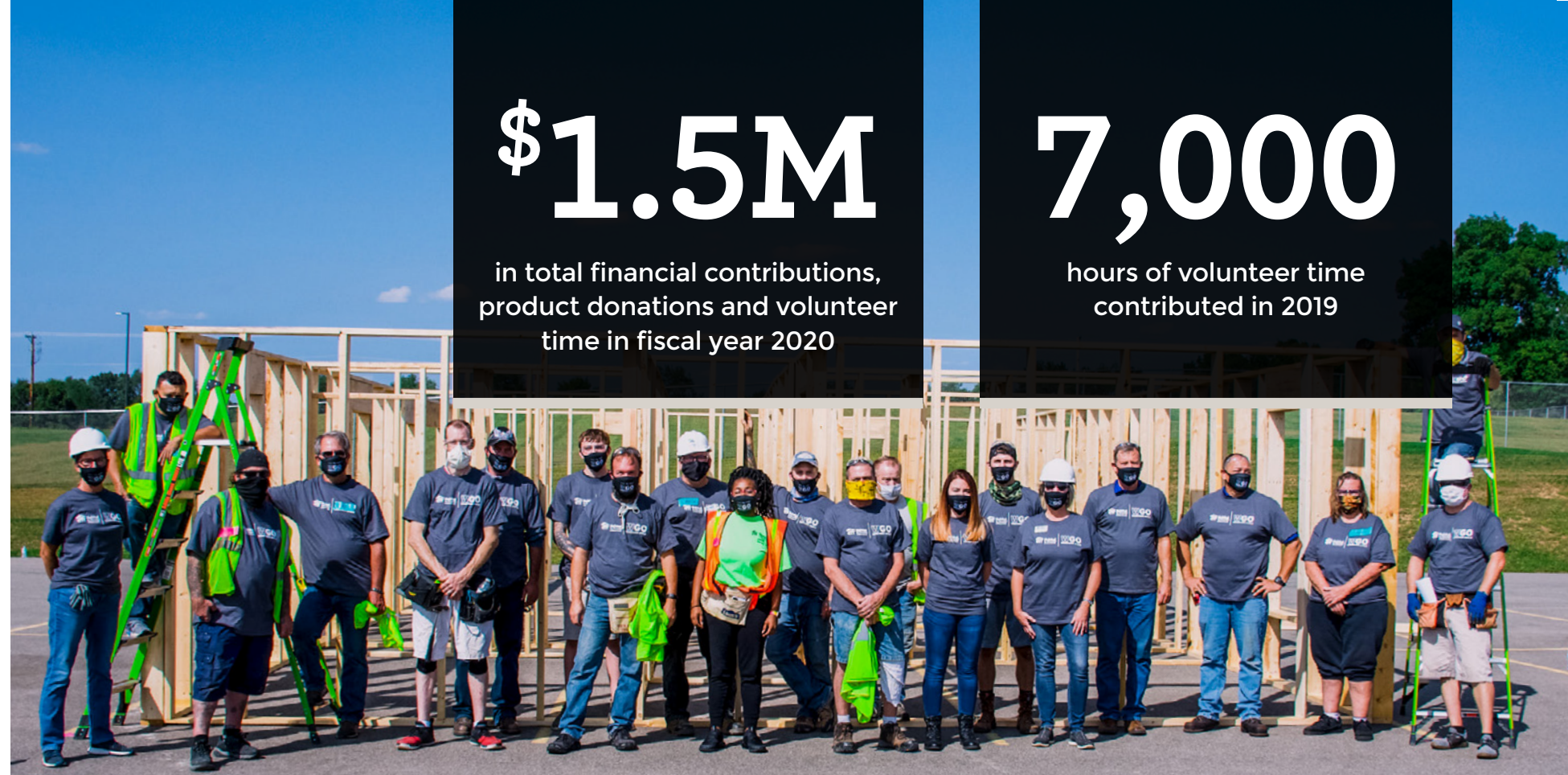
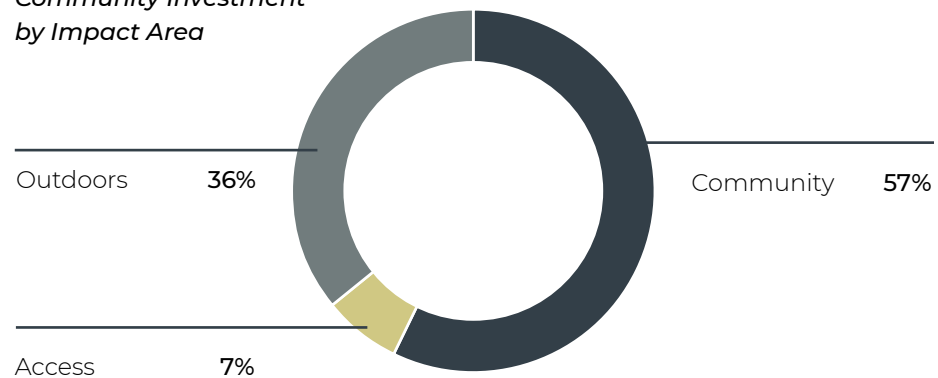
## Community

Through community investment and employee volunteerism, Winnebago Industries and the Winnebago Industries Foundation strive to inspire the next generation of outdoor enthusiasts, mobilize resources to reach people in times of need, and partner with our employees and hometown communities to build strong, vibrant neighborhoods where we work and live. We focus our social impact efforts in three priority areas: outdoors, access and community. We strive to trust the expertise of our nonprofit partners by providing general operating funds, in many cases, and considering multi-year partnerships in some instances. In fiscal year 2020, financial contributions, product donations and volunteer time totaled more than \$1.5 million in community investment, a 14x increase since 2016.

Contributing to our culture of giving and employee engagement, Community GO employee volunteer teams across the company continue to inspire our colleagues to learn about local community issues and act to support community-led solutions by volunteering their time and talent or giving financial contributions. While a simple measure of its deep community and employee engagement impact, we have begun tracking the community engagement metric of volunteer hours contributed. Since we began tracking volunteerism in 2019, employees across our company have contributed more than 7,000 volunteer hours, a number likely impacted by the reduction of in-person company-wide volunteer events, due to COVID-19.

In fiscal year 2020, Winnebago Industries kicked off its first GO for Good employee-choice giving campaign, which raised nearly \$300,000 in employee gifts, a Foundation match and special event funds to support 121 nonprofit organizations in our local and global communities.

### Community Investment by Impact Area



*Newmar, Grand Design RV and Winnebago teams partner for WGO Together Build with Habitat for Humanity of Elkhart County.*



*Winnebago Industries Foundation teams up with Minnesota Vikings Table providing 1,000+ meals to North Iowa communities and paid work to Twin Cities restaurant workers impacted by COVID-19.*



*Chris-Craft and Winnebago Industries Foundation support pro-surfer Bethany Hamilton's keynote at the 2020 No Barriers Virtual Summit.*



As an outdoor lifestyle company, we care deeply about our outdoor world. The long-term sustainability of our business is linked to the environment. From product innovation to operational efficiencies and partnerships, Winnebago Industries is committed to doing our part to ensure that the outdoor destinations we love are accessible for generations.

# Environment



# Minimize Impact

A renewed connection to the outdoors is one unexpected benefit of the COVID-19 pandemic. Our company's purpose—to help people explore the outdoor lifestyle, enabling extraordinary mobile experiences as they travel, live, work and play—became more relevant to our broader society as we collectively searched for safe ways to access the physical and mental health benefits that spending time outdoors provides. Our management approach to environmental affairs is guided by our Code of Conduct and our [Environmental Affairs, Employee Health and Safety Policy](#), updated in 2020. Our policies, including the Conflict Mineral Policy, are available on our investor relations site at [winnebagoind.com](http://winnebagoind.com).



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**Pumpkinvine Nature Trail, a Winnebago Industries Foundation partner, connects Elkhart County residents with the outdoors. Keith Weirich, Newmar Senior Director of Human Resources, joined the Friends of the Pumpkinvine Nature Trail board of directors in 2020.**

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While COVID-19 disrupted and slowed the pace of our progress, we remain committed to doing our part to ensure that outdoor destinations are accessible for generations. Recognizing our opportunity and responsibility as outdoor lifestyle product manufacturers, our 2020 plans originally included conducting an enterprise-wide waste stream characterization to identify opportunities to minimize waste and implementing an advanced environmental management system aligned with ISO 14001 to manage environmental topics across our operations.





## Waste Minimization, Product Sustainability and Emissions

COVID-19 drastically impacted our manufacturing operations, with temporary production suspensions across our Winnebago, Grand Design RV, Chris-Craft and Newmar businesses. In the context of universal market and supply chain uncertainty and prioritizing employee health and safety, we made the difficult decision to pause waste stream characterization efforts and the environmental management system rollout throughout our operational footprint. Since resuming manufacturing production and with favorable consumer demand in the RV and marine industries, we have resumed the efforts and expect 100 percent completion by the end of calendar year 2020. Our waste minimization efforts will first focus on waste generated across our footprint, eventually including in the supply chain, reducing waste to landfill, and increasing reuse and recycling of scrap materials and packaging.

Our Environmental Management System (EMS) is based on ISO-14001:2015. We purposed the system to improve our environmental performance and meet our compliance obligations, but we recognize that achieving our goals requires reassessing our current state. Since 2016, Winnebago Industries has acquired three businesses within the RV and marine manufacturing industries, a rapid transformation. We began with establishing an environmental policy and partnering with outside consultants to assist in our discovery. Throughout fiscal 2020, we have worked to understand the context of our organization. We have conducted comprehensive assessments of our environmental compliance requirements, our aspects and associated environmental impacts, and our waste-to-landfill levels. Those assessments will be completed by the end of calendar year 2020, leading the next phase of our EMS deployment.

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**Grand Design RV and Winnebago Industries Foundation provide volunteer and financial support to Five Star Life grounds and its enhanced environmental education program.**

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As Winnebago Industries has grown through acquisition of top-performing companies, our individual businesses vary widely in environmental systems. As such, it is our intent to establish an enterprise-wide EMS as the starting point, and then identify the steps needed to align each business to the overall corporate standard in a phased approach.

As we develop accurate baseline data to inform goal-setting, we continue to take steps toward lowering energy use within our operations through efficiency measures and alternative energy sources. Beginning in 2021, Grand Design RV will convert the majority of its manufacturing facilities to solar power source, resulting in reduced energy consumption and cost efficiencies.

Product innovation and technology continue to advance product sustainability and minimize environmental impact. Gathering baseline data to best inform goal-setting is our first step as we prioritize sustainable attributes in product design and manufacturing, including minimizing the use of materials with negative environmental impacts and improving the reuse of product materials. In 2019, Winnebago Industries introduced the first all-electric, zero-emission specialty vehicle, a platform for mobile medical units, mobile preschools, bookmobiles and more. Several product offerings include alternative energy options, such as solar panels and lithium-ion technology.





Winnebago Industries strives to be the trusted leader in outdoor lifestyle solutions. We conduct ourselves with the highest degree of integrity, trust and respect, as well as with an uncompromising commitment to safety, quality and innovation. For detailed information on Winnebago Industries governance, please visit our investor relations site at [winnebagoind.com](http://winnebagoind.com).

# Governance





# Ethics and Integrity

## Winnebago Industries Code of Conduct

The Winnebago Industries Code of Conduct describes our core ethics-related policies and grounds our team in shared values and expectations for ethical conduct. It is a reminder of how we do business and reflects our commitment to act in accordance with the law and highest ethical standards. The code covers important topics such as anti-corruption, bribery, harassment and political contributions, among others. The standards of ethical conduct in our Code apply to every person in the Winnebago Industries family of companies, regardless of position. Third parties representing us or performing work on behalf of us, including consultants, agents and contractors, are also expected to follow the Code of Conduct.

Each year, we strive to train 100 percent of employees in our Code of Conduct; in 2020 we completed 100 percent of online training for employees with digital access and paused in-person training for manufacturing employees due to COVID-19. We will resume in-person Code of Conduct training when safe to do so, anticipated in 2021.

Winnebago Industries' suppliers are important partners in delivering high-quality and safe products. As such, we are developing a Supplier Code of Conduct, with anticipated rollout in 2021.

Our Winnebago Industries Ethics Hotline provides an avenue for employees to report instances of misconduct anonymously and without fear of retaliation. All reports are investigated fully and are reviewed by our CEO and Audit Committee.

View the [Winnebago Industries Code of Conduct](#) at [winnebagoind.com](#).

## Board Diversity

We recognize the importance of having diverse perspectives on our Winnebago Industries Board of Directors and aspire to promote diversity as we build and refresh our Board. Our forthcoming diversity, equity and inclusion framework will inform board and leadership development. Since 2015, we have doubled our gender diversity and continue to prioritize racial and gender diversity as our board grows and evolves.

### Board Tenure and Refreshment

**8 of 9** Directors have joined since 2015

Average Age: **59**

Average Tenure: **Less than 5 years**

### Board Independence

**8 of 9** Directors are Independent

Our Chair is **Independent**



## Governing Corporate Responsibility

The Winnebago Industries Corporate Responsibility advisory team, comprising business and enterprise functional leaders, provides strategic guidance to the company's environmental, social and governance (ESG) priorities. ESG goal owners, a subset of the advisory team, develop and drive specific strategies and goals for the priorities we identified through our ESG materiality assessment. Winnebago Industries SVP, General Counsel, Corporate Secretary and Corporate Responsibility, Stacy Bogart, owns oversight and governance of Winnebago Industries Corporate Responsibility efforts, in partnership with the Nominating and Governance Committee of the Winnebago Industries Board of Directors, chaired by William Fisher, an independent director. Visit our investor relations site at [winnebagoind.com](#) to view the corporate responsibility advisory team charter.



# GRI Content Index

## General Disclosures

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Organizational Profile</b>			
GRI 102: General Disclosures	102-1	Name of the organization	Winnebago Industries, Inc.
	102-2	Activities, brands, products, and services	<a href="#">Winnebago Industries at a Glance</a> <a href="#">2020 Form 10-K, Item 1., p. 4-6</a>
	102-3	Location of headquarters	Forest City, Iowa, United States
	102-4	Location of operations	<a href="#">Winnebago Industries at a Glance</a> <a href="#">2020 Form 10-K, Item 1., p. 4</a>
	102-5	Ownership and legal form	Winnebago Industries is a publicly traded company incorporated in the state of Iowa.
	102-6	Markets served	<a href="#">Winnebago Industries at a Glance</a> <a href="#">2020 Form 10-K, Item 1., p. 4</a>
	102-7	Scale of the organization	<a href="#">Winnebago Industries at a Glance</a> <a href="#">2020 Form 10-K, p. 4, 7, 22</a>
	102-8	Information on employees and other workers	<a href="#">Winnebago Industries at a Glance</a>
	102-9	Supply Chain	<a href="#">Stakeholder Engagement</a> <a href="#">2020 Form 10-K, p. 6, 23</a>

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
GRI 102: General Disclosures	102-10	Significant changes to the organization and its supply chain	Newmar Corporation was acquired in November 2019. <a href="#">2020 Form 10-K, p. 24, 40</a> <a href="#">Acquisition of Newmar Corporation Information</a>
	102-11	Precautionary Principle or approach	For a discussion of the Company's approach to risk management, see our <a href="#">2020 Form 10-K, p. 8-16, 37</a>
	102-12	External initiatives	<a href="#">Our Approach to Corporate Responsibility</a>
	102-13	Membership of associations	<a href="#">Navigating 2020: Uncharted, GO Together</a>
<b>Strategy</b>			
GRI 102: General Disclosures	102-14	Statement from senior decision-maker	<a href="#">To Our Stakeholders</a>
	102-15	Key impacts, risks, and opportunities	<a href="#">Our Approach to Corporate Responsibility—Materiality Assessment</a> <a href="#">2020 Form 10-K, Item 1A., p. 8-16</a>
<b>Ethics and Integrity</b>			
GRI 102: General Disclosures	102-16	Values, principles, standards, and norms of behavior	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct</a> <a href="#">Winnebago Industries Code of Conduct</a>
	102-17	Mechanisms for advice and concerns about ethics	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct</a> <a href="#">Winnebago Industries Code of Conduct</a>



STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Governance</b>			
GRI 102: General Disclosures	102-18	Governance structure	<a href="#">Ethics and Integrity—Governing Corporate Responsibility</a> <a href="#">Board of Directors</a> <a href="#">Committee Composition</a> <a href="#">Corporate Governance Policy</a>
	102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Our Approach to Corporate Responsibility</a> <a href="#">Ethics and Integrity—Governing Corporate Responsibility</a> <a href="#">Winnebago Corporate Responsibility Advisory Team Charter</a>
	102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Stakeholder Engagement</a>
	102-22	Composition of the highest governance body and its committees	<a href="#">Ethics and Integrity</a> <a href="#">Board of Directors</a> <a href="#">Committee Composition</a> <a href="#">Corporate Governance Policy</a>
	102-23	Chair of the highest governance body	David W. Miles, Independent Chair <a href="#">Board of Directors</a> <a href="#">Corporate Governance Policy</a>
	102-24	Nominating and selecting the highest governance body	<a href="#">Ethics and Integrity—Board Diversity</a> <a href="#">Nominating and Governance Committee Charter</a> <a href="#">Corporate Governance Policy</a>
	102-25	Conflicts of interest	<a href="#">Code of Conduct, page 9</a>
	102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">2020 Proxy Statement, p. 15</a> <a href="#">Nominating and Governance Committee Charter</a>

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
GRI 102: General Disclosures	102-27	Collective knowledge of the highest governance body	<a href="#">Nominating and Governance Committee Charter</a>
	102-30	Effectiveness of risk management processes	<a href="#">2020 Proxy Statement, p. 21-22</a> <a href="#">Corporate Responsibility Advisory Team Charter</a>
	102-31	Review of economic, environmental, and social topics	<a href="#">2020 Proxy Statement, p. 21-22</a> <a href="#">Corporate Responsibility Advisory Team Charter</a>
	102-35	Remuneration policies	<a href="#">2020 Proxy Statement, p. 24-63</a>
	102-36	Process for determining remuneration	<a href="#">2020 Proxy Statement, p. 24-63</a>
	102-37	Stakeholders' involvement in remuneration	<a href="#">2020 Proxy Statement, p. 29-33</a>
	102-38	Annual total compensation ratio	<a href="#">2020 Proxy Statement, p. 64</a>
<b>Stakeholder Engagement</b>			
GRI 102: General Disclosures	102-40	List of stakeholder groups	<a href="#">Winnebago Industries Stakeholders</a>
	102-41	Collective bargaining agreements	<a href="#">2020 Form 10-K, p. 7</a>
	102-42	Identifying and selecting stakeholders	<a href="#">Stakeholder Engagement</a>
	102-43	Approach to stakeholder engagement	<a href="#">Stakeholder Engagement</a>
	102-44	Key topics and concerns raised	<a href="#">Winnebago Industries Stakeholders</a>



STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Reporting Practice</b>			
GRI 102: General Disclosures	102-45	Entities included in the consolidated financial statements	<a href="#">2020 Form 10-K, Exhibit 21, p. 84</a>
	102-46	Defining report content and topic boundaries	<a href="#">About This Report</a>
	102-47	List of material topics	<a href="#">Our Approach to Corporate Responsibility—Materiality Assessment</a>
	102-48	Restatements of information	We have no restatements of information relative to our 2019 Corporate Responsibility Report.
	102-49	Changes in reporting	All data and information in this report includes the acquisition of Newmar Corporation (November 2019). <a href="#">2020 Form 10-K, p. 24, 40</a> <a href="#">Acquisition of Newmar Corporation Information</a>
	102-50	Reporting period	September 1, 2019 through August 30, 2020
	102-51	Date of most recent report	December 2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	<a href="#">Corporate Responsibility</a> <a href="mailto:ir@winnebagoind.com">ir@winnebagoind.com</a>
	102-54	Claims of reporting in accordance with the GRI standards	<a href="#">About This Report</a>
	102-55	GRI Content Index	This document represents the Company's GRI Content Index.
	102-56	External assurance	None

## Specific Standard Disclosures

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>GRI 200 Series: Economic</b>			
<b>Anti-Corruption</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct</a>
	103-3	Evaluation of the management approach	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct</a>
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Ethics and Integrity—Winnebago Industries Code of Conduct</a>
<b>GRI 300 Series: Environmental</b>			
<b>Materials</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
	103-3	Evaluation of the management approach	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>



STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Energy</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
	103-3	Evaluation of the management approach	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
<b>Emissions</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
	103-3	Evaluation of the management approach	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
<b>Waste</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
	103-3	Evaluation of the management approach	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>
	306-2	Management of significant waste-related impacts	<a href="#">Minimize Impact—Waste Minimization, Product Sustainability and Emissions</a>

## GRI 400 Series: Social

<b>Employment</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Powered by People—Talent Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Powered by People—Talent</a>
	103-3	Evaluation of the management approach	<a href="#">Powered by People—Talent</a>
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Powered by People—Talent</a>
<b>Occupational Health and Safety</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Powered by People—Safety; Boundary—internal, all operations; external, contractors</a>
	103-2	The management approach and its components	<a href="#">Powered by People—Safety</a>
	103-3	Evaluation of the management approach	<a href="#">Powered by People—Safety</a>



STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	<a href="#">Powered by People—Safety</a>
	403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">Powered by People—Safety</a>
	403-5	Worker training on occupational health and safety	<a href="#">Powered by People—Safety</a>
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Powered by People—Safety</a>
	403-9	Work-related injuries	<a href="#">Powered by People—Safety</a>
<b>Training and Education</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Powered by People—Talent; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Powered by People—Talent</a>
	103-3	Evaluation of the management approach	<a href="#">Powered by People—Talent</a>
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Powered by People—Talent</a>

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Diversity &amp; Equal Opportunity</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Navigating 2020: Uncharted, GO Together; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Navigating 2020: Uncharted, GO Together</a>
	103-3	Evaluation of the management approach	<a href="#">Navigating 2020: Uncharted, GO Together</a>
<b>Freedom of Association and Collective Bargaining</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Human Rights Policy; Boundary—internal, all operations</a>
	103-2	The management approach and its components	<a href="#">Human Rights Policy</a>
	103-3	Evaluation of the management approach	<a href="#">Human Rights Policy</a>
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Human Rights Policy</a>



STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Child Labor</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Human Rights Policy</a> ; Boundary—internal, all operations, external, supply chain
	103-2	The management approach and its components	<a href="#">Human Rights Policy</a>
	103-3	Evaluation of the management approach	<a href="#">Human Rights Policy</a>
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Human Rights Policy</a>
<b>Forced or Compulsory Labor</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Human Rights Policy</a> ; Boundary—internal, all operations, external, supply chain
	103-2	The management approach and its components	<a href="#">Human Rights Policy</a>
	103-3	Evaluation of the management approach	<a href="#">Human Rights Policy</a>
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Human Rights Policy</a>

STANDARD	DISCLOSURE	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>Local Communities</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<a href="#">Powered by People—Community</a> ; Boundary—external, communities of operation
	103-2	The management approach and its components	<a href="#">Powered by People—Community</a>
	103-3	Evaluation of the management approach	<a href="#">Powered by People—Community</a>
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Powered by People—Community</a>



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