

W. L. GORE & ASSOCIATES | 2022 |

SUSTAINABILITY UPDATE



Together, improving life



Shared Purpose

The year 2022 was another exceptional one for Gore. We continue to innovate with purpose — together with our customers — to solve some of the world's greatest challenges.

Sustainability is increasingly at the heart of that innovation as we strive to satisfy our customers' needs for more sustainable products and to drive our own business growth. Today, we are working on more than 50 projects focused on environmental sustainability and more than 60 relating to sustaining and improving human wellbeing. By 2031, we expect our innovation portfolio in these areas to account for more than 80% of new product revenue.

Our Clean Energy business unit is a great example of both our ambition and our progress. Launched two years ago to develop and manufacture products for cleaner environments, alternative energy sources and greater energy efficiency, it's already delivering on its goal of providing innovative material solutions to help decarbonize the planet.

We are making important breakthroughs in our material platforms, too, with our Fabrics Division launching expanded polyethylene (ePE) as a new innovative material platform for customers of our GORE-TEX fabrics products. We also continue to expand our range of medical implants that directly improve patients' lives, supporting Goal 3 of the UN Sustainable Development Goals (SDGs) with its aim to ensure healthy lives and promote wellbeing for all.

At the same time, we recognize that how we operate is just as critical to contributing to a better world as what we produce. In 2020, we adopted our first carbon reduction goals in alignment with the Paris Agreement and UN SDG 13 and, while we know our path to 2050 is ambitious, I'm pleased to say that we are on track to achieve our goals. Last year, we saw significant drops in our carbon emissions — down 17% compared with our 2016 baseline — while more than a third of the electricity consumed at our facilities is now from renewable sources.

To further optimize the impact of our operations, we have mapped out plans to expand our ISO 14001 certifications to all manufacturing facilities. To date, 39% of our plants have been certified to ISO 14001, with two more scheduled to be certified in the fourth quarter of 2023.

A broad spectrum

Sustainability has a broad spectrum, and we are working hard to enhance our social impact. Last year, we introduced our Supplier Code of Conduct, covering ethical practices and human rights, as well as environmental management, and have started rolling this out to suppliers using a risk-based approach. We also released our enterprise Human Rights Policy, and we continue to grow our U.S. supplier diversity program. In the workplace, we're making good progress in our goal to implement externally verified Environmental and Occupational Safety and Health (EOSH) Management Systems in all our manufacturing facilities.

2022 was also a year of challenges. Geopolitical unrest, a growing economic crisis in many parts of the world and changing regulations created an environment of profound uncertainty. In Europe, the ongoing conflict in Ukraine led to changed market conditions and insecure energy supplies, accelerating the need to save energy and secure new gas and renewable electricity contracts.

I want to acknowledge and recognize all our Associates for their commitment during these challenging times, and for the immense contribution they make to our business. I am proud of everything our Associates do every day to make our promise *Together, improving life* a reality.

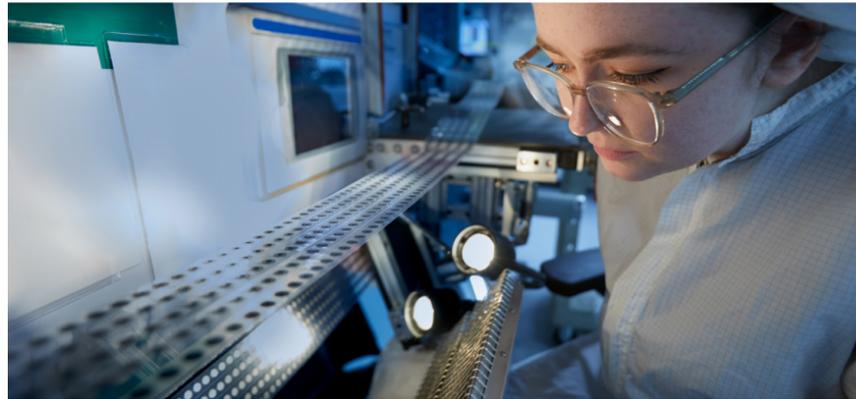
I am delighted to share these highlights of our sustainability work for the calendar year 2022. Now, as we move through 2023, our 65th anniversary year, we continue to ensure that our sustainability efforts — across purposeful innovation, environmental stewardship, and enhancing our social impact — remain at the heart of our long-term success.



Bret Snyder
President and CEO



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2022 Highlights of the Year

Purposeful Innovation

>80%

Proportion of total R&D spend invested in more than 110 innovation projects related to environmental sustainability and sustaining and improving human wellbeing



Launched workwear products made with our new soft GORE-TEX shell laminates, cutting water consumption by 62% and carbon emissions by 51%

H₂

Our GORE-SELECT® Membrane is at the heart of the pure hydrogen fuel cell stack at Panasonic's H2 Kibou Field facility —the world's first factory to generate 100% of its power through renewable sources

Launched expanded polyethylene (ePE) as a new complementary material platform for our GORE-TEX brand fabrics customers, with the first consumer products featuring the new material on the market in late 2022



Environmental Stewardship

39%

of plants certified to ISO 14001, up from 33% in 2021



Scope 1 & 2 carbon emissions down 9% compared with 2021 and 17% compared with 2016 baseline

Shenzhen and Putzbrunn III Fabrics plants first Gore Fabrics facilities to be certified to the Global Recycle Standard (GRS)

100%

of the electricity used at our manufacturing facilities in Germany and around 87% in China comes from renewable sources



Updated our chemicals policy to include a commitment to maintaining lists of banned and restricted substances, reflecting our emphasis on robust supply chain management

Enhancing our Social Impact



Introduced Supplier Code of Conduct, covering ethical practices, human rights, environmental management and legal requirements, and rolled this out to the small number of suppliers identified as high risk



Donated \$1.55 million to U.S. United Way employee giving campaign, contributed more than 12,500 total paid volunteer hours, and awarded more than \$64,000 to organizations where our volunteers work

Enterprise Human Rights Policy released



41%

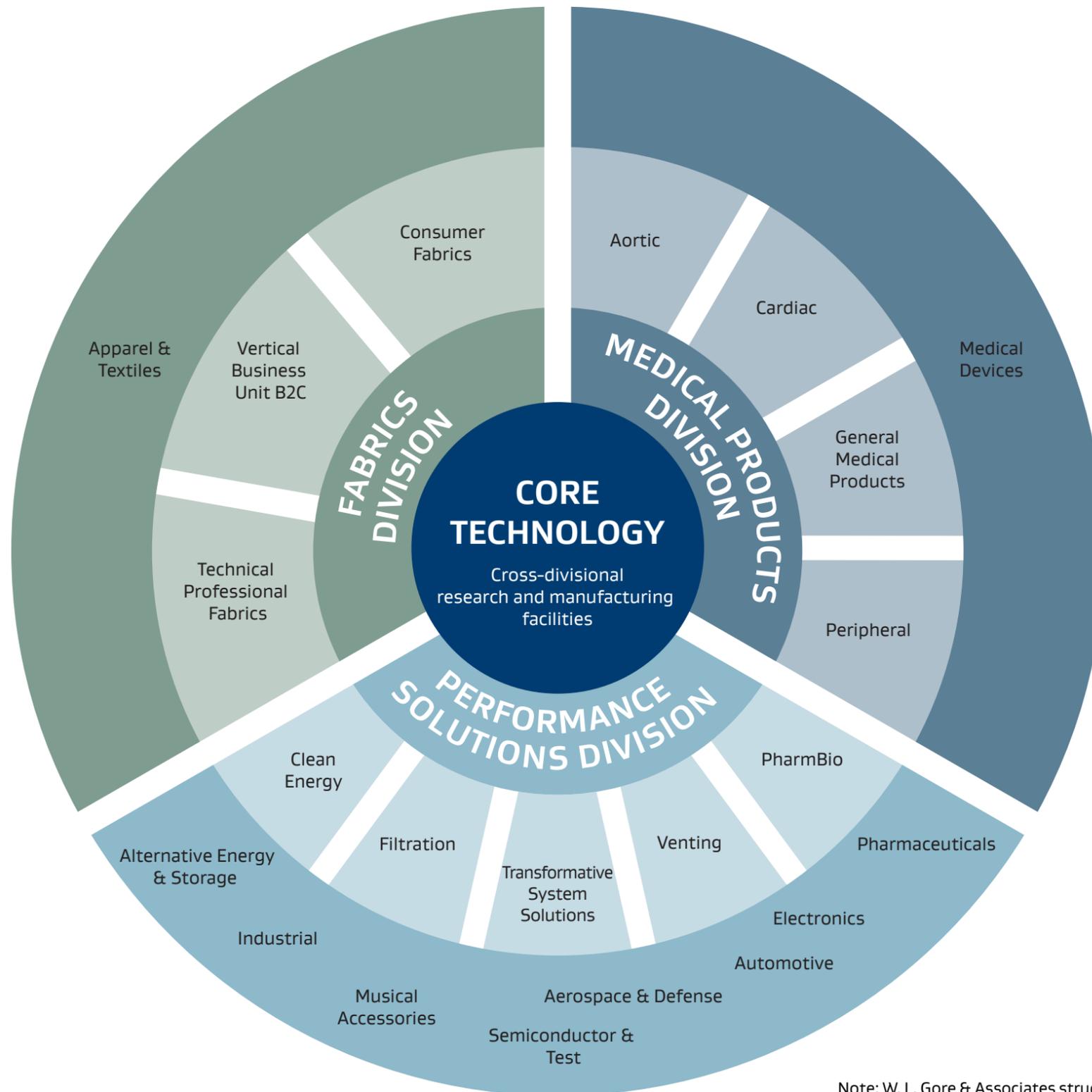
Proportion of female Associates worldwide, slightly up on 2021

Associate Engagement Index recorded an 81% favorable response, exceeding the 80% target, while 88% reported feeling confident that our policies and procedures are creating healthy and safe working environments post-COVID

Gore at a Glance

Founded in 1958 by Bill and Vieve Gore, today W. L. Gore & Associates has more than 12,800 Associates working in [more than 25 countries](#), including in our research and manufacturing operations in the U.S., Germany, the U.K., the Netherlands, China and Japan.

With \$4.8 billion in annual revenues, we are recognized by *Forbes* magazine as one of the U.S.'s 200 largest privately held companies. Innovating across more than 15 diverse industries, we currently hold around 5,600 active patents globally.



Note: W. L. Gore & Associates structure 2022.

FABRICS DIVISION

Products that provide comfort and protection in challenging environments and everyday life with meaningful performance advantages



MEDICAL PRODUCTS DIVISION

Vascular grafts, endovascular and interventional devices and surgical meshes used to treat complex healthcare challenges



PERFORMANCE SOLUTIONS DIVISION

Solutions that address emerging challenges by pushing the boundaries of performance in demanding environments



Our Approach to Sustainability

Our focus on sustainability is an expression of our promise — *Together, improving life* — our long-established [values, culture and principles](#) and our commitment to Associates, customers and communities. As a company and as individuals, we are committed to achieving a positive economic and societal impact while being environmentally and socially responsible.

Sustainability-focused initiatives have been driven across our organization for decades, typically at a divisional level. Recognizing the need to advance these efforts, in 2018 we formed a team to connect these existing initiatives and create a holistic and accelerated enterprise-wide sustainability program.

Our aspiration is that the value our innovations bring to society is bigger than the potential negative impact of our products and operations in terms of environmental or social footprint over their life cycle. Our strategy is therefore built around the following strategic imperatives (see graphic, right):

- **Innovation:** Create meaningful innovations that maximize value to society by addressing global sustainability challenges.
- **Products & Operations:** Continuously seek ways to minimize the footprint of our products and potential negative impacts of our operations.

Our focus areas

In 2020, we engaged with internal and external stakeholders — including a sample of customers, Associates, board members, regulators, non-governmental organizations and local communities — to conduct our first materiality assessment, with the support of an external partner. Topics evaluated as highly important to our stakeholders, our business, society and the environment were:

- innovation
- greenhouse gas (GHG) emissions
- product stewardship and chemicals management
- talent recruitment, retention and engagement
- employee and supplier diversity
- transparency



- DEVELOP**
Develop solutions to address global sustainability challenges, add value and drive growth
- REDUCE**
Reduce environmental impact of our products. Leverage technology and circularity
- ENHANCE**
Enhance positive social impact, build sustainability culture and nurture talent

We also use the Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, as a framework to communicate our sustainability priorities. Our contribution to the SDGs is highlighted throughout this Update.

At the beginning of 2023, we initiated a double materiality assessment using an evidence-based approach powered by artificial intelligence. Preliminary results suggest that the material topics presented will remain relevant for Gore, while also identifying other topics for consideration. We are working on a more detailed roadmap and plan to share our updated material topics list in future Sustainability Updates. Looking ahead, we plan to conduct a broader materiality analysis at regular intervals.

RELATED UN SDGs



Our Sustainability Goals

SECTION	RELATED MATERIAL TOPIC	GOALS	OUR STATUS	UN SDGs
Purposeful Innovation	Innovation	<p>Launch expanded polyethylene (ePE) in our Fabrics Division as a new complementary material platform for consumer fabrics.</p> <p>Our Innovation Portfolio Projection* is to increase the contribution of solutions related to environmental sustainability to 15% and solutions related to sustaining and improving human wellbeing to 34% of new product revenue in 2024.</p>	<p>Met</p> <p>In progress (*This is subject to change due to the dynamism of our portfolio)</p>	
Environmental Stewardship	Product stewardship & chemicals management	<p>Adopt a formal policy for the responsible and safe management of chemicals and materials in our products and operations.</p> <p>Eliminate PFCs of Environmental Concern from our consumer fabrics portfolio by 2025.</p>	<p>Met</p> <p>In progress</p>	
	Greenhouse gas (GHG) emissions	<p>Achieve 50% reduction in Gore's scope 1 & 2 carbon emissions by 2025 as a step toward meeting the 2030 goal.</p> <p>Achieve 60% reduction in Gore's absolute scope 1 & 2 carbon emissions by 2030.</p> <p>Achieve 35% reduction in scope 3 carbon emissions in our Fabrics Division by 2030.</p> <p>Work toward carbon neutrality by 2050 (scope 1 & 2 emissions).</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	
	Environmental safety & health	<p>Implement EOSH Management Systems that are externally certified to ISO 14001 and ISO 45001 in all Gore manufacturing facilities by end of fiscal year 2025.*</p>	<p>In progress (*In cross-divisional manufacturing facilities by end of fiscal year 2026)</p>	
Enhancing our Social Impact	Talent recruitment, retention and engagement	<p>Achieve at least 80% favorable response rate in the Gore Associate Engagement Index of our Culture Survey of Gore Associates.</p>	<p>Met/Ongoing</p>	
	Employee & supplier diversity	<p>Achieve year-over-year increases in our annual spend with diverse suppliers.</p>	<p>Met</p>	
	Safe, healthy workplaces	<p>Implement EOSH Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing facilities by end of fiscal year 2025.*</p> <p>Improve U.S. DART injury/illness rate by 5% in 2023 vs. 2022 baseline.</p> <p>Expand DART injury/illness data tracking to capture APAC/EMEA performance in 2024.</p>	<p>In progress (*In cross-divisional manufacturing facilities by end of fiscal year 2026)</p> <p>In progress</p> <p>In progress</p>	
	Supply chain due diligence	<p>Establish enterprise Human Rights Policy by end of 2022.*</p> <p>Establish Supplier Code of Conduct by end of 2022 and drive contractual alignment with direct suppliers.*</p>	<p>Met (*Rollout completed in 2023)</p> <p>Met/Ongoing (*100% alignment with contractors identified as high risk)</p>	



PURPOSEFUL INNOVATION

We believe that one of the greatest contributions we can make to sustainability is through innovations that have a positive impact on human health as well as the planet.

At the heart of our innovation approach is our distinct culture and passion for using our materials science expertise and technical capabilities to solve our customers' most complex challenges.

RELATED GOAL

- Our Innovation Portfolio Projection* is to increase the contribution of solutions related to environmental sustainability to 15% and solutions related to sustaining and improving human wellbeing to 34% of new product revenue in 2024.

* This is subject to change due to the dynamism of our portfolio.

RELATED UN SDGs



Our Approach to Innovation

At Gore, our curiosity, creativity and collaboration ignite the development of advanced materials and new technologies that improve lives and industries. We continue to apply our depth of understanding in polymer science and end-use applications to develop innovative products using materials that are fit for use and meet or exceed all applicable compliance obligations related to environmental, health and safety as a baseline for doing business.

At present, we are working on around 50 innovation projects focused on environmental sustainability and 60 related to sustaining and improving human wellbeing. Environmental projects currently represent around 10% of our total R&D investment, while human wellbeing projects currently represent 70% of investment.

Our Innovation Portfolio Projection is to increase the contribution of solutions related to environmental sustainability to 15% and solutions related to sustaining and improving human wellbeing to 34% of new product revenue in 2024. (Note that these figures are subject to change due to the dynamism of our portfolio.)

Looking ahead, we expect these innovations will contribute more than 80% of new product revenue by 2031.



Materials innovation

We are committed to innovation and seek continuous improvement in our products to meet the needs of our customers and end-users, and also to comply with the appropriate industry standards. We do this with a commitment to environmental stewardship and environmental responsibility.

A good example of our materials innovation is our unparalleled expertise in processing fluoropolymers and combining them with other materials to create composites that provide new performance qualities and help our customers imagine new possibilities.

At the heart of many of our products is the fluoropolymer polytetrafluoroethylene (PTFE) and its expanded form, ePTFE. Its unique combination of properties often make it the only material suitable for the most demanding applications, including several related to health care, environmental protection and critical infrastructure — from space to telecommunications.



The fluoropolymers that Gore uses are unique materials that play a pivotal role in our daily lives, driving innovation and enriching society in countless ways. While these materials meet the broad definition of materials often referred to as per and polyfluoroalkyl substances (PFAS), it is important to note that the materials Gore uses possess distinct chemical or physical properties that differentiate them from the substances most often associated with the term. We actively follow the developing science as well as the dynamic regulatory and legislative landscape related to fluoromaterials and seek out opportunities to contribute to the broader scientific understanding of these materials. We also conduct extensive internal testing and invest in independent research to produce and deliver products of high societal value in a manner that is environmentally responsible.

Additionally, we are applying our material science expertise and deep knowledge of customer end-use applications to further expand our materials portfolio. For example, within our Fabrics Division, we launched consumer fabrics products made with [expanded polyethylene \(ePE\)](#) membranes in late 2022. The focus now is on exploring the full potential of this new technology. Looking ahead, our vision is to continue transitioning our fabrics products using ePE membranes over the coming years.



Our Commitment to Material Stewardship

>> Our Approach to Innovation (cont.)

Product innovation

A good example of our innovation in this space is our new Clean Energy business group, part of our Performance Solutions Division. Established in early 2021, the group places an emphasis on developing and manufacturing products to ensure cleaner, more sustainable energy sources and higher energy efficiency, in turn providing innovative material solutions that contribute to global carbon neutrality. The focus is on the following key industry areas: fuel cells, water electrolysis, renewable power generation, power delivery and energy storage.

In the first of these areas, the group is building on our market-leading position in the production of proton exchange membrane technology, which is used in fuel cell stacks for fuel cell vehicles, and for stationary fuel cells for household, commercial and industrial use.

Our GORE-SELECT® Membrane is also at the heart of the pure hydrogen fuel cell stack at Panasonic’s H2 Kibou Field facility — the world’s first factory to generate 100% of its power through renewable sources, which began operations in April 2022.

Built as a demonstration test, as part of Panasonic’s commitment to the RE100 renewable energy initiative, the new facility has a self-sustaining power system that combines generation from both pure hydrogen and solar sources.

The groundbreaking solution builds on a longstanding innovation partnership: Gore has supported Panasonic’s residential fuel cell ENE-FARM systems since 2009, while meeting strict requirements during the development of its first and subsequent generation models. To date, more than 230,000 units have been sold in the Japanese market.

“White space” innovation

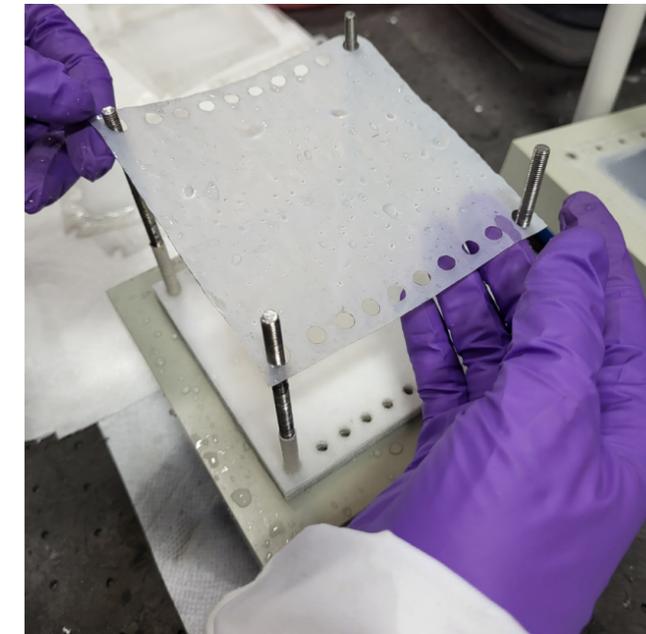
Our Innovation Center of Expertise identifies, validates and develops new growth opportunities that are outside the strategic focus of our three divisions. Established in 2015, its areas of focus are aligned with Gore’s strategic growth themes — high performance apparel, sustainability and health care — and it typically works in collaboration with customers, industry partners, universities and/or key opinion leaders. Current projects with a sustainability focus include:

Carbon capture use and storage

We are leveraging our materials capabilities to enable companies using direct air capture — a method for extracting CO₂ from the atmosphere which can lower emissions and contribute to climate change mitigation — to lower their energy requirements and increase efficiency. We are building a strong industry reputation and have achieved significant traction with key customers and partners.

Decarbonization

We are developing membranes that uniquely enable improved energy efficiency and humidity transfer in building heating, ventilation and air conditioning systems, improving performance and reducing energy consumption. We are conducting trials and actively building relationships with key customers and partners.



Energy efficient water treatment

We are collaborating with Membrion, a start-up with disruptive technology for innovative manufacture of ceramic desalination membranes that can recover up to 98% of water in harsh industrial waste streams through a uniquely efficient and effective electro dialysis reversal process.

Pilot testing is now under way on ultra-thin ceramic ion exchange membranes, developed in partnership and combining Gore and Membrion membrane technologies. Results show a significant increase in salt flux compared with existing membranes in commercial-size stacks, and sizeable energy savings. The new membranes also enable salt, mineral and metal removal and recovery in concentrated brines, many of which have other contaminants such as acids, oxidizers, foulants or scalants. In short, we are enabling more efficient separations, moving more salt at much lower energy in conditions where other membranes cannot function.

Applications include treatment of complex brines in industries including semiconductors, food and mining. The technology aims to eliminate the need for brines to be trucked offsite for disposal while enabling efficient and effective treatment of water. It also increases yield and circularity through high recovery, while enabling zero liquid discharge systems.



ENVIRONMENTAL STEWARDSHIP

We strive to be good stewards of air, water and energy resources and in our management of waste. Measurable environmental, health and safety objectives are set by leadership, reviewed and revised as needed to reflect current conditions and set the direction for the future.

RELATED GOALS

Product stewardship & chemicals management

- Eliminate PFCs of Environmental Concern from our consumer fabrics portfolio.

Greenhouse gas (GHG) emissions

- Enterprise and Fabrics Division carbon reduction goals.

Environmental health & safety

- Implement Environmental, Occupational Safety and Health (EOSH) Management Systems that are externally certified to ISO 14001 and 45001 in all Gore manufacturing facilities by end of fiscal year 2025. *

* In cross-divisional manufacturing facilities by end of fiscal year 2026.

RELATED UN SDGs



Product Stewardship & Chemicals Management

We are committed to delivering products that meet our customers' expectations and are fit for their intended use. Living up to this standard requires a deep commitment to good science and a fundamental understanding of our products.

In 2021, we adopted a formal policy for the responsible and safe management of chemicals and materials in our products and operations. As the policy states, Gore is committed to improving practices and implementing tools to manage chemicals and chemical information as part of our continual improvement efforts. We are now in the process of implementing a consistent global tool for managing safety data sheets across all our manufacturing plants. The tool will also enable us to capture regulatory requirements across the countries where we operate, streamlining the compliance management process and setting a standardized framework for collecting reporting data from our suppliers moving forward.

Managing chemicals

Our updated chemicals policy also includes a commitment to maintaining lists of banned and restricted substances, reflecting the emphasis across the enterprise on supply chain management, along with Gore's [Supplier Code of Conduct](#). Assessment tools developed by our Product and Chemical Stewardship team for this purpose are now a mandatory part of the new product development process in our Performance Solutions and Fabrics divisions.



[Gore Responsible Chemicals Management Policy](#)



IN 2021, WE ADOPTED A FORMAL POLICY FOR THE RESPONSIBLE AND SAFE MANAGEMENT OF CHEMICALS AND MATERIALS IN OUR PRODUCTS AND OPERATIONS.

>> Product Stewardship & Chemicals Management (cont.)

Focus on Fabrics

The Fabrics Division has led the industry in textile innovations that meet the evolving needs of our customers, and we partner with reputable organizations to validate our operations and products as environmentally responsible.

In 2022, the Fabrics Division launched expanded polyethylene (ePE) as a new complementary material platform for our GORE-TEX fabrics customers. This represents a very significant step toward the Division's goal of eliminating PFCs of Environmental Concern from our portfolio of consumer products, including durable water-repellent treatments and membrane manufacturing processes, by the end of 2025.



RELATED GOAL

Eliminate PFCs of Environmental Concern from our consumer fabrics portfolio by 2025.



New technical fabrics contribute to a lower footprint

Our new range of soft GORE-TEX shell laminates for workwear combines comfort and durability while cutting water consumption by around 62% and carbon emissions by about 51%.¹ These savings are realized by using yarn made from 100% recycled polyethylene terephthalate (PET) and using a knit construction rather than weaving. The backer contains 100% recycled material and uses a solution dyeing process that consumes 90% less water than conventional jet dyeing coloration. Workwear using the new laminates is now available to customers in Europe, Japan and Korea.



Recycled Soft GORE-TEX Shell Laminates for Workwear Applications



Recognition for ePE

Our new ePE membrane featured in the Sports & Outdoor category of U.S. magazine *Popular Science's* annual Best of What's New awards, while Patagonia's Storm Shift jacket featuring ePE was recognized as among the most innovative products of the year by leading global sports platform ISPO.



Independent certification

We have been leveraging independent certification for more than 25 years. Today, we are working with two credible, internationally recognized third-party certifications:

- The bluesign® system, which covers all stages of the supply chain. In 2022, 97% of our consumer garment laminate volume was certified by bluesign®.
- STANDARD 100 by OEKO-TEX®, which looks at finished products only. In 2020, we reached our goal of having 100% of GORE-TEX garments and footwear certified by Standard 100 by OEKO-TEX®.

¹Results calculated by W. L. Gore & Associates using Higg MSI V3.5, updated in December 2022, developed by the Sustainable Apparel Coalition. Figures are not externally verified. Valid until December 2024.

Carbon Reduction

The threat of global climate change is one of the most pressing challenges of our time. Businesses cannot afford to ignore the environmental impact they leave on the societies and communities they serve, and must also take steps to mitigate associated risks such as extreme weather events and supply chain disruptions, as well as ensuring compliance with current and future legislation.

When we embarked on our first materiality analysis, Goal 13 of the UN Sustainability Development Goals (SDGs) — which the UN defines as taking “urgent action to combat climate change and its impacts” — quickly emerged as a key focus.

In 2020, we adopted our first carbon reduction goals (see below). Developed in partnership with external experts, these goals are aligned with the commitment of the Paris Agreement to limit global temperature rise to no more than 1.5°C.²

We have adopted a science-based approach to adequately address our reduction in greenhouse gas (GHG) emissions³ and we follow the GHG Protocol Corporate Standard to calculate our emissions.

Target reduction percentages are based on our consumption levels in 2016, which represents a typical annual level of energy consumption for Gore. In November 2021, we introduced a milestone of halving scope 1 & 2 emissions by 2025 as a step toward meeting our 2030 goal.

In addition to our enterprise-wide carbon reduction goals, recognizing the specific high share of upstream and downstream carbon emissions in its business model, our Fabrics Division has set an [additional goal for scope 3 carbon emissions](#).



ENTERPRISE GOALS

FABRICS DIVISION GOALS

CARBON EMISSION GOALS GORE AND OUR FABRICS DIVISION



**50%
EMISSIONS BY
2025**

■ Achieve 50% reduction in Gore’s scope 1 & 2 carbon emissions by 2025 as a milestone toward meeting the 2030 goal



**60%
EMISSIONS BY
2030**

■ Achieve 60% reduction in Gore’s absolute scope 1 & 2 carbon emissions by 2030



**CARBON
NEUTRAL BY
2050**

■ Work toward carbon neutrality by 2050 (scope 1 & 2 emissions)



**35%
EMISSIONS BY
2030**

■ Achieve 35% reduction in scope 3 emissions in our Fabrics Division by 2030

²Fabrics Division scope 3 carbon emissions goal is consistent with reductions required to keep global warming below 2°C.

³“Carbon emissions”, “GHG emissions” and “scope 1, 2 and 3 emissions” refer to the sum of emissions (measured as carbon dioxide equivalents [CO₂e] as defined by the GHG Protocol Corporate Standard.

Scope 1 & 2 Carbon Emissions

We currently track more than 95% of scope 1 and 2 carbon emissions — those emissions that are within our control, either from burning fossil fuels in our operations or from electricity, heat or steam we purchase.

This year, for the first time, we included emissions from process-related auxiliaries in our tracking. Looking ahead, we aim to expand our tracking to incorporate further sources of emissions, including relating to transport and sales.

We use a number of key performance indicators (KPIs) to measure progress. Facility-related carbon reduction goals at an enterprise level for scope 1 and 2 emissions are tracked against our 2025, 2030 and 2050 reduction goals from our 2016 baseline. Each of our divisions measures energy consumption and has established KPIs to track their progress towards our 2025 and 2030 goals. Divisions have also set their own goals for reducing use of fossil fuels.

In 2022, our scope 1 and 2 emissions decreased by around 9% compared with 2021 (and around 17% compared with the 2016

baseline). Scope 1 emissions fell by around 1.4%, driven largely by actions taken to reduce consumption of natural gas in our manufacturing plants in Germany and the U.K. in response to supply disruption resulting from the conflict in Ukraine.

Scope 2 emissions fell by around 13% compared with last year, mainly as a result of new renewable energy initiatives at our facilities in Germany and China, which achieved decreases of 90% and 77% respectively. Carbon intensity — which expresses GHG emissions in relation to business metrics, in this case full-time employees (FTE) ⁴ — has dropped 35% since 2016 and by 14% compared with last year.

KEY FOCUS

Our work to reduce our scope 1 and 2 emissions is focused on the following four areas:

Best practices and standards

Improve practices and define standards for low-carbon solutions, e.g. building and equipment standards.

Data and reporting

Further develop the central energy and GHG database (GHG Inventory) and implement energy data systems in all regions.

Energy efficiency

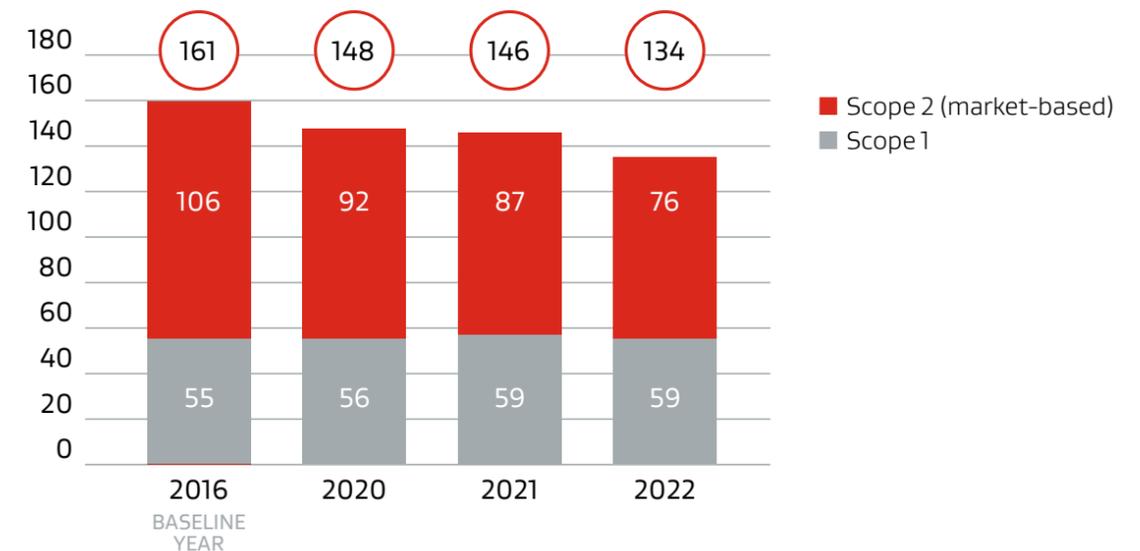
Support the divisions in meeting their energy reduction goals.

Renewable electricity

Work to increase use of renewable electricity in manufacturing facilities to 100% by 2025.



Scope 1 & 2 carbon emissions (kt CO₂e)



Note: In 2022, we added steam consumption to our carbon accounting. Within “fuel consumption”, we also started to account for naphtha. As a result, our scope 1 emission numbers rose from 52 ktCO₂e to 56 ktCO₂e in 2020; and from 55 ktCO₂e to 59 ktCO₂e in 2021. Baseline data were accordingly corrected from 53 ktCO₂e to 55 ktCO₂e.

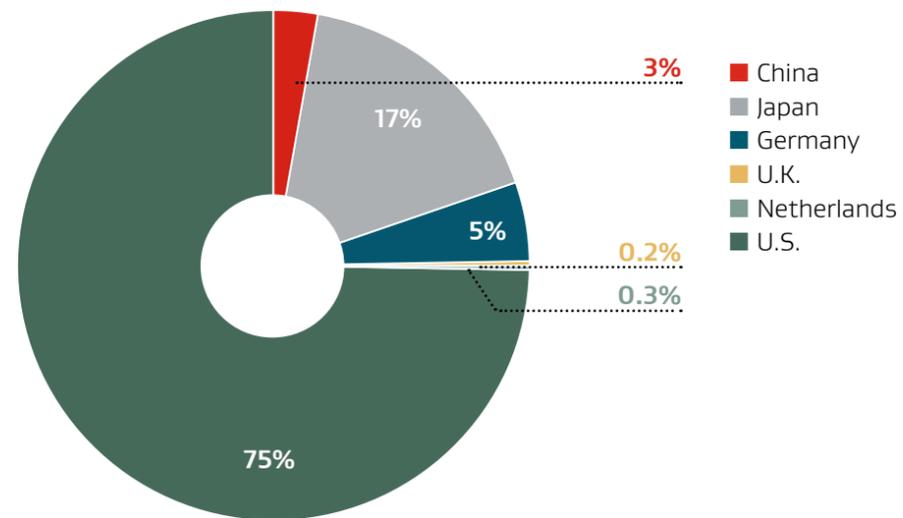
⁴FTE on 31 December each year.

>> Scope 1 & 2 Carbon Emissions (cont.)

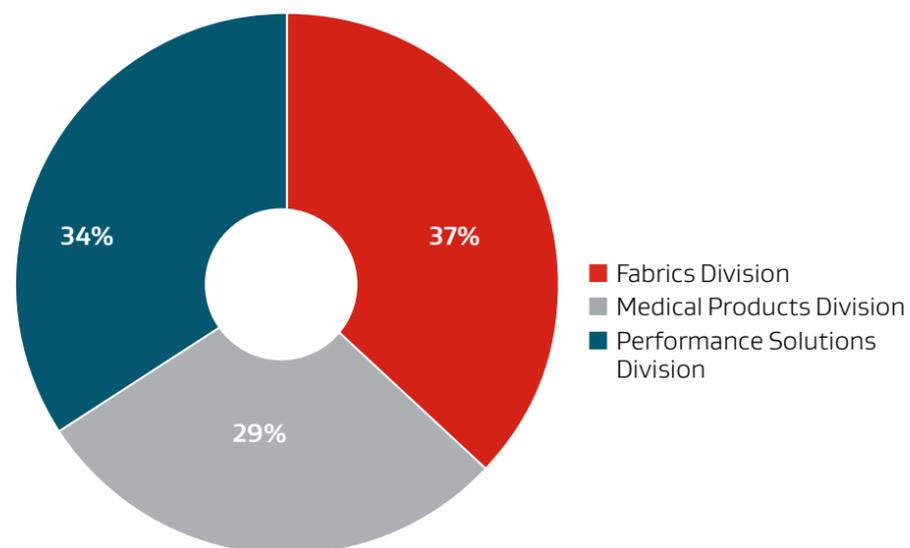
Gore manufacturing plants located in the U.S. are responsible for the largest percentage of our scope 1 and 2 carbon emissions, primarily due to the higher number of facilities located there. In the U.S., as elsewhere, there is also often a significant lag between signing a renewable energy contract and it coming into effect. Assuming no project delays, we are well on track to meet our target of 100% renewable electricity in our manufacturing plants by 2025.

This year for the first time we were able to provide a breakdown of scope 1 and 2 emissions by division, using our newly developed approach for allocating emissions from our cross-divisional manufacturing facilities across the enterprise. Each of our divisions is committed to reducing absolute energy use from fossil fuels (scope 1) by an average 3% each year to achieve an overall 30% reduction by 2030 compared with the 2016 baseline.

Scope 1 & 2 carbon emissions by country



Scope 1 & 2 carbon emissions by division



THE DIVISIONS ARE COMMITTED TO REDUCING ABSOLUTE ENERGY USE FROM FOSSIL FUELS ANNUALLY BY AN AVERAGE 3% TO ACHIEVE AN OVERALL 30% REDUCTION AGAINST THE 2016 BASELINE BY 2030.



Energy Initiatives

Energy consumption is a significant driver of Gore’s impact on climate change, accounting for around 94% of scope 1 and 100% of scope 2 emissions. We therefore have a range of projects and programs in place to ensure we source and consume energy in an efficient and responsible way.

In 2022, our total energy consumption was just over 507,000 megawatt hours (MWh), a decrease of 1.2% compared with adjusted consumption from the previous year. In recent years, we have made significant improvements in energy efficiency. Our intensity figures, based on calculating our energy consumption per FTE,⁵ have dropped by around 21% since 2016 and by 8% from 2021 to 2022. The main absolute reduction in 2022 was contributed by the natural gas reduction initiative Energy4Gore in Europe (approximately –5,400 MWh) and major optimizations in the heating system in one of our Fabrics manufacturing plants in U.S. East (approximately –2,400 MWh natural gas).

In 2022, 227,000 MWh of electricity was consumed, including own-generated electricity from on-site photovoltaic (PV) systems. Approximately 35% of this came from renewable sources, with 65% from non-renewables.

This is a significant improvement compared with 2021, when 27% of electricity was from renewables. This is a result of new renewable electricity purchasing contracts that came into effect in 2022.

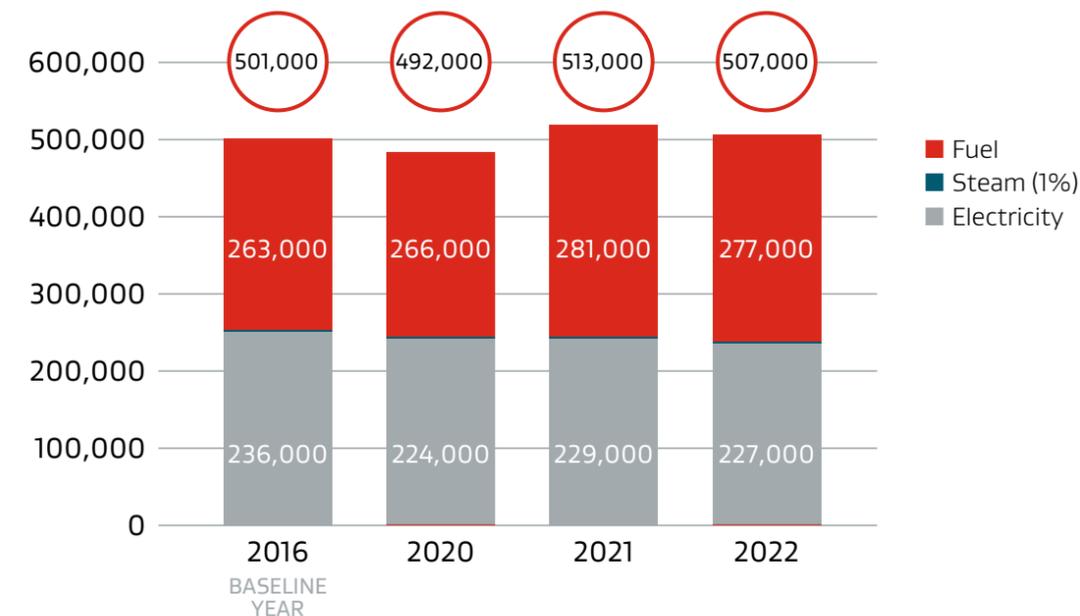
⁵FTE on 31 December each year.

Looking ahead, our aim is that 100% of our electricity for our manufacturing facilities comes from renewable sources by 2025. We therefore continue to invest in self-generated renewable electricity, including through the installation of PV panels in our facilities in Phoenix, Arizona and Putzbrunn in Germany, where a rooftop PV system will produce onsite electricity for a significant proportion of facility operations. In the U.S. we signed a new power purchase agreement that will provide 100% renewable electricity to all U.S. East manufacturing facilities through a large solar photovoltaic system in Kentucky.



100% OF THE ELECTRICITY WE USE AT OUR MANUFACTURING FACILITIES IN GERMANY AND AROUND 87% IN CHINA NOW COMES FROM RENEWABLE SOURCES.

Energy consumption matrix by source (MWh)



Note: In 2022 we improved our carbon accounting to include other purchased energy sources and added naphtha as an emission source within fuel consumption. As a result total consumption rose from 477,000 MWh to 492,200 MWh in 2020, and from 496,000 MWh to 513,000 MWh in 2021. Legend updated to correct color coding.



PV goes live at Phoenix

The new solar array panels on our Phoenix campus went live in August 2022. PV panels are installed across our facilities, parking garages and lots, and will generate more than 4,000 MWh annually — approximately 40% of the campus’s annual electricity demand. The installations also offer additional benefits, with nearly 100,000 square feet of shaded parking and 20,000 square feet of shaded activity space.

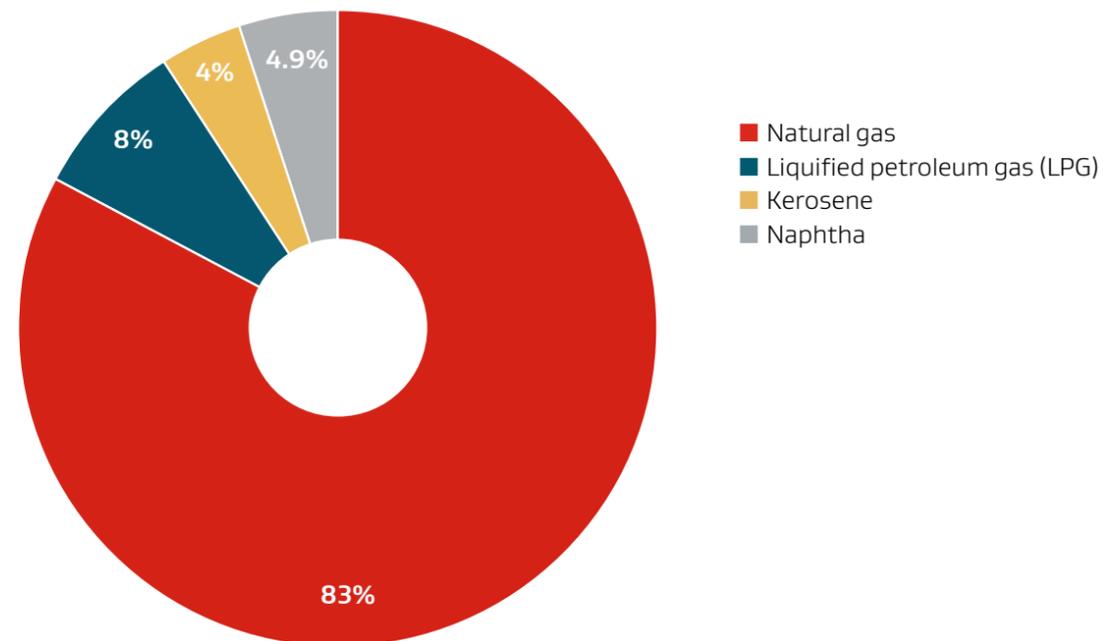
>> Energy Initiatives (cont.)

Fuel consumption

Fuel consumption presents an opportunity for additional progress. We currently do not source any of our fuel from renewable sources, due to limited availability. In 2022, 277,000 MWh of energy consumed was sourced by fossil fuels, the vast majority from natural gas.

We continued to drive forward efforts to increase efficiency and reduce consumption, including through local projects to improve heat recovery, heating and cooling systems and process heat applications based on the results of energy audits conducted in 2019 and 2021. In Europe, we succeeded in cutting natural gas consumption in response to the energy supply crisis caused by the conflict in Ukraine (see "Energy saving in Europe", opposite).

Fuel consumption by type



Energy saving in Europe

A taskforce led by Associates in Germany has accelerated energy-saving initiatives across Europe, in response to a call by the European Commission to limit gas consumption following the conflict in Ukraine. Projects run by the Energy4Gore team include using exhaust heat from the manufacturing floors at our Putzbrunn cluster to heat offices, capping office temperatures and increasing ventilation efficiency, while procurement Associates closely monitored fluctuating energy markets to determine the best time to buy. Overall natural gas savings were around 18%, exceeding the EU's 15% target.

Fabrics Division: Scope 3 Carbon Emissions

In 2020, the Fabrics Division set a goal of reducing its scope 3 carbon emissions by 35% by 2030,⁶ taking 2016 as a baseline, in recognition of the high share of upstream and downstream carbon emissions in its business model. The goal was set using a rigorous science-based methodology aligned to the GHG Protocol Corporate Standard and the Science Based Target initiative's (SBTi) Apparel and Footwear Guidance.

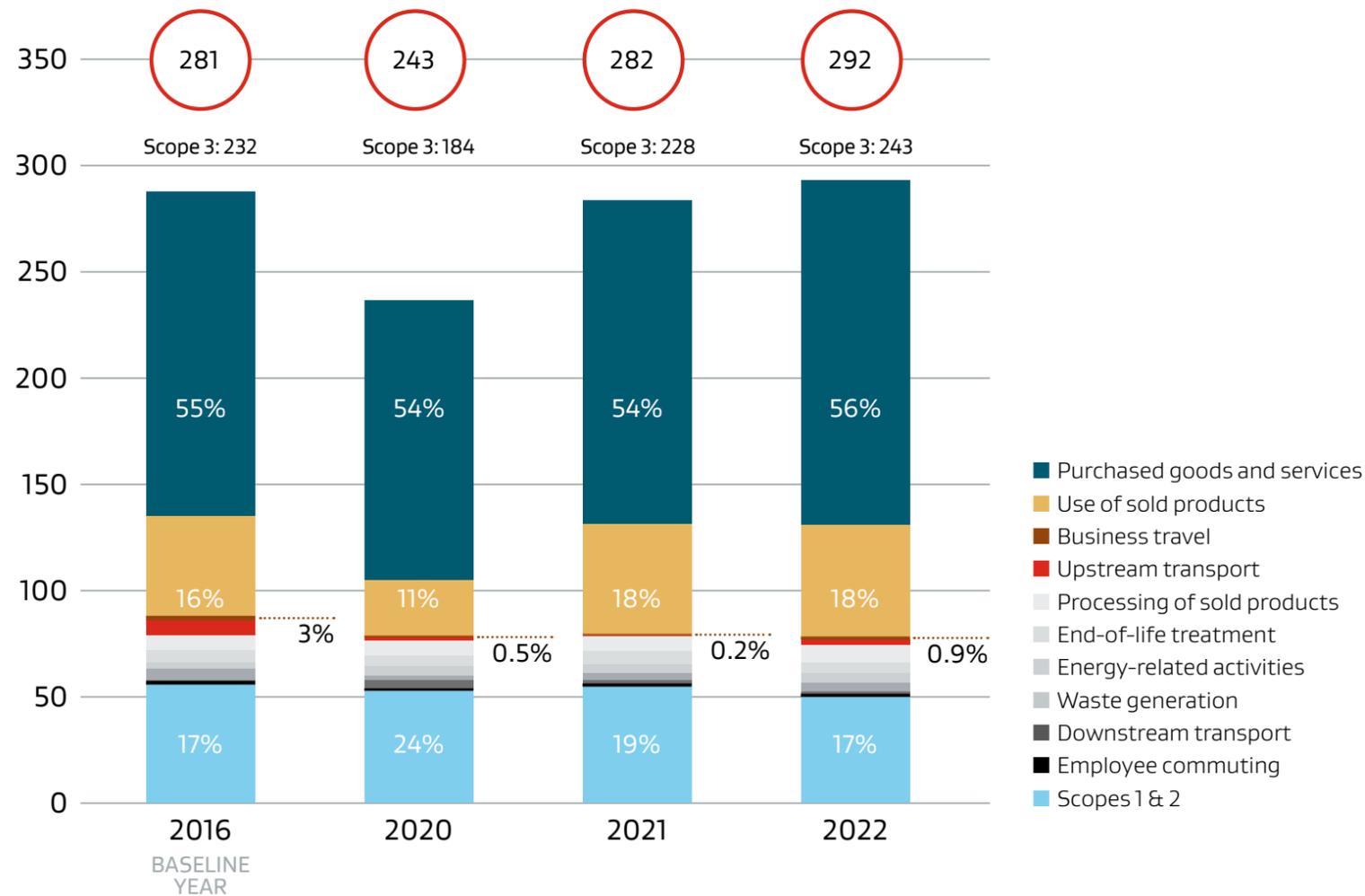
Following changes to Fabrics' scope 3 calculation methodology (see notes accompanying graph), the scope 3 carbon emissions figure for 2021 in this report is lower at 228 kilotons than that quoted in last year's update (257 kilotons). Compared with last year's figure, 2022 emissions are down 5%. However, compared with the revised 2021 total, this year shows an increase of 7%.

This is driven by a number of factors, primarily the significant increase in raw materials sourced and product volume shipped. That said, while the total volume of raw materials Fabrics procured from its vendors has increased by some 13%, related emissions have increased by 7%, reflecting a further reduction in carbon intensity. In the light of ongoing efforts to optimize product design and material choice to support upstream supply chain decarbonization, the Fabrics Division remains optimistic that the 2030 scope 3 goal is within reach.

Tackling emissions related to our raw materials remains the primary focus. This year saw an increased emphasis on data disclosure, with suppliers required to sign up to the Higg Facility Environmental Module (Higg FEM), which provides a standard framework for measuring and evaluating environmental performance in the textile industry. Looking ahead, starting in 2024 those suppliers working closely with the Fabrics Division will also need to provide data on their own suppliers via the Higg FEM framework.

⁶Consistent with reductions required to keep global warming below 2°C.

Fabrics Division total carbon emissions (kt CO₂e)



Note: Use phase emission factors have been updated for 2022 using GaBi, and retrospectively changed for previous years. This reduces figures for the "Use of sold products" category from 31 kt CO₂e in 2020 and from 58 kt CO₂e to 51 kt CO₂e in 2021. "Purchased good and services" data was also updated from 174 kt CO₂e to 152 kt CO₂e. The new method splits MSI values for the individual textile processing steps rather than aggregating it.

KEY FOCUS

In working toward its scope 3 carbon emissions reduction goal, the Fabrics Division has identified the following priorities:

Supply chain

Work with the supply chain to lower energy consumption and develop pathways to switch from fossil fuel to renewable electricity supply while increasing efficiency and reducing plant carbon emissions.

Optimizing design and materials

Continuously optimize product design and material choice.

Better data

Increase data quality and transparency across the value chain by using and promoting the Sustainable Apparel Coalition's Higg facility tools (Higg FEM and FSLM) and Higg product tools (Higg MSI).



>> Fabrics Division: Scope 3 Carbon Emissions (cont.)

We are also asking important suppliers to commit to a carbon goal that is aligned with the SBTi. In 2022 we enrolled five of our major Asia-Pacific suppliers to a global carbon reduction program hosted by the Apparel Impact Institute’s Carbon Leadership Program that supported them to calculate their current emissions and develop initiatives to reduce their footprint along with setting an SBTi-aligned goal.

The Fabrics Division made significant progress in further ramping up the share of recycled and solution-dyed fabrics in its product portfolio, resulting in tangible reductions to both carbon footprint and water consumption. Two of our plants achieved certification to the Global Recycle Standard (GRS) (see below).

We continued to take a leadership role within the industry, including through our work with the European Outdoor Group and the Outdoor Industry Association, partnering with other leading brands on a range of supplier initiatives. We worked with the Sustainable Apparel Coalition to evolve Higg MSI, a cradle-to-gate assessment tool aimed at supporting design and development teams in making more sustainable choices during materials selection, and to promote other tools in the Higg Suite, particularly in the area of technical-oriented fabrics where they are less well established.



Our scope 3 roadmap

This year we took significant steps toward our ambition of exploring the potential for all divisions within Gore to reduce their scope 3 emissions. The first stage in the process aims to identify and quantify the largest sources of carbon emissions in our upstream and downstream supply chains. This will also provide us with additional opportunities and synergies, such as establishing a foundation for complementary work to assess and improve our product footprints by means of life cycle assessments. We look forward to sharing further progress on this work in subsequent Sustainability Updates.

Reaching the Global Recycle Standard

Our Shenzhen and Putzbrunn III Fabrics plants, located in China and Germany respectively, have become the first Gore Fabrics facilities to be certified to the GRS, providing greater transparency and building trust with buyers, customers and end users. GRS is an international, voluntary, full product standard for third-party certification of recycled content, social and environmental good practices, chemical restrictions and chain of custody. Every partner in the supply chain for a GRS-certified product must be certified themselves.



Love it for longer: the GORE-TEX Gear Tour

The longer a product lasts, the lower its environmental footprint in terms of water consumption, waste generation and carbon emissions. That’s the thinking behind a pilot project run by consumer-oriented Fabrics Associates in Europe in late 2022, working with our top-selling retail partners to encourage consumers to bring their garments into store and have them repaired for free. Face-to-face meetings created opportunities to talk further about garment care and repair and raise awareness of Gore’s wider sustainability efforts. An accompanying social media campaign aimed at educating consumers about the sustainability benefits of caring for their garments correctly attracted close to 6 million views.

Setting a Standard for Environmental Health & Safety

Our Environmental and Occupational Safety and Health (EOSH) policy sets out standards for environmental health and safety, including water protection and waste management, across all areas in which we operate.

Work to continually improve our environmental health and safety performance globally is supported by our global and divisional environmental, health and safety (EH&S) and sustainability teams who work to address specific Associate, customer and business needs and expectations. Our approach to occupational health and safety is covered in [Safe, healthy workplaces](#).

We are implementing a systemic approach to environmental management systems based on recognized international standards such as ISO 14001 that allow us to set goals, implement activities and measure impact. To date 39% of our manufacturing plants have been certified to ISO 14001, up from 33% in 2021, with another two plants scheduled to be certified by the end of 2023. This puts us well on the way to our goal that all manufacturing plants that supply directly to our customers be certified to ISO 14001 by the end of fiscal year 2025, with our cross-divisional manufacturing facilities following in 2026.

RELATED GOAL

Implement EOSH Management Systems that are externally certified to ISO 14001 and ISO 45001 in all Gore manufacturing facilities by end of fiscal year 2025. *

*Those manufacturing facilities that supply directly to our customers (75% of our manufacturing facilities) will meet the 2025 deadline. Our cross-divisional manufacturing facilities will be certified by end of fiscal year 2026.



Water management

Clean water is a limited and valuable natural resource. Any assessment of our environmental impact must therefore include the management and use of water.

An assessment carried out in 2021 revealed that water usage is not generally a significant part of Gore's manufacturing operations, and so historically our focus has been on managing wastewater discharges. However, there are certain areas where our water withdrawals to support operations do impact available resources, including where we operate in water-stressed areas and in our Fabrics Division, which uses water-based manufacturing processes.

The EH&S team has developed a global Water Protection Standard setting out processes for identifying, assessing, managing and controlling risks related to water withdrawal and discharge. This requires facilities to measure and track all water usage and discharge in their operations in line with enterprise-wide standards, in addition to following all local regulations regarding permits and licenses for water discharge.



>> Setting a Standard for Environmental Health & Safety (cont.)

Managing waste

All manufacturing operations produce waste. At Gore, we work to manage waste responsibly by implementing proper waste-handling processes, ensuring accurate waste characterization and preventing accidental releases.

Plants are taking action to prevent waste from being generated. Where waste generation is unavoidable, we work with recognized regional or country-based organizations and the relevant local authorities to ensure waste is disposed of safely and effectively, for example through material reuse and recycling, or energy recovery. Our aim is to mitigate negative environmental impacts at the same time as meeting the relevant regulatory requirements.

All plants implement minimum performance requirements as set out in Gore’s Global Waste Management Standard. We have also instituted various checks in many of our plants to ensure proper management of waste, including:

- routine internal inspections of storage areas, waste labeling and collection processes
- undergoing third-party audits for compliance or ISO conformance
- partnering with reputable waste brokers to ensure the waste is handled properly when it leaves Gore’s facilities



Waste generation and disposal

Gore manufacturing plants in the U.S., Germany, the Netherlands and China recorded around 5,090 metric tons of waste in 2022, 79% of which was categorized as non-hazardous.

Waste generated by composition (metric tons)



Note: Waste is categorized as hazardous or non-hazardous according to country legal definitions and GRI Standard guidance.

In each country, methods of disposal take into account local legislation and infrastructure availability, as well as current best practices. Capturing waste data and standardizing collection is part of our ongoing activities, for example in the U.K. and Japan. Gore’s EOSH Management System will enable improved waste categorization by tracking waste disposal methods, providing greater transparency.



Kimberly-Clark RightCycle™

We participate in the Kimberly-Clark RightCycle™ Program, which converts gloves and other personal protective equipment used in the manufacturing process into other consumer products. Through this program, Gore facilities — including plants in Elkton, Phoenix and Flagstaff — diverted around 42 tons of nitrile gloves from landfill in 2022. This is an increase from 2021, when 19 tons of gloves were recycled, as a result of more facilities joining the program. Gore is now one of the biggest contributors to the program in the U.S.



ENHANCING OUR SOCIAL IMPACT

Our principle of fairness, which emphasizes “striving to be fair with each other and everyone with whom we do business,” underscores how our values extend outside our organization — to our communities, our customers and everyone in our supply chain.

At the core of social responsibility lies our dedication to fairness and integrity. We all have a part to play in ensuring that our business operations and interactions — including with our Associates, customers, communities, suppliers, regulators and others — have a positive impact.

RELATED GOALS

- Talent recruitment, retention & engagement**
 - Achieve at least 80% favorable response rate in the Gore Associate Engagement Index of our Culture Survey.
- Employee & supplier diversity**
 - Achieve year-over-year increases in our annual spend with diverse suppliers.
- Safe, healthy workplaces**
 - Implement Environmental, Occupational Safety and Health (EOSH) Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing facilities by end of fiscal year 2025. *
 - Improve U.S. DART injury/illness rate by 5% in 2023 vs. 2022 baseline.
 - Expand DART injury/illness data tracking to capture APAC/EMEA performance in 2024.

* In cross-divisional manufacturing facilities by end of fiscal year 2026.

RELATED UN SDGs

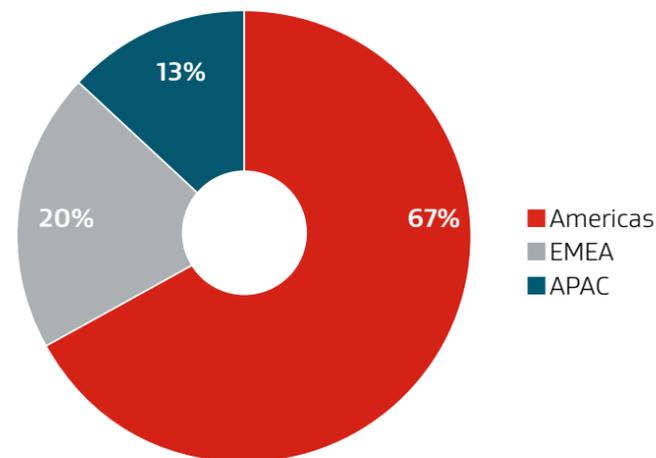


Associates & Culture

Our founders, Bill and Vieve Gore, believed that given the right work environment, people will achieve more than they otherwise dreamed possible. Since the company was founded in 1958, we have strived to foster a distinctive, inclusive and collaborative team-based work environment where innovation and creativity thrive, underpinned by our principles: [Freedom, Fairness, Commitment and Waterline](#).

Today we have more than 12,800 Associates worldwide (see below). As shared owners in our enterprise, all Associates are empowered to make decisions that drive our collective success and support our commitment to solving our customers' challenges, reflected in our shared promise: *Together, improving life*.

Associate population by region



Measuring Associate experience

Our global, annual, anonymous Gore Culture Survey is our primary measure of Associate experience. In our last survey in January 2023, 86% of Associates provided input on how they experienced our culture in 2022. Key results include:

- our Associate Engagement index recorded 83% favorable responses, exceeding our 80% target, while our Leadership Capability index scored a 78% favorable rating
- 97% favorable response for pride in the products we create
- 91% favorable response for Associates feeling they have the flexibility to balance work demands with their personal lives
- 81% favorable for feeling optimistic about our future
- 77% favorable for feeling that teams consider social and environmental sustainability in the work they do

This year we added a new question to the survey, focusing on the post-COVID work environment. Some 88% of Associates reported feeling confident that our policies and procedures are creating healthy and safe working environments.

Gore's overall global attrition rate (defined as the departure of Associates from Gore for any reason) was 6.6% in 2022, down from 7.2% in 2021. Our strong focus on an inclusive work environment that welcomes and nurtures unique talents and perspectives supports us in retaining our Associates.

RELATED GOAL

Achieve at least 80% favorable response rate in the Gore Associate Engagement Index of our Culture Survey.

Equity and compliance

To address the impacts associated with harassment, bullying and discrimination, Gore conducted a refresh of our [Associates' Standards of Ethical Conduct \(ASEC\)](#) in 2022. In addition, our [Integrity Helpline](#) is a resource that enables Associates to report concerns, raise issues, ask questions or report any conduct believed to violate our ASEC, other policies and procedures, applicable law or fair employment practices.

In 2022, we also adopted a global Anti-Discrimination, Anti-Harassment and Anti-Retaliation Policy and implemented Preventing Workplace Harassment Training for all U.S. non-manufacturing Associates. In April 2023 this was expanded to include all U.S. manufacturing Associates, with rollout to all non-U.S. Associates scheduled from July.



Working better together

Supporting Associates to work in ways that meet their needs as well as those of our business is key to creating an outstanding experience that encourages Associates to stay with the enterprise, while achieving exceptional business outcomes. In 2022, in the wake of the COVID-19 pandemic, we launched our Better Together Work Model with a focus on supporting three modes of working — fully facility-based, hybrid and fully remote — while deriving the maximum benefit from each.



Recognition

Our aim is to collectively create an environment where Associates thrive, and we are proud of the external recognition that indicates we are delivering on that commitment:

- listed as a Great Place to Work in Italy (#4), France (#7), Germany (#10) and the U.K. (#24) and #5 on the regional Bavarian list for 2023
- ranked #9 in Best Workplaces in Manufacturing and Production in the U.S. and #3 in Germany
- received a Center of Excellence in Wellbeing award from the Great Place to Work Institute in the U.K.
- listed among the 20 Best Workplaces for Women by the Great Place to Work Institute in Italy
- based on Associate input, recognised as among the Best Employers for Women and Best Employers for Diversity by *Forbes* magazine
- listed as a Top Company 2023 by kununu, Germany's leading jobs and careers community

Learning & Development

Associate development is embedded in the Gore culture, reflecting our belief in the potential of each individual. Our emphasis on learning and development opportunities reflects the importance of “growing in knowledge, skill and scope of responsibility” — our [freedom principle](#).

All Associates have access to a set of learning solutions, including self-paced web-based learning, classroom-based learning and on-the-job learning, which they can use to create a personalized learning experience based on discussions with their leader, sponsor and fellow Associates. On average, each of our Associates undertook 11.6 hours of training in 2022*.

Offerings include a comprehensive suite of onboarding programs, Associate and leadership development, functional capability building and training focused on diversity, equity and inclusion. Through our Tuition Reimbursement Program, we also offer financial support for Associates undertaking learning outside the organization that supports our current and future business needs.

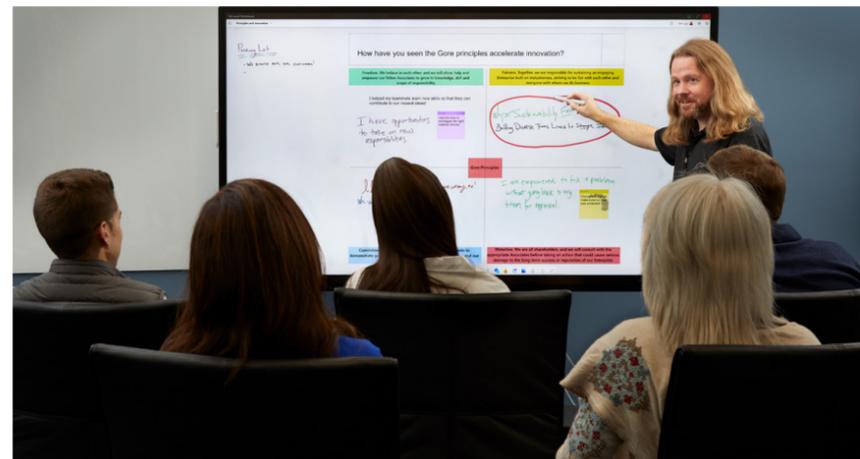
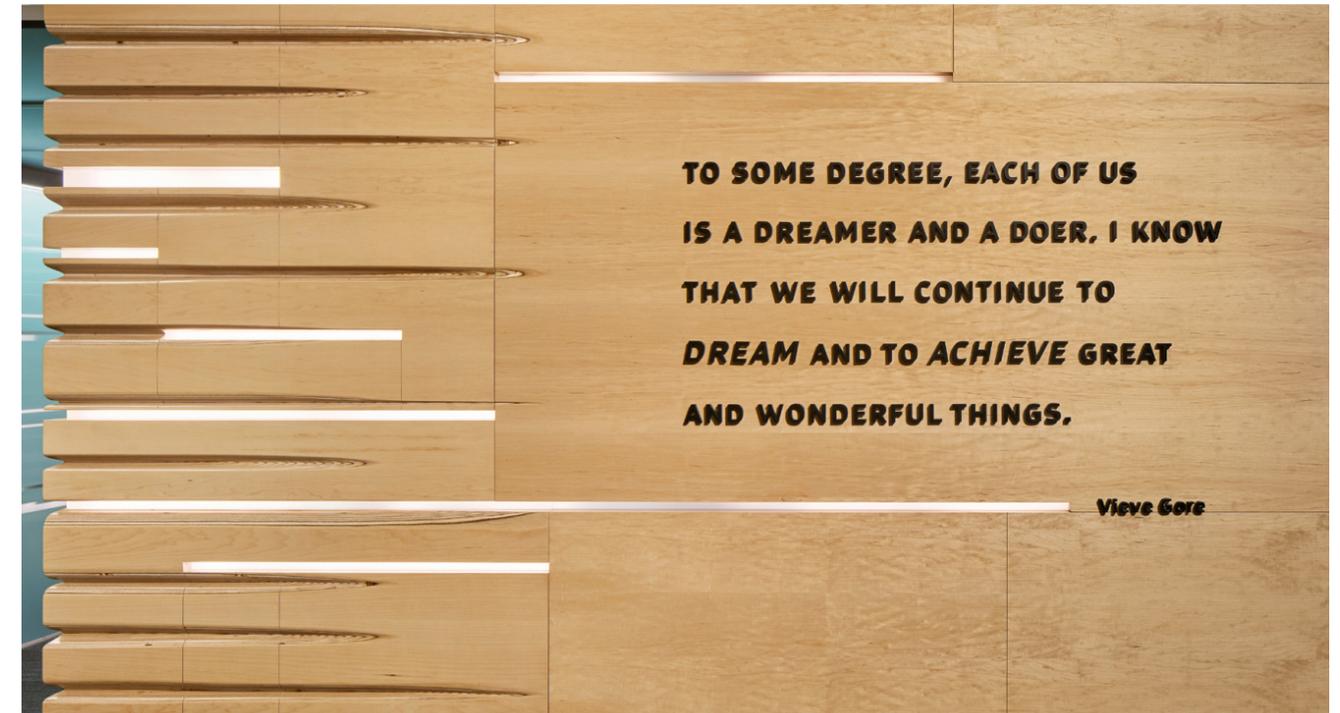
Beyond formal training, we also encourage Associates to engage with enterprise initiatives and innovation efforts, regardless of their role. Through our internal crowdsourcing program, participants share ideas for solving innovation challenges via an interactive online platform. The aim is to promote sharing of ideas and tap into diverse perspectives from across the enterprise. Winners are selected for each challenge and prizes also go to those who make impactful comments on ideas.

* Medical Products Division data is not included.

Focus on leadership

In 2022, our focus has been on establishing a clear picture of our leadership talent, reducing risk through more robust succession planning and building leadership capability with a particular focus on diverse talent, including by:

- expanding our involvement with McKinsey’s Leadership Academies for Black, Hispanic/Latino and Asian cohorts
- creating new opportunities for our enterprise, divisional and functional leaders to participate in the G100 Network
- implementing new leadership development programs, including the Gore Leadership Community and Gore Leadership Presence sessions
- involving more Associates in Leadership Practices 360 development planning



Grow Great Gore Leaders

Our goal is that our Associates believe in their leaders, with the aim of achieving a score of at least 80% “favorable” in the Leadership Capability Index of our Culture Survey. The results of our latest Culture Survey show a score of 78%, slightly below target. In support of our goal, in 2022 we launched a new enterprise initiative, Grow Great Gore Leaders, with the aim of:

- giving leaders the foundational learning they need to lead effectively
- providing new leaders with a more consistent, structured, engaging onboarding experience
- establishing a leadership framework aligned to our Leadership Practices, and
- upgrading our talent management process

We also developed and rolled out a range of programs and resources, with a particular emphasis on supporting emerging leaders and those leading virtual and/or distributed teams.

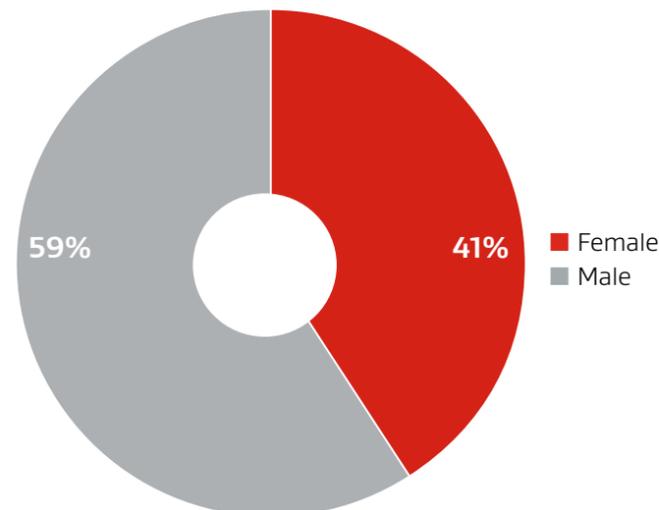
Diversity, Equity & Inclusion

We strive to create an enterprise where all Associates feel valued, included and encouraged to do their best work every day, regardless of their age, disabilities, gender identity, nationality, race, religion, sexual orientation or any other personal identifier that is important to an individual.

Building on our [guiding principles](#), the values of our founders, we seek to foster an inclusive community of small teams based on talent, mutual respect, trust and a sense of belonging.

Our approach is designed to help us assess our current state, set priorities and measure progress. One area of regional and divisional focus is gender representation, particularly in relation to opportunities for leadership development. Overall, 2022 saw a slight increase in the proportion of female Associates to 41%, up from 40% in 2021.

Global gender representation



Associate engagement

One of the ways we strengthen engagement around topics related to diversity, equity and inclusion is by supporting our Associate-led diversity networks. We currently have around 12 active networks across the U.S., including our newest group, the Grassroots Sustainability Network. Associates also lead networks in Asia-Pacific, Europe and the Middle East. In addition to the diversity networks, our Diversity Mentoring Program and Women’s Inclusion Council drive engagement, inclusion and development.

Community and external partnerships

Our commitment to diversity, equity and inclusion extends to how we engage with external parties and customers and build stronger relationships. There are divisional efforts under way to incorporate a diversity, equity and inclusion lens into how we do everything from creating advertising campaigns to enrolling clinicians and patients into clinical trials. We are also working to expand our supplier base and support diverse businesses in our communities through our [U.S. supplier diversity program](#).



Talent and recruitment

Across our business, intentional effort, improved processes and data-driven decision-making support the hiring of qualified diverse talent that reflects the changing needs of our business.

In the U.S., we expanded the list of colleges we partner with for our primary recruiting activities to reflect diversity in gender, ethnicity and location, including working with more historically Black colleges and universities. Alongside our longstanding commitment to our intern and new graduate programs for Engineering and Supply Chain, the past year has seen an increased focus on future talent needs in Finance and Legal.

We also increased our engagement with diversity-focused student and professional organizations. Also in the U.S., our Medical Products Division has appointed a volunteer hiring equity champion to help ensure equity in the hiring process. Over the past five years, these activities have contributed to greater diversity throughout our enterprise.

Safe, Healthy Workplaces

We are committed to providing a safe and healthy working environment, and we aspire to provide an injury-free workplace as part of our commitment to enabling our Associates to thrive.

To ensure progress toward these goals, leaders are required to regularly evaluate performance and set targets as part of our Environmental and Occupational Safety and Health (EOSH) Policy. Just as with environmental management systems, we base our safety and health management approach on recognized international standards — in this case, ISO 45001 — that allow us to set goals, implement activities and measure impact.

Our manufacturing plants are home to our largest numbers of Associates, and we currently address most safety and health needs through processes that minimize risks and hazards locally, in compliance with safety requirements in each country in which we operate. Key measures are also established at plant level.

Implementation of safety and health policies and procedures, including continuous improvement initiatives, is planned and supported by our global environmental, health and safety (EH&S) teams. Our Global Environmental Health & Safety standards often go beyond the relevant legal requirements and help ensure



protection for Associates regardless of location, establishing common performance expectations on safety topics such as working at heights, protective equipment, hazardous noise prevention, hazardous energy control and chemical hazard identification and communication. We follow industry best practices, including using a hierarchy control methodology to manage risks.

Reporting incidents

Our [Associates' Standards of Ethical Conduct](#) require all Associates to report hazards to their leader and to complete an incident report for all incidents. Within our culture, Associates are encouraged to “call the process” and challenge situations or processes where they feel there is a risk of injury or believe a risk is not being properly managed.

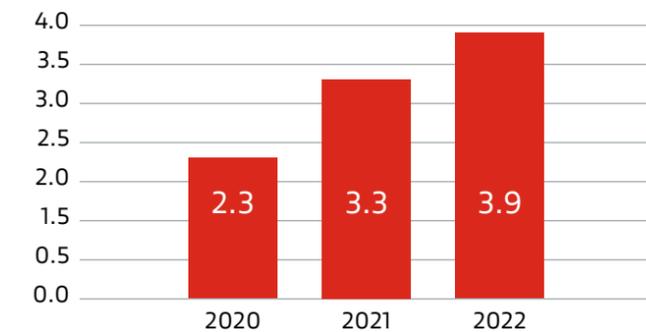
Two global processes support the management of safety and health incidents and standards within plants, as well as for Associates working outside Gore facilities, such as sales Associates. Global Incident Management provides a framework for reporting incidents, while the Global Compliance Obligations Planning process ensures we are aware of emerging safety requirements as they become relevant to Gore in each country where we operate.

Occupational injury and illness performance

Our primary performance indicator of injury and illness severity is the days away, restricted or transferred (DART) rate. We capture both injuries and illnesses in our incident reporting, and measurement processes use this data to calculate our rates.

The DART rate measures the severity of both injuries and illnesses. In 2022, the rate showed an increase when compared with previous calendar years. We are working to reduce the injuries reflected in our U.S. DART rates, with a goal of a 5% reduction in 2023. From April 2023, we are working to expand use of the DART measurement to our APAC and EMEA regions.

DART rate: injuries & illnesses per 100 workers (U.S. plants)



RELATED GOAL

Implement EOSH Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing facilities by end of fiscal year 2025.*

* Those manufacturing facilities that supply directly to our customers (75% of all our manufacturing facilities) will meet the 2025 deadline. Our cross-divisional manufacturing facilities will be certified by end of fiscal year 2026.

RELATED GOALS

Expand our DART injury/illness data tracking to capture APAC/EMEA performance in 2024.

Improve U.S. DART injury/illness rate by 5% in 2023 vs. 2022 baseline.

Supply Chain Due Diligence

Gore strives to be fair to everyone with whom we do business, including Associates, customers, supply chain partners and communities. Our sustainability aspirations and values therefore include everyone working in our supply chain.

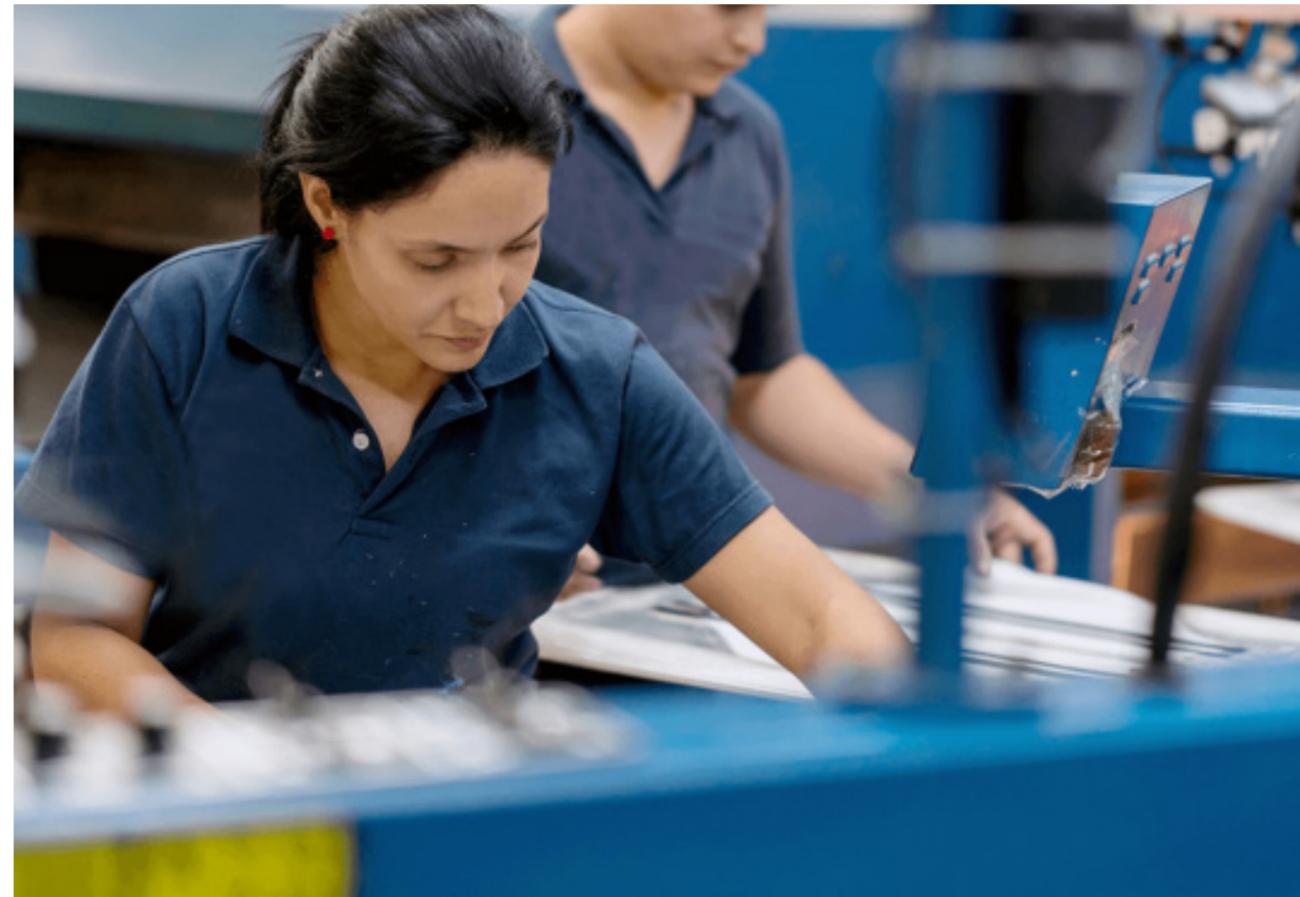
In 2022, we introduced our Supplier Code of Conduct, setting out our expectations related to ethical practices, human rights, environmental management and legal requirements. To date, of the small number of suppliers identified as high risk in our human rights risk assessment, 100% have either agreed to comply with the Code or provided a Code of their own that meets our criteria, along with 50% of medium-risk suppliers.

A new enterprise taskforce is working to establish a supply chain due diligence program that will identify, prevent, mitigate or eliminate human rights and immediate environmental risks. As part of this work, we ran workshops on supply chain due diligence and the requirements of the forthcoming German Supply Chain Due Diligence Act. In March 2023, we began the rollout of mandatory training on preventing forced labor for all procurement Associates.

 [Supplier Code of Conduct](#)



IN 2022, WE INTRODUCED OUR SUPPLIER CODE OF CONDUCT, BASED ON RECOGNIZED INTERNATIONAL STANDARDS AND INDUSTRY BEST PRACTICES.



Increasing supplier diversity

Supplier diversity was identified as a material topic in our 2020 materiality analysis. Working with more LGBTQ-, minority-, women- and veteran-owned suppliers, as well as those owned by persons with disability, adds value to our business by broadening the pool of outstanding suppliers we work with, and also positions us to meet growing customer demand: 25% of revenue in our Medical Products Division already comes from customers seeking more information on supplier diversity in order to find synergies with their own sustainability strategies and goals.

In 2022, we continued to grow our U.S. supplier diversity program, with our Medical Products Division increasing its spend with diverse suppliers by \$1.5 million. We took steps to ensure diverse suppliers were represented at sourcing events and to show leadership, including through our partnership with Disability: IN, a global certification body for disabled-owned businesses, and our membership in the Supplier Diversity Council of Vizient, the U.S.'s largest medical group purchasing organization. We also focused on increasing awareness within Gore: to date, more than 80% of procurement Associates have received supplier diversity training.

RELATED GOAL

Achieve year-over-year increases in our annual spend with diverse suppliers in the U.S.



Transitioning to diverse suppliers

Our Medical Products Division Packaging Team consolidated the purchasing of printer ribbon to Vantage ID®, a minority-owned and certified Women’s Business Enterprise National Council® corporation — the first time Gore has transitioned the business to a high-performing⁷ diverse supplier.

⁷i.e. a supplier with the capabilities and experience to meet our business needs/demands.

Human Rights

Respect for human rights is first and foremost about being true to our [culture and shared promise](#), which means striving to be fair to everyone we reach with our business.

We are committed to respecting the dignity of all persons and their fundamental human rights. We recently released our enterprise Human Rights Policy, and we are currently developing a roadmap for implementation.

[Enterprise Human Rights Policy](#)

We continue to review our enterprise operations to confirm that our human rights protection policies and practices remain robust. We also continue to review our supply chain for risks of human rights violations — including modern slavery and human trafficking — and are committed to mitigating any potential risks. In 2021, we conducted a preliminary human rights risk assessment using data from a reputable consultancy on a comprehensive set of risk factors relevant to companies in similar industries and locations. This involved more than 1600 entities, including our regular direct suppliers and own operations, and covered topics including child and migrant labor and modern slavery.

Gore's average human rights risk exposure was relatively low owing mainly to the fact that most suppliers are located in the U.S. and western Europe, where there is typically a low risk of violation, particularly with respect to forced and child labor. However, we recognize that conditions may vary significantly from one facility to another, even within the same country, and that circumstances may change rapidly in the same facility. We will be updating our risk assessment in mid-2023 to keep an eye on changing risk factors.

Our supply chain due diligence taskforce is currently working to develop tools and a methodology to enhance risk assessments and risk mitigation. Our ambition is that these should also include our indirect suppliers (e.g. IT support, logistics, landscaping, etc.).

[Driving greater transparency](#)

Our Performance Solutions Division has selected EcoVadis as its third-party sustainability self-assessment platform. Performance is assessed through an evidenced-based approach that gathers company information, then validates and analyzes it to measure 21 sustainability indicators under the themes Environment, Labor and Human Rights, Ethics and Sustainable Procurement. The result is a scorecard that can then be shared with our customers and suppliers on demand.



[The Responsible Minerals Initiative](#)

In 2021, Gore joined the Responsible Minerals Initiative (RMI). This industry effort, which was founded to support companies from a range of industries in addressing responsible mineral sourcing issues in their supply chains, is especially relevant to our Performance Solutions Division.

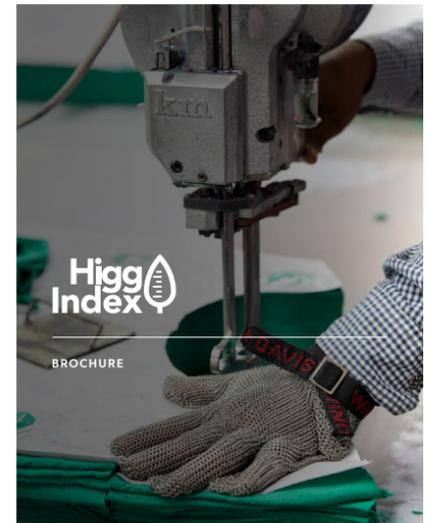
[Mitigating risk](#)

The U.S. Department of Labor's List of Goods Produced by Child Labor or Forced Labor notes that garments, textiles and footwear are at-risk sectors. We have addressed this risk through our Gore Guidelines on Social Responsibility and our [Supplier Code of Conduct](#). Most finished apparel and footwear products made with Gore fabrics are placed on the market by our customers, many of which have programs in place to address forced labor and human trafficking. Gore assists these customers with due diligence over their own and supplier manufacturing facilities.

Gore is a founding member of the Sustainable Apparel Coalition, which developed the Higg Index to drive transparency of fair labor conditions within the value chain. The Gore Fabrics Division is an active user of the Higg Index for assessing and sharing the sustainability performance of our manufacturing units.

Two Fabrics Division consumer brands, GORE®Wear and SITKA® Gear, are affiliated with the Fair Labor Association (FLA), and have adopted that organization's Workplace Code of Conduct for social compliance in garment manufacture, which also requires supplier facilities to conduct business in alignment with the Code of Conduct. This is monitored through third-party audits against FLA Compliance Benchmarks and is also independently assessed by the FLA.

[Gore Fabrics Division Responsibility Update](#)



Contributing to Our Communities

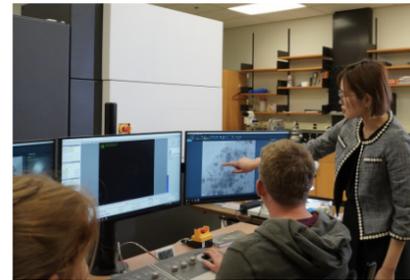
Through our community giving programs, we look to establish goodwill, build pride and support the initiative and engagement of our Associates. These efforts are built on the premise that our Associates should have a strong voice in determining where Gore philanthropy dollars are spent.

We offer paid volunteer hours and we encourage our Associates to engage and contribute with communities through our corporate philanthropy program. In 2022, we paid for more than 12,500 volunteer hours (U.S., U.K., Germany) and awarded more than \$64,000 to organizations where our volunteers work. A total of \$1,550,000 was raised for the U.S. United Way employee giving campaign after Gore's matching contribution.



Aid for Ukraine

Gore Germany donated €20,000 to Aktion Deutschland hilft, an alliance of aid organizations, to support its work in Ukraine and a further €20,000 towards humanitarian efforts in Türkiye and Syria.



Education and research

Gore has donated \$150,000 towards a new transmission electron microscope for the Applied Physics and Material Science Department at Northern Arizona University. As well as providing better facilities for students the new microscope is set to enhance our own research efforts as Associates from our Medical Products Division and cross-divisional manufacturing facilities will also have access to the instrument for high-magnification imaging.

Supporting medical needs

Our Medical Products Division Donations Program for Humanitarian Aid made three large donations to hospitals in Poland, Germany and Finland to support medical needs related to the conflict in Ukraine.



Giving Back Day

On Gore's Giving Back Day, April 6, Associates were encouraged to post a picture of themselves doing a good deed in their community (see some examples on this page). Gore pledged \$40,000 plus a further \$40 for each good deed to four organizations: Humedica; Doctors Without Borders; Red Maple; and Give2Asia.

Focus on Flagstaff

We continued our longstanding association with the Flagstaff Festival of Science, including sharing our innovations — and promoting careers in STEM — through our "Innovation Lane" stand at the 2022 Science in the Park event. We also continued our sponsorship of the annual GORE-TEX Kahtoola Uphill Race, which raised more than \$57,000 for Camp Colton, an annual outdoor education program for children from all backgrounds.



Turning waste into value

As part of our ongoing collaboration with BIONIC® to develop textiles and polymers made from recycled plastics, we are working closely with beach communities in Costa Rica to support the collection and processing of waste materials, focusing first on plastic conversion and second on beach clean-up. To date we have reused 40 tons of recycled material. We are also working with BIONIC® to find ways to turn other waste materials into valuable new resources-

Help for Türkiye and Syria

A team of 16 Associates worked with Humedica to produce 420 protective blankets made from soft GORE-TEX shell fabric to be sent to the earthquake zone. We also supplied almost 1,000 meters of laminated textile suitable for outdoor conditions, to be made into tents.

Cherry Hill

Gore's commitment to operating as a responsible company extends beyond the walls of our facilities and into the communities where we operate and live. In February 2023, Gore learned of reports of well testing conducted at homes located near our Cherry Hill facility, located in Elkton, Maryland, for perfluorooctanoic acid (known as PFOA or APFO). As a longstanding and committed member of the community, we take these reports very seriously and are working cooperatively with the Maryland Department of the Environment (MDE) to assess the situation. As part of this work, Gore hired a global environmental consulting firm to develop a detailed plan to conduct water testing on our property and in the community near our facilities. That plan has been shared with MDE and work is underway.



Ethics & Integrity

Our commitment to ethics and integrity is a vital part of taking a long-term view. Our reputation and culture are critical to our success as an enterprise, and we believe our guiding principles should never be compromised for short-term gain.

We are committed to designing and maintaining an effective compliance program. Our Enterprise Compliance Team supports Associates in making decisions and works in partnership with divisions and functions to understand business objectives and prevent, detect and mitigate risks of unethical behavior, fraud, bribery and corruption. The Enterprise Compliance Team is part of the Legal, Compliance and Data Privacy function. It comprises divisional, corporate and regional Associates and is directly overseen by the Chief Compliance Officer and the Enterprise and Board Compliance Committees.

Our Associates' Standards of Ethical Conduct (ASEC) document describes expectations for ethical behavior and compliance with applicable laws and regulations, which are a condition of employment. Each Associate receives a copy of these standards upon joining Gore and completes periodic required training in applying them to business activities.



Our Associates' Standards of Ethical Conduct

Fair and responsible

As a fair and responsible member of our business community, we follow global antibribery and anticorruption laws wherever we do business, regardless of local law or custom. We prohibit soliciting or accepting improper activity or kickbacks, and we do not pay facilitation payments. In addition, we work to identify and avoid conflicts of interest.

We apply the same requirements to any third party engaged on our behalf, as explained in the [Gore Standards of Ethical Conduct for Third Party Representatives](#).

Gore takes all reports of ethical concerns seriously. We strive to maintain an environment where anyone — both our Associates and external parties — can report concerns if they see something that doesn't seem right. Our [Integrity Helpline](#) is available 24 hours a day, seven days a week, with operators who speak multiple languages. An online reporting option is also available. All reports can remain anonymous, except when prohibited by law or regulation.

We monitor our Helpline metrics against industry standard benchmarks, including report volume, reporting rate and average time to review and close cases. We are actively implementing improvements, such as improved user experience, improved workflow and preparedness for future laws.

Individuals may always make a good faith report without fear of retaliation or any negative impact on employment. Anyone who engages in retaliation will be subject to disciplinary action. Each report is reviewed and promptly and thoroughly investigated by the appropriate function.

Finally, Gore has a recurring process to periodically assess legal and compliance risks. We employ continuous improvement measures, in areas such as policies, training and our reporting mechanism. For example, in 2022 we revised the Enterprise Global Policy on Anti-Bribery & Anti-Corruption and rolled out an Enterprise Global Whistleblower Policy to meet legal requirements and reinforce awareness of the reporting mechanism and requirement of nonretaliation for reporting. We also perform monitoring and investigations and implement corrective actions as needed.



UNDERSTANDING ETHICS

Our annual required Ethics Course was deployed to all Associates in October 2022 and addressed key topics including antibribery, anticorruption, business ethics, antiretaliation and speaking up. More than 99% of Associates have completed the training. In addition, we developed and deployed targeted training to address risks based on the business environment, interactions and transactions that are unique to the divisions and regions.



About this Report

This document provides a summary of Gore's performance across all our operations in calendar year 2022 (January 1–December 31), unless otherwise noted (e.g. where figures relate to a fiscal year). No external validation was conducted; the presented figures reflect our internal controls. All currency figures are presented in US\$. Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures. As a privately held corporation, Gore does not publish detailed financial data.

For any queries about this report, contact enterprise_sustainability@wlgore.com

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