



*Together, improving life*

W. L. GORE & ASSOCIATES | 2024

# SUSTAINABILITY UPDATE

PUBLISHED JULY 2025







# Contents

03	About Gore	CEO Letter	3
		Gore at a Glance	4
		Our Approach to Sustainability	5
		Our Goals Table	7
09	Purposeful Innovation	Our Approach to Innovation	10
		Materials Innovation	11
		Product Innovation	12
13	Products and Operations	ENVIRONMENT	
		Product Stewardship and Chemical Management	14
		Climate Change & Energy	15
		Environment, Health and Safety (EH&S) Policy	20
		Waste & Water	21
		SOCIAL	
		Our Workforce	22
		Supply Chain Due Diligence	26
		Safe & Healthy Workplaces	28
		Commitment to our Communities	29
30	Ethics and Integrity	Compliance / Anti-corruption	31
32	About this Document		

# Our Progress on Sustainability

At Gore, improving our world through innovation is more than a guiding principle — it’s our purpose. We deliver on our promise of *Together, improving life* through the materials we develop, the workplaces we create, and the communities we serve.

With a legacy of fairness and integrity and approximately 12,600 Associates in more than 25 countries, our global presence comes with a responsibility we embrace every day. As we share this year’s Enterprise Sustainability Update, I’m proud to reflect on the progress we’ve made in advancing our purpose by deepening our dedication to environmental and social responsibility.



In 2024, we made meaningful progress across key areas of our enterprise:

- We advanced over 80 innovation projects aimed at improving human wellbeing, and another 70 projects focused on environmental sustainability.
- Our commitment to clean energy took a major step forward when the Glover Creek solar field in Kentucky came online, supplying renewable energy equivalent to approximately 90% of the electricity needs for our Delaware and Maryland manufacturing facilities.
- We increased the share of renewable electricity used in our manufacturing operations to 75% in 2024, up from 44% in 2023, and we remain on track to reach 100% in 2025.

- We achieved our 50% carbon reduction (Scope 1 and 2) milestone one year ahead of our target.
- Our tradition of giving continues to thrive. In 2024, Associates in the U.S., U.K., and Germany contributed more than 20,850 hours of volunteer time through Gore’s philanthropy programs.
- In the U.S., we raised over \$1 million for the United Way giving campaign, including Gore’s matching contribution — a testament to the generosity and community spirit of our Associates.

These milestones reflect the dedication of our Associates and the strength of our long-term vision. By innovating to improve life, we’re creating lasting value for people and the planet.

I’m energized by what’s ahead. Together, we’ll keep driving meaningful progress — one step at a time.

Bret Snyder  
President and CEO

# Gore at a Glance

Founded in 1958 by Bill and Vieve Gore, we are a global materials science company with more than 3,100 unique inventions — from high-performance fabrics to implantable medical devices and products that reduce emissions, explore space, and solve other complex challenges.

\$5.3B

Annual Revenue

12,600

Associates Worldwide

25+

Countries

With \$5.3 billion in annual revenues and approximately 12,600 Associates, Gore is recognized by Forbes magazine as one of the U.S.'s 200 largest privately held companies. Our Associates work across more than 25 countries, including in research and manufacturing operations in the United States, Germany, the United Kingdom, the Netherlands, China, and Japan.

## Our Enterprise & Our Businesses

Our businesses are organized into four groups based on the industries they serve.



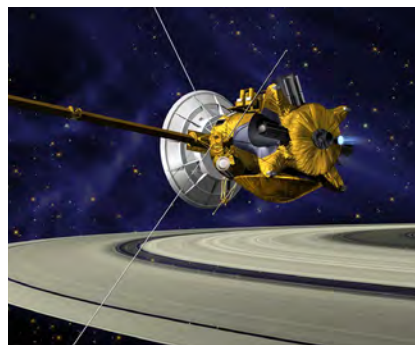
### Medical

Our medical devices treat a range of cardiovascular and other complex health conditions, with more than 55 million implanted over 50 years.



### Fabrics

After revolutionizing the outerwear industry with waterproof, breathable GORE-TEX® Fabric more than 45 years ago, we continue to break new ground with innovative fabrics that provide comfort and protection in the consumer, defense and safety industries. We also produce finished garments through our GOREWEAR and SITKA® Brands.



### Performance Solutions

We create solutions that make our customers' products and processes safer, cleaner, more reliable, more durable, and more efficient across industries — including aerospace, automotive, mobile electronics, semiconductor, and more.



### Specialty

Our Specialty Group includes clean energy solutions, pharmaceutical processing and life science technologies, the GORE® Cover System for organic waste treatment, and our leading brand of ELIXIR® Guitar Strings.

In addition, we have small, centralized enterprise teams and a Gore Business System that drive the common tools and frameworks we use across Gore. We also have teams focused on whitespace<sup>1</sup> innovation.

<sup>1</sup> Whitespace innovation refers to the process of identifying and developing new opportunities in areas not currently served by existing products, services, or business models. It involves venturing into uncharted or underexplored markets, creating novel solutions that fulfill unmet customer needs.



# Our Approach to Sustainability

Gore was built with a purpose: to improve lives and industries through innovation. Our promise of *Together, improving life* drives everything we do. Sustainability is an expression of this promise to Associates, customers, and communities. We strive to make a positive economic and societal impact and to operate responsibly, with respect for people and our planet.

## Our Focus Areas

Our aspiration is that the value our innovations bring to society is bigger than the potential impact of our products and operations in terms of environmental or social footprint over their life cycle.

Our strategy, therefore, is built around two strategic pillars that capture topics of material impact and importance to our businesses and stakeholders.

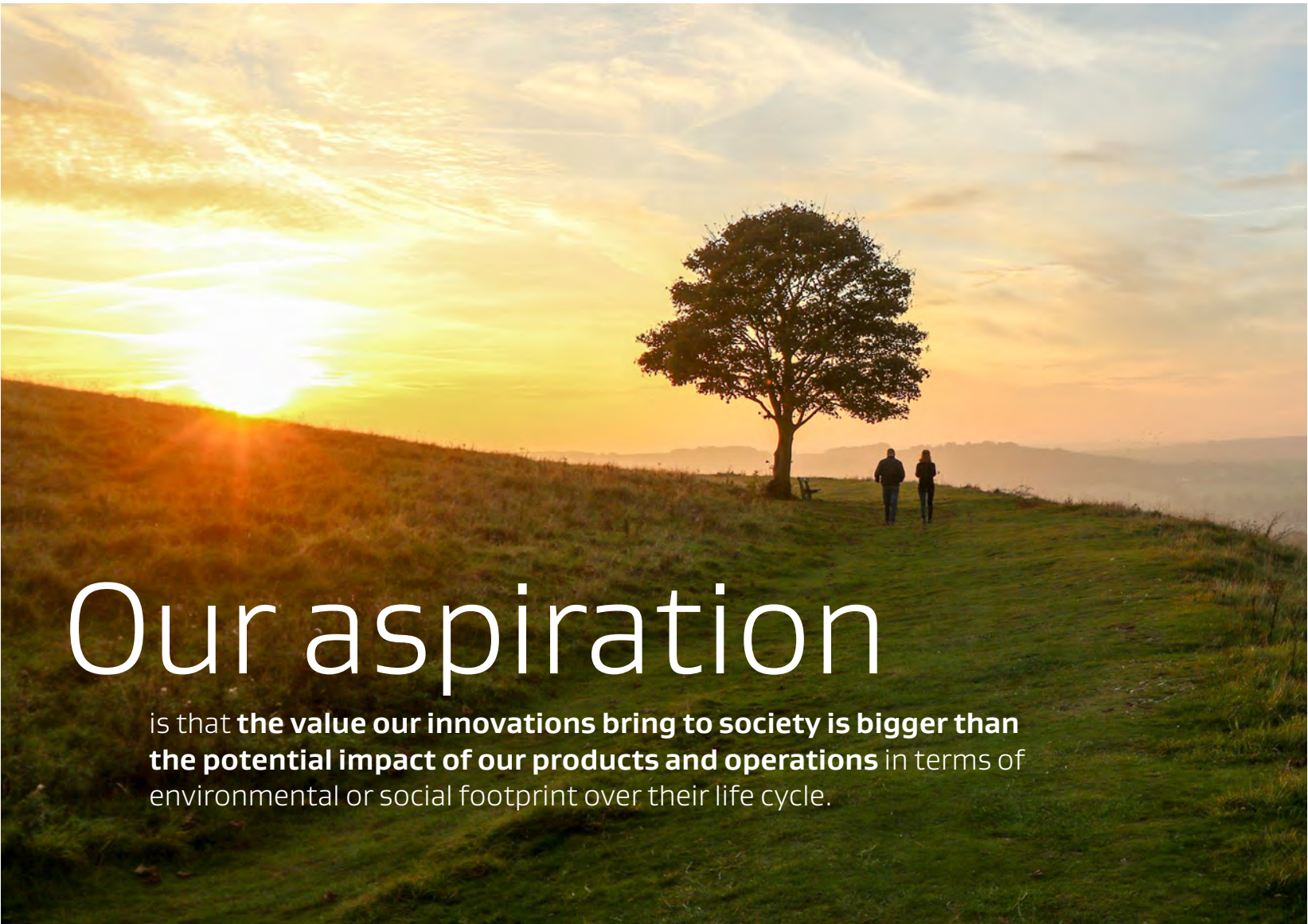
### Strategic Pillars



**1. Purposeful Innovation:** We create innovations that deliver value to society — addressing global sustainability challenges, improving human wellbeing, and transforming industries.



**2. Products & Operations:** We continuously seek ways to minimize the footprint of our products and the potential impacts of our operations on people and the environment.



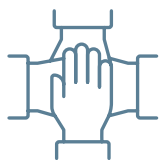
Our aspiration

is that **the value our innovations bring to society is bigger than the potential impact of our products and operations** in terms of environmental or social footprint over their life cycle.



In 2020, our first materiality assessment engaged key internal and external stakeholders including customers, Associates, board members, regulators, non-governmental organizations, and local communities. Their insights helped us identify topics of greatest interest and importance to our stakeholders, our business, and society:

- Innovation
- Greenhouse gas (GHG) emissions
- Product stewardship and chemicals management
- Talent recruitment, retention, and engagement
- Employee and supplier inclusion
- Transparency



As we continue to develop our approach to assessing materiality, insights from this work — along with customer engagement, market trends, and participation in industry groups — confirm the ongoing importance of these topics.

## Sustainability Governance

### Shared Framework, Targeted Action

At Gore, the enterprise sets an overall strategic framework for sustainability — vision, goals, policies, standards, and key performance indicators (KPIs) — for topics that require consistency across the organization.

Building on this foundation, business groups tailor strategies and targets based on their markets, value chains, and regulatory requirements. Our sustainability efforts vary across the organization to best fit each industry we serve.

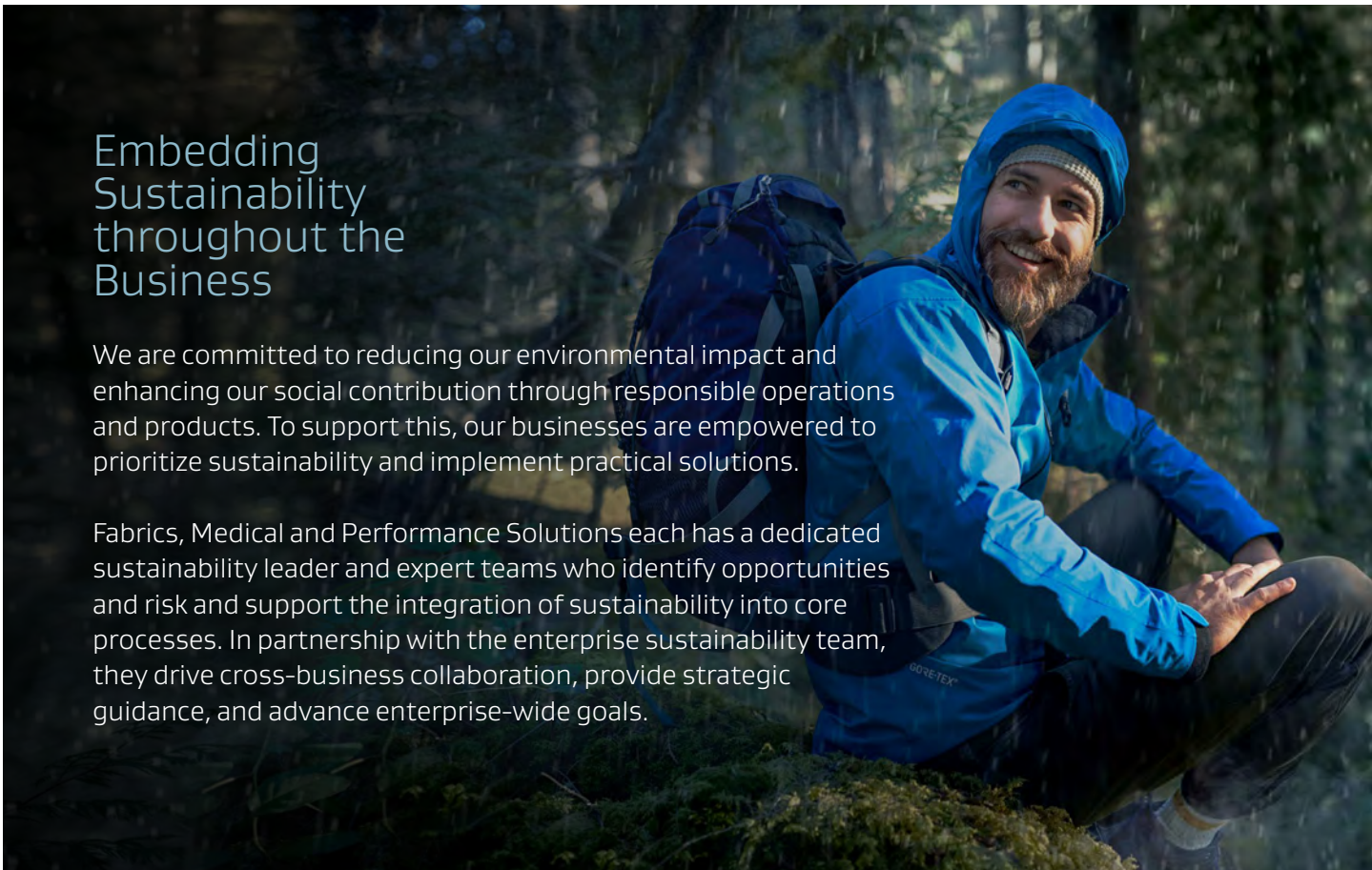
### Powered by People

We empower Associates to integrate sustainability into their daily work by innovating with purpose, operating responsibly, and engaging with relevant industry groups. Our Grassroots Sustainability Associate Network drives further action — connecting passionate Associates to advance Gore’s sustainability initiatives through local activities. See page 29 for an example.

## Embedding Sustainability throughout the Business

We are committed to reducing our environmental impact and enhancing our social contribution through responsible operations and products. To support this, our businesses are empowered to prioritize sustainability and implement practical solutions.

Fabrics, Medical and Performance Solutions each has a dedicated sustainability leader and expert teams who identify opportunities and risk and support the integration of sustainability into core processes. In partnership with the enterprise sustainability team, they drive cross-business collaboration, provide strategic guidance, and advance enterprise-wide goals.



## The UN Sustainable Development Goals (SDGs)

We use the UN SDGs as a framework to clearly and transparently communicate our sustainability priorities. Our contribution to relevant goals is highlighted throughout this report.

### Related UN SDGs:



# Our Sustainability Goals Table

Purposeful Innovation

3

6

RELATED MATERIAL TOPIC	GOALS	STATUS
Materials Innovation	Eliminate PFCs of environmental concern from the vast majority of our consumer fabrics products by the end of 2025	<div></div>

Products and Operations

ENVIRONMENT

9

12

13

Climate Change <sup>2</sup> & Energy	Achieve 50% reduction in Gore’s scope 1 & 2 carbon emissions by 2025 as a step toward meeting the 2030 goal	<div></div>
	Achieve 60% reduction in Gore’s absolute scope 1 & 2 carbon emissions by 2030	<div></div>
	Achieve 35% reduction in scope 3 carbon emissions in our Fabrics business group by 2030	<div></div>
	Work toward carbon neutrality by 2050 (scope 1 & 2 emissions)	<div></div>
Environment, Health and Safety (EH&S)	Implement Environmental and Occupational Safety and Health (EOSH) Management Systems that are externally certified to ISO 14001 and ISO 45001 in all Gore manufacturing facilities by end of fiscal year 2027	<div></div>



Products and Operations

SOCIAL

3

5

8

Our Workforce	Achieve at least 80% favorable response rate annually in the Gore Associate Engagement Index of our Culture Survey of Gore Associates.	<div></div>
	Achieve at least 80% favorable response rate annually in the Gore Associate Leadership Capability Index of our Culture Survey of Gore Associates.	<div></div>
Safe, healthy workplaces	Implement EOSH Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing facilities by end of fiscal year 2027	<div></div>
	Improve global DART injury/illness rate by 5% in 2024 vs. 2023 baseline.	<div></div>
	Improve global DART injury/illness rate by 5% in FY2026 vs. FY2025 baseline <sup>3</sup> .	<div></div>









Goal achieved     In progress     Not achieved

<sup>2</sup> Baseline year is 2016  
<sup>3</sup> Now moving from referenced to a Fiscal Year (FY) reporting year instead of Calendar Year. Our FY is April-March.



# 2024 Highlights of the Year

<div>Purposeful Innovation</div> <div></div>	<div>70+</div> <div>innovation projects focused on environmental sustainability</div>	<div>80+</div> <div>innovation projects focused on improving human wellbeing</div>	<div>80%+</div> <div>of our research across the organization focused on new materials</div>	<div>FIRST</div> <div>off-the-shelf endovascular device approved in the U.S. for treating complex aneurysmal disease in the visceral aorta</div>	<div></div>
<div>Products and Operations Environment</div> <div></div>	<div>-54%</div> <div>Scope 1 and 2 emissions reduction, achieving our 50% Carbon Reduction Milestone one year ahead of our target</div>	<div>75%</div> <div>renewable electricity used in our manufacturing facilities, up from 44% in 2023</div>	<div>-7%</div> <div>reduction in Fabrics' Scope 3 emissions compared to 2023</div>	<div>SCOPE 3</div> <div>standardized accounting practices developed across our Gore Businesses</div>	<div></div>
<div>Products and Operations Social</div> <div></div>	<div>FIRST</div> <div>partnership with a Veterans Affairs Medical Center on a Gore clinical study</div>	<div>-7%</div> <div>decrease in global DART rate, exceeding our target of 5% year-on-year reduction</div>	<div>+\$1 MILLION</div> <div>raised for the U.S. United Way giving campaign after Gore's matching contribution</div>	<div>~95%</div> <div>of Associates completed the anti-harassment training in 2024</div>	<div></div>



# PURPOSEFUL INNOVATION

We believe that the greatest contribution we can make to sustainability is through innovations that help improve lives and 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 tackle our customers' toughest challenges.

RELATED UN SDGs





# Our Approach to Innovation

Innovation + Growth is one of our strategic priorities at Gore. Fueled by genuine curiosity and deep imagination, we continually explore new possibilities — driving innovation that makes a difference.

## Products that Improve Lives and Industries



80+

Innovation Projects

55%

Total R&D Investment

In 2024, we worked on more than 80 innovation projects focused on improving **human wellbeing**, representing over 55% of our total research and development investment.



70+

Innovation Projects

10%

Total R&D Investment

We also worked on more than 70 innovation projects focused on **environmental sustainability**, representing nearly 10% of our total research and development investment.



80%+

New Product Revenue

By 2030, we expect that these innovations will contribute more than 80% of our **new product revenue** as we continue to increase our focus on products that can improve human wellbeing and positively impact the environment<sup>4</sup>.



## Purposeful Innovation in Action

Within our Performance Solutions group, we integrated sustainability prompts and questions into the product development process. These include questions on recycled content, disassembly and repair potential, durability, and other performance needs. This approach supports informed material choices and aims to help customers meet sustainability goals, reduce supply chain carbon footprints, and reinforce our role as a trusted, responsible partner.



<sup>4</sup> We review our innovation R&D portfolio monthly. Figures are subject to change due to the dynamism of our portfolio and evolving customer needs.



# Materials Innovation

As a materials science company, we continue to expand our materials portfolio to drive growth, meet our customers’ evolving needs, and remain competitive. More than 80% of our research across the organization focuses on new materials. Our materials science expertise drives innovation across our businesses.

At the center of many Gore products is the versatile fluoropolymer polytetrafluoroethylene (PTFE). With its unique combination of chemical and physical properties, PTFE withstands exposure to a wide range of harsh substances and maintains its performance in extreme temperatures and environments making it the material of choice for many demanding applications.

Our deep expertise in processing and expanding polymers and creating composites unlocks new performance attributes that bring value to our customers and end users. Over the past year, we’ve advanced several patent-pending technologies to further diversify our capabilities and explore new possibilities in collaboration with our customers. We regularly review our portfolio to prioritize innovation that delivers impact.

## Applying Innovative Materials

Our advanced materials enable customers to explore new products and improve the lives of the people they serve. For example, in our Fabrics group, expanded polyethylene (ePE) membranes demonstrate how teams combine materials science innovation with technical product expertise to create first-of-their-kind materials used across a growing range of products.

The Fabrics business introduced ePE membranes in select consumer garments in 2022 and has continuously expanded its use across the portfolio including for demanding end uses like mountaineering and freeriding. Together with increased use of recycled materials and textile solution dyeing, these fabrics offer excellent performance and durability and a reduced carbon footprint per the Higg Materials Sustainability Index (MSI).

Fabrics has integrated ePE technology into a growing number of GORE-TEX Products, including garments, footwear, and accessories, as well as consumer product offerings for our SITKA® and GOREWEAR Brands. In addition, Fabrics is currently on track to meet its 2017 goal of eliminating PFCs of environmental concern from the vast majority of its consumer products by the end of 2025.

Additionally, Gore is evaluating opportunities to use ePE technology in certain products beyond our Fabrics portfolio. As we explore potential uses for new materials, our focus on product performance is unwavering. We make a commitment to each of our customers that “our products will do what we say they will do,” and we stand behind this promise with our worldwide resources, expertise, and processes.



## Related Goals

Eliminate PFCs of environmental concern from the vast majority of our consumer fabrics products by the end of 2025.



## Recognizing our Achievements

In 2024, the Fabrics business received several external awards for innovation and responsible performance:



Gorewear’s SPINSHIFT GORE-TEX® Jacket earned recognition at the prestigious Eurobike 2024 awards for combining “sustainability and functionality while complying with a high ecological standard.”



GORE-TEX® Products with ePE membrane received the Good Design Award 2024, aligning with the awards theme of “Brave Attitude, Organic Design.”



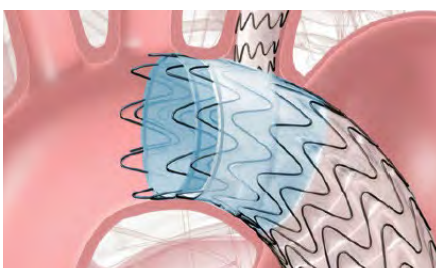
# Product Innovation

We use our materials science expertise to address complex, real-world problems and make a meaningful impact on people and our planet. Here is a selection of recent products by business group:



## Fabrics – First ePE Workwear for DHL’s Workforce

DHL, one of the world’s largest logistics companies and a longtime GORE-TEX® Brand customer, began testing the ePE membrane in their three-layer GORE-TEX® Jackets in 2024 — marking our first workwear application of ePE. The new workwear includes recycled materials and ePE-based GORE-TEX® Laminates. A field trial confirmed that the new jackets met their comfort and waterproof protection needs for the specific intended end-use, paving the way for expansion across DHL’s workforce in the coming years.



## Medical – New Product Approvals

In 2024, we expanded our impact in the medical device industry with key milestones, including FDA approval of the GORE® EXCLUDER® Thoracoabdominal Branch Endoprosthesis (TAMBE) — the first off-the-shelf endovascular device approved in the U.S. for treating complex aneurysmal disease in the visceral aorta. Also in 2024, the GORE® TAG® Thoracic Branch Endoprosthesis (TBE) (*pictured above*) was commercially implanted for the first time in Europe. It is a minimally-invasive treatment option designed for the challenging anatomy of the aortic arch.



## Performance Solutions – Better Vents for Energy Efficiency

We showcased our ongoing commitment to sustainability and innovation at major industry events in Asia and Europe, unveiling the new GORE® Automotive Vents for Exterior Lighting (EMV Series). The vents are lightweight and energy efficient, made with advanced materials to extend lifespan and meet growing customer and regulatory demands for safety and performance.



## Clean Energy – A Milestone Partnership

The Clean Energy team is helping to advance the future of hydrogen-powered and zero-emission vehicles. In 2024, this included development of the new proton exchange membrane (PEM) used in Hyundai’s next-generation hydrogen-powered passenger vehicle, the Nexa, and a new dedicated PEM for Hyundai’s commercial fuel cell electric vehicles to enhance efficiency and durability. We continue to deepen and expand our collaboration with Hyundai across multiple areas.



## Whitespace Innovation: Accelerating Impact through Gore Ventures

Our internal Ventures group explores and develops new growth opportunities beyond the scope of our core businesses. And our external Ventures team invests in startups aligned with our strategic focus, including funds focused on sustainability and health care.

Our Ventures work provides an additional growth path for Gore and an opportunity to further our positive impact on society. Key achievements over the past year include:

- Completing enrollment in our first-in-human study for a glaucoma drainage implant

in the Dominican Republic. The study explores innovative materials and designs that may offer an alternative to traditional tube shunts.

- Achieving the first human implants of our investigational synthetic cornea in a pilot study in Mexico City. The device could offer a new solution for corneal blindness when donor corneas fail.
- Completing enrollment in a phase II clinical trial for a cell-based therapy targeting Crohn’s-related perianal fistula, developed through our joint venture with the Mayo Clinic, Avobis Bio.
- Investing in startups aligned with our strategic focus, including synthetic protein design, carbon capture, battery technology, and aortic and cardiac care.



# PRODUCTS AND OPERATIONS



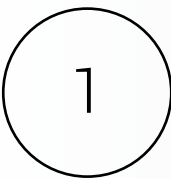


PRODUCTS AND OPERATIONS

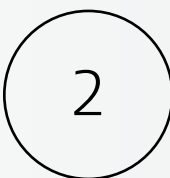
# ENVIRONMENT

We aim to be good stewards of air, water, soil, 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.

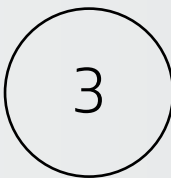
RELATED UN SDGs



75% of electricity used in our manufacturing facilities came from renewable sources, up from 44% in 2023.



In 2024, Fabrics' Scope 3 emissions reduced by 7% compared to 2023, from 230 ktCO<sub>2</sub>e to 213 ktCO<sub>2</sub>e, an 8% decrease from the 2016 baseline year.



Throughout 2024 and 2025, teams across the business groups collaborated to establish standardized Scope 3 accounting practices.

## Product Stewardship & Chemicals Management

We strive to deliver specialized solutions designed to meet our customers' expectations and perform as intended, while managing our environmental performance. Living up to this standard requires a deep commitment to science and a fundamental understanding of our products.

### Managing Chemicals

We serve our customers by collaborating to understand and address their needs. In 2021, we adopted a [formal policy for the responsible management of chemicals and materials](#) in our products and operations. As the policy states, Gore is committed to continuously improving processes for management of chemicals and chemical information.

In 2024, we completed the global rollout of a mechanism to improve management of safety data sheets across all manufacturing plants. This tool captures global regulatory requirements, streamlining compliance management and improving ease of access to health and safety information. It supports a standardized chemical management process for reporting data from all suppliers in our value chain.

A new system will be introduced in 2025 to capture detailed substance-level product information, improving focus and management of data at the product level, with completion expected in 2026.

Stewardship and toxicology assessment tools from our Product and Chemical Stewardship and Toxicology teams are integrated into the new product development process in Performance Solutions and Fabrics business groups, guiding material selection for new products.



Global tool rollout streamlines compliance management and improves access to health and safety information.



# Climate Change – Managing Our Carbon Emissions

We are taking action to reduce greenhouse gas (GHG) emissions to help address climate change and have set enterprise-wide goals to cut absolute emissions from our operations (Scope 1 and 2<sup>5</sup>) by 60% by 2030 (from a 2016 baseline) and to work towards carbon neutrality by 2050.



## Our Approach

Our science-aligned emissions reduction strategy follows the GHG Protocol Corporate Standard, using a 2016 baseline to calculate and set targets. While overall goals are established at the enterprise level, they are translated into targets for our four business groups and their facilities. In 2024, reflecting internal reorganization efforts, emissions attribution was updated for each business based on the Operational Control Approach outlined in the GHG Protocol.

We currently track approximately 95% of our Scope 1 and 2 emissions and are working to close the gap by collaborating internally and externally to capture specific data, such as company vehicle usage and sales office footprints.

We’re also focused on understanding and reducing supply chain (Scope 3) emissions. Our Fabrics business group was the first to measure and set a Scope 3 target. Performance against these goals is shared in this report to promote learning and best practices across the enterprise and support other businesses in managing and reducing their carbon emissions.

Currently, our strategy prioritizes emissions reductions, and we do not participate in carbon offset programs. This is because we believe that opportunities remain to reduce emissions through energy conservation, electrification, and the use of renewable electricity.

## Related Goals<sup>6</sup>

- 50%** Achieve a 50% reduction in Gore’s absolute Scope 1 & 2 carbon emissions by 2025 as a milestone toward meeting the 2030 goal.
- 60%** Achieve a 60% reduction in Gore’s absolute Scope 1 & 2 carbon emissions by 2030.
- 2050** Work towards carbon neutrality by 2050 (Scope 1 & 2 emissions).
- 35%** Achieve 35% reduction in Scope 3 carbon emissions in our Fabrics business by 2030.

<sup>5</sup> Market-based Scope 2 is the accounting method utilized for our Scope 2 goals and data provided on this document.

<sup>6</sup> These goals are aligned with the commitment of the Paris Agreement to limit global temperature rise to no more than 1.5°C, and Fabrics specific scope 3 carbon emissions goal is consistent with reductions required to keep global warming well below 2°C.

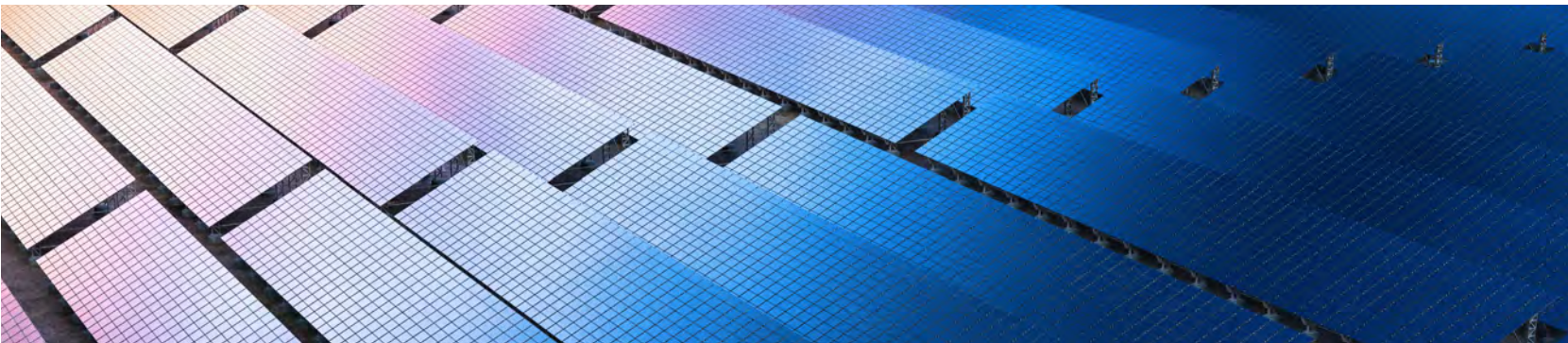


Progress Against Related Goals

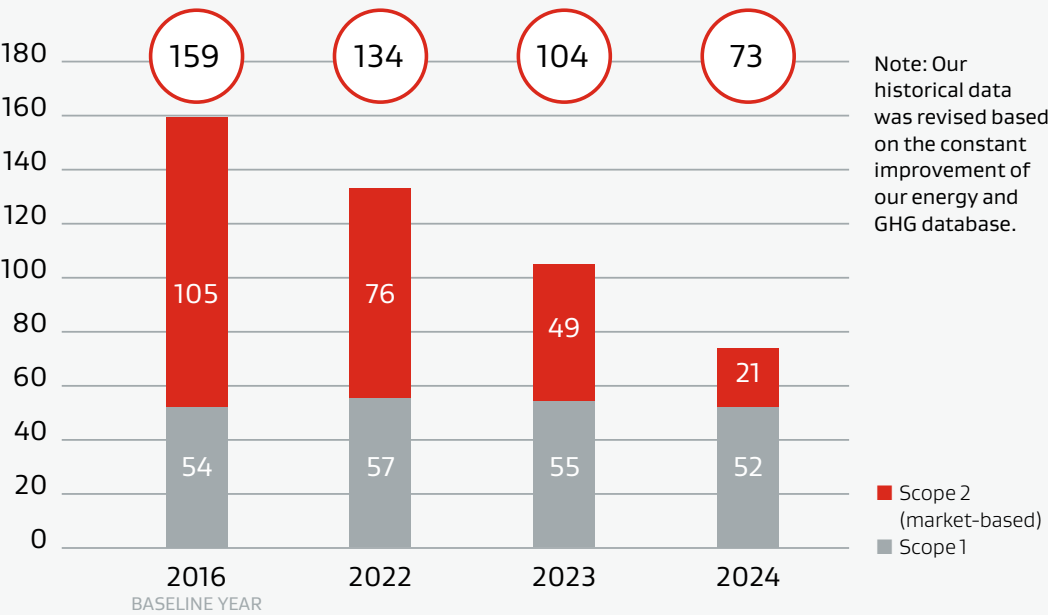
Scope 1 and 2 Carbon Emissions

In 2024, our total Scope 1 and 2 GHG emissions were 73 ktCO<sub>2</sub>e. This was a 5% decrease from 2023 in Scope 1 and a 57% decrease from 2023 in Scope 2. We've reduced our total Scope 1 and 2 emissions by 54% compared to our 2016 baseline year, achieving our 50% Carbon Reduction

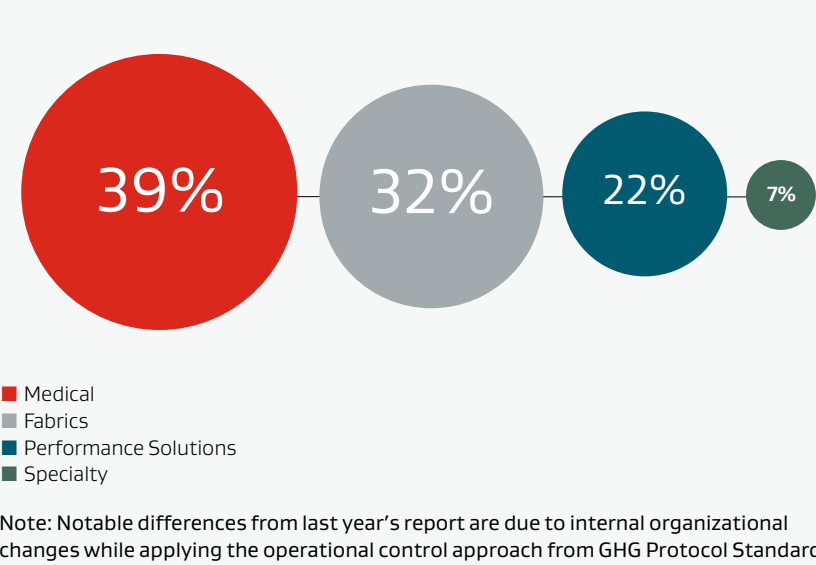
Milestone one year ahead of our target. This is a direct outcome of our efforts to lower fossil fuel consumption and increase renewable electricity generation and purchasing. Carbon intensity — which expresses GHG emissions in relation to full-time employees — also decreased 28% from the previous year, a 64% reduction from the baseline year.



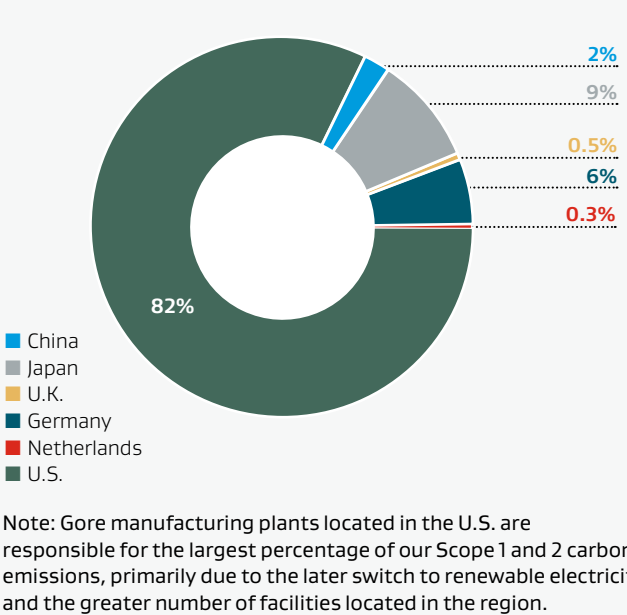
Scope 1 & 2 carbon emissions (kt CO<sub>2</sub>e)



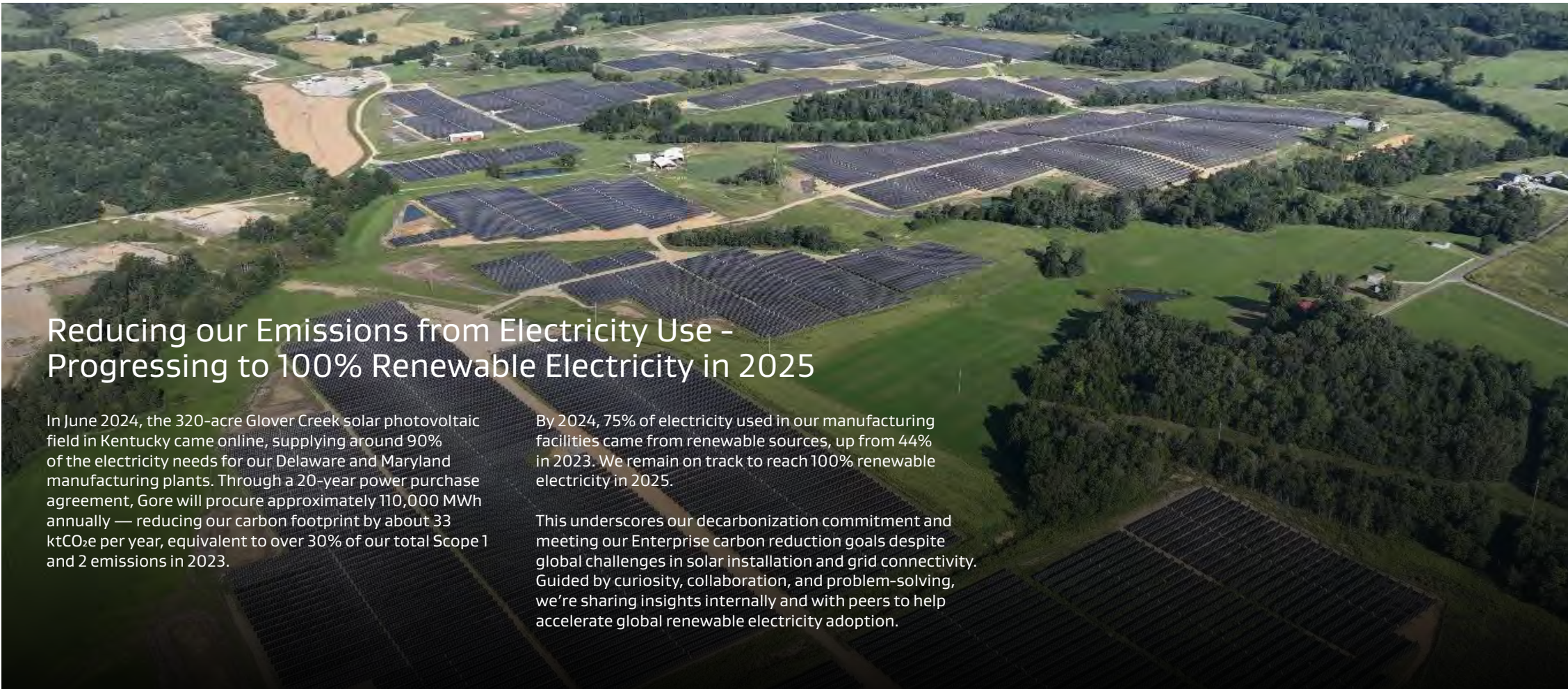
Scope 1 & 2 carbon emissions by businesses (CY2024) - 73ktCO<sub>2</sub>e



Scope 1 & 2 breakdown by countries (CY2024) - 73ktCO<sub>2</sub>e







# Reducing our Emissions from Electricity Use - Progressing to 100% Renewable Electricity in 2025

In June 2024, the 320-acre Glover Creek solar photovoltaic field in Kentucky came online, supplying around 90% of the electricity needs for our Delaware and Maryland manufacturing plants. Through a 20-year power purchase agreement, Gore will procure approximately 110,000 MWh annually — reducing our carbon footprint by about 33 ktCO<sub>2</sub>e per year, equivalent to over 30% of our total Scope 1 and 2 emissions in 2023.

By 2024, 75% of electricity used in our manufacturing facilities came from renewable sources, up from 44% in 2023. We remain on track to reach 100% renewable electricity in 2025.

This underscores our decarbonization commitment and meeting our Enterprise carbon reduction goals despite global challenges in solar installation and grid connectivity. Guided by curiosity, collaboration, and problem-solving, we're sharing insights internally and with peers to help accelerate global renewable electricity adoption.



WE REMAIN ON TRACK TO REACH 100% RENEWABLE ELECTRICITY BY 2025.



## Carbon Scope 3 Emissions

In 2023, we launched an enterprise-wide effort to begin calculating our Scope 3 GHG emissions. Throughout 2024 and the beginning of 2025, teams across the business collaborated to establish standardized Scope 3 accounting practices in preparation for external reporting and assurance. Key outcomes included:

1. Alignment on relevant GHG emissions categories to include in our enterprise-wide inventory, ensuring comprehensive and actionable data.
2. Establishment of an organizational structure to ensure efficient accounting across the enterprise, aligned with existing industry standards and regulatory requirements.
3. A defined approach for the sustained and continuous improvement of the framework.

We plan to begin disclosing Scope 3 data in 2026 for the Fiscal Year<sup>7</sup> (FY) 2026 period, focusing on delivering relevant, actionable insights. To support this, we've launched supplier engagement pilots to gather emissions data from key direct suppliers and deepen our understanding of supply chain impacts. This will improve our ability to support our customers in their efforts to understand the carbon footprint of their products.

<sup>7</sup>Fiscal Year (FY) reporting year instead of Calendar Year. Our FY is April-March.



Managing Fabrics Carbon Emissions

In 2020, Fabrics set a goal to reduce their Scope 3 emissions by 35% by 2030 from a 2016 baseline — recognizing the textile industry’s significant upstream and downstream emissions. The target aligns with the Science Based Targets initiative (SBTi) Apparel and Footwear Guidance and the GHG Protocol Corporate Standard.

In 2024, Fabrics’ Scope 3 emissions decreased 7% compared to 2023, from 230 ktCO<sub>2</sub>e to 213 ktCO<sub>2</sub>e, an 8% decrease from the 2016 baseline year. This was achieved through continued focus on the following three priorities:

1. Optimizing materials and design

Continued to amend the textile portfolio to produce savings, including increasing the share of recycled fabrics and transitioning more products from ePTFE to ePE membrane, which uses significantly less material. These fabrics offer excellent performance and durability and a reduced carbon footprint per the Higg MSI.

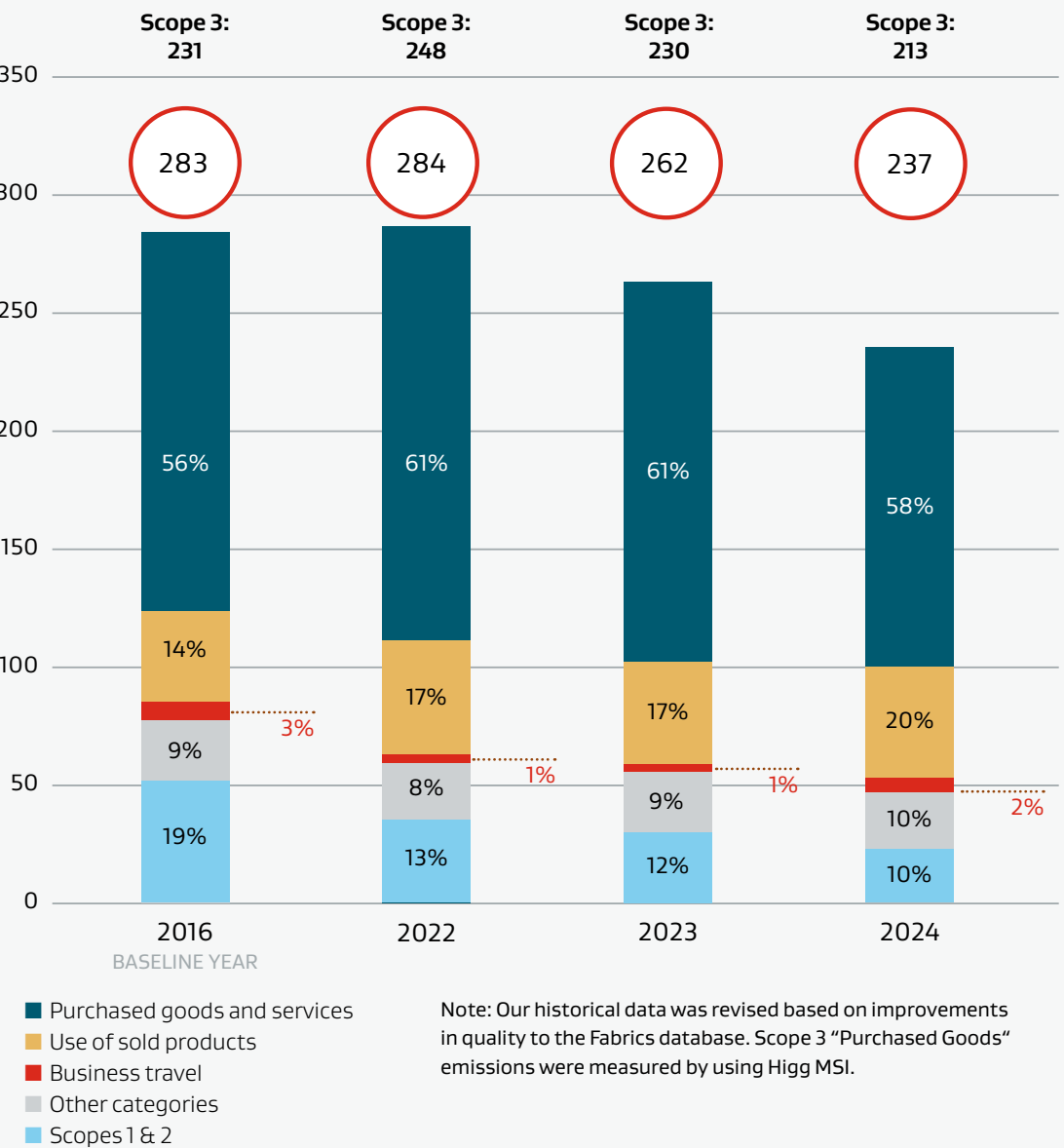
2. Decarbonizing through collaboration

Continued to partner with peers in the European Outdoor Group’s Supply Chain Decarbonization project, leveraging collective influence to support suppliers in carbon reduction efforts. We remain active in the U.S. Outdoor Industry Association, this year helping to design a tool to identify electrification options and support material manufacturing decarbonization.

3. Improving transparency

Continued to engage with suppliers to measure and disclose their own emissions. This includes, starting in 2024, requiring direct suppliers identified as higher contributors to the Fabrics scope 3 footprint to provide data on their own suppliers’ footprint via the Higg Facility Environmental Module (Higg FEM) framework.

Fabrics total carbon footprint (ktCO<sub>2</sub>e)



Reduction target raised from 60% to

80%

In 2024, Fabrics raised its Scope 1 and 2 carbon reduction target from 60% to 80% reduction by 2030, compared to its 2016 baseline. This new goal exceeds current science-aligned targets and is intended to further drive emissions reductions across the business.



Life Cycle Assessments to aid Scope 3 emissions calculations

Problem solving is at our core, which is why we integrated Life Cycle Assessment (LCA) into our Scope 3 emissions calculations. LCA is a science-based, widely recognized method for assessing the environmental footprint — including carbon emissions — of products and identifying reduction opportunities across the value chain. It’s a key tool for improving our understanding and tracking of Scope 3 emissions at the product, process, and material level. In 2024, we expanded our LCA capability. Projects included:

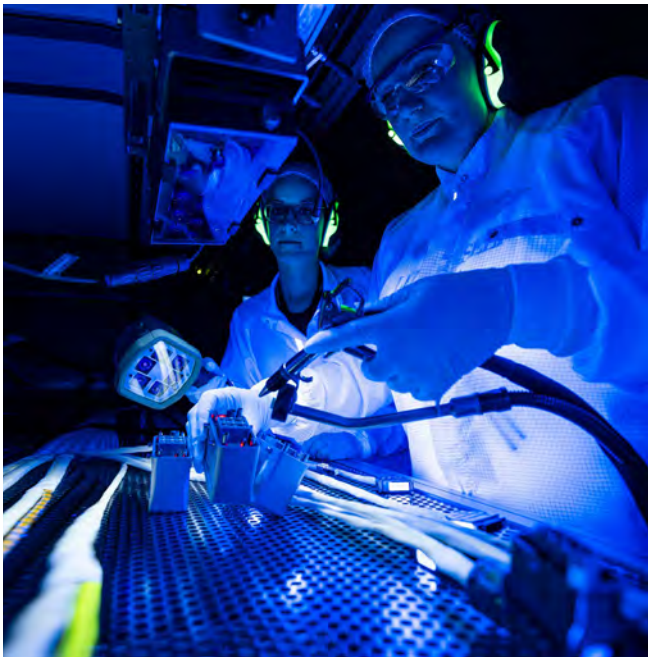
PROBLEM SOLVING  
IS AT OUR CORE

1.

Medical conducted its first streamlined product-level LCA on the GORE® PROPATEN® Vascular Graft with a deep focus on the device manufacturing process. Medical also completed a screening LCA on the GORE® DRYSEAL Flex Introducer Sheath and is conducting another on the GORE® EXCLUDER® AAA Endoprosthesis. These assessments consider the device design, raw materials, packaging, and transport.
2.

Clean Energy conducted the first streamlined LCA for electrolysis and fuel cell membranes, which provides a baseline of the respective product carbon footprints.
3.

Performance Solutions completed a streamlined LCA for Automotive Vents for Exterior Lighting, further broadening the application of LCA for Automotive Vents.



Fuel Consumption

Due to limited availability, we currently do not source fuel from renewable sources. However, each business is committed to reducing fossil fuel use (Scope 1) by at least 3% annually, aiming for a 30% reduction by 2030 compared to the 2016 baseline.

In 2024, 249,000 MWh of energy consumed was derived from fossil fuels, a 5% decrease from 2023.

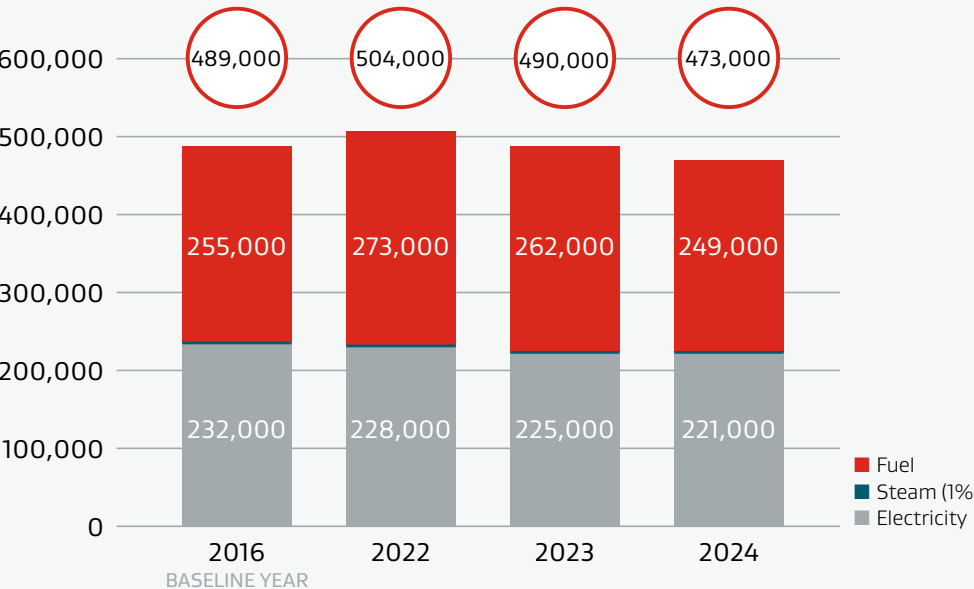
The 2024 decrease resulted from investments and operational improvements aimed at replacing fossil fuels and enhancing efficiency, such as improvements in heat recovery, heating and cooling systems, and process heat applications. These included:

- Implementing HVAC hot water reset schedules to reduce steam boiler energy use.
- Optimizing exhaust air systems to reduce makeup air volumes and associated HVAC boiler energy use.
- Placing thermal pollution control systems in idle state when not in use.
- Electrifying the heating and cooling system at our manufacturing facility in Okayama, Japan, dramatically reducing energy consumption and associated emissions.

Electricity Consumption

In 2024, our total electricity consumption was 221,000 megawatt hours (MWh), a decrease of 1.8% compared with consumption in 2023. 75% of this came from renewable sources — a sharp rise from 44% in 2023.

Energy consumption matrix by source in MWh



75%

of our total electricity consumption in 2024 came from renewable sources.

Note: Our historical data has been revised as part of continuous improvement efforts to accurately track and measure our energy consumption and GHG emissions.



# Environment, Health and Safety (EH&S) Policy

Our Environment, Health, and Safety (EH&S) Policy (formerly EOSH Policy) outlines our commitment to continuously improving environmental, health, and safety performance across all operations. It is part of a broader framework that includes the Environmental Occupational Safety and Health (EOSH) Management System, internal standards, metrics, and key performance indicators to ensure a consistent, systematic approach.

The policy aims to enhance our global EH&S performance while supporting our collaboration with customers to address their evolving needs. Our EH&S and sustainability teams work together to meet Associate, customer, and business expectations. Our approach to occupational health and safety is covered in our [Environment, Health, & Safety Policy](#).

We follow internationally recognized standards like ISO 14001 and 45001 to set goals, implement activities, and measure impact across areas such as employee safety, carbon reduction, waste, and water use. These standards help businesses and facilities identify and manage priority topics while allowing for global standardization and tailored actions.

In 2024, we developed an enterprise-wide internal dashboard to track facility and business performance, offering Associates access to key metrics like EOSH implementation status, recordable injuries and Days Away, Restricted and Transferred (DART) rates. This tool helps drive facility-level action and enables informed decision-making to help protect people, the environment, and the enterprise.

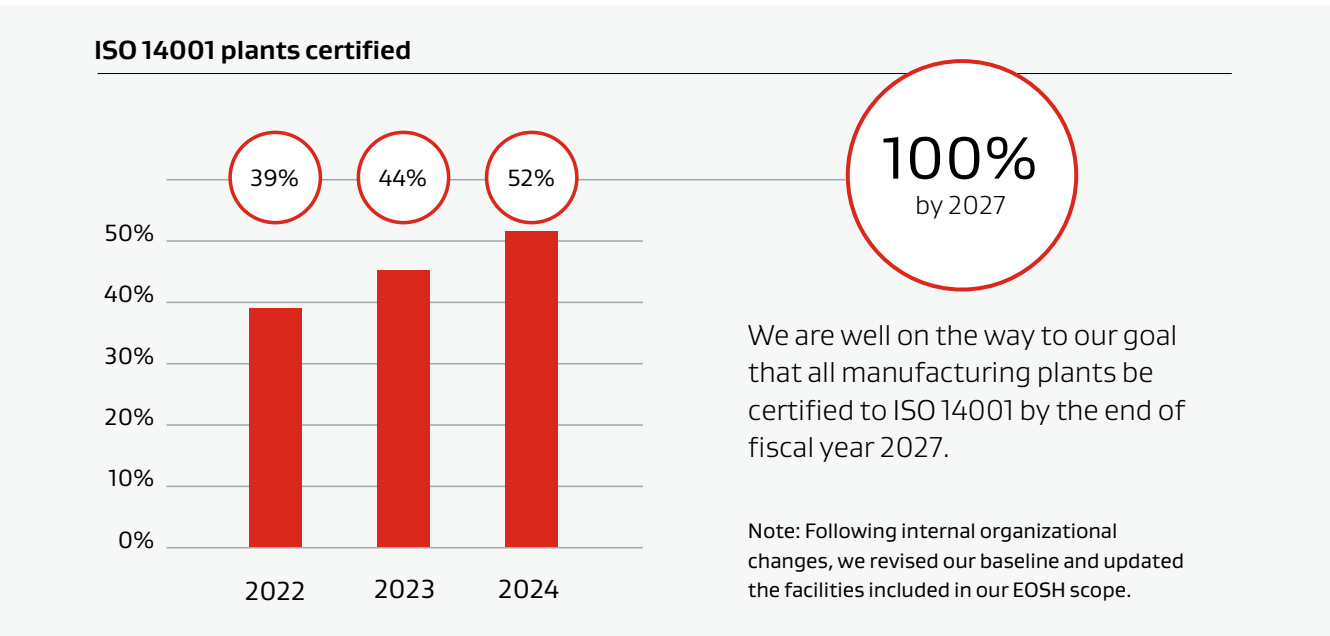
**Related Goals**  
Implement Environmental Occupational Safety & Health (EOSH) Management Systems that are externally certified to ISO14001 and 45001 in all Gore manufacturing facilities by the end of fiscal year 2027.



**Progress Against Related Goals**  
As of this year, 52% of our plants are ISO14001 certified. As reported in last year’s [Enterprise Sustainability Update](#), we certified two plants in the first quarter of 2024. Following internal organizational changes, we revised our baseline and updated the facilities included in our EOSH scope. The following reflects ISO 14001-certified plants across each business. Implementation pace has varied across businesses due to different market needs:

- 60% Fabrics
- 8% Medical
- 92% Performance Solutions
- 100% Specialty

In 2024, all facilities in Germany began implementing ISO 50001 energy management systems under a single multi-site certification. Full implementation and certification are expected to be completed in 2025, supporting the ongoing identification and systematic execution of energy-saving measures. Learn more about our energy management approach on page 15.





# Waste & Water

## Waste Management

Manufacturing operations produce waste. At Gore, we manage this responsibly through proper handling processes, waste characterization, and safeguards to prevent accidental releases. Our goal is to proactively minimize environmental impact while meeting all relevant regulatory requirements.

Our facilities prioritize waste prevention individually based on waste management best practices. When waste is generated, facilities work with recognized regional or national organizations and local authorities to ensure it is managed safely and responsibly — management methods take into account local requirements and infrastructure availability and include material reuse, recycling, or energy recovery.

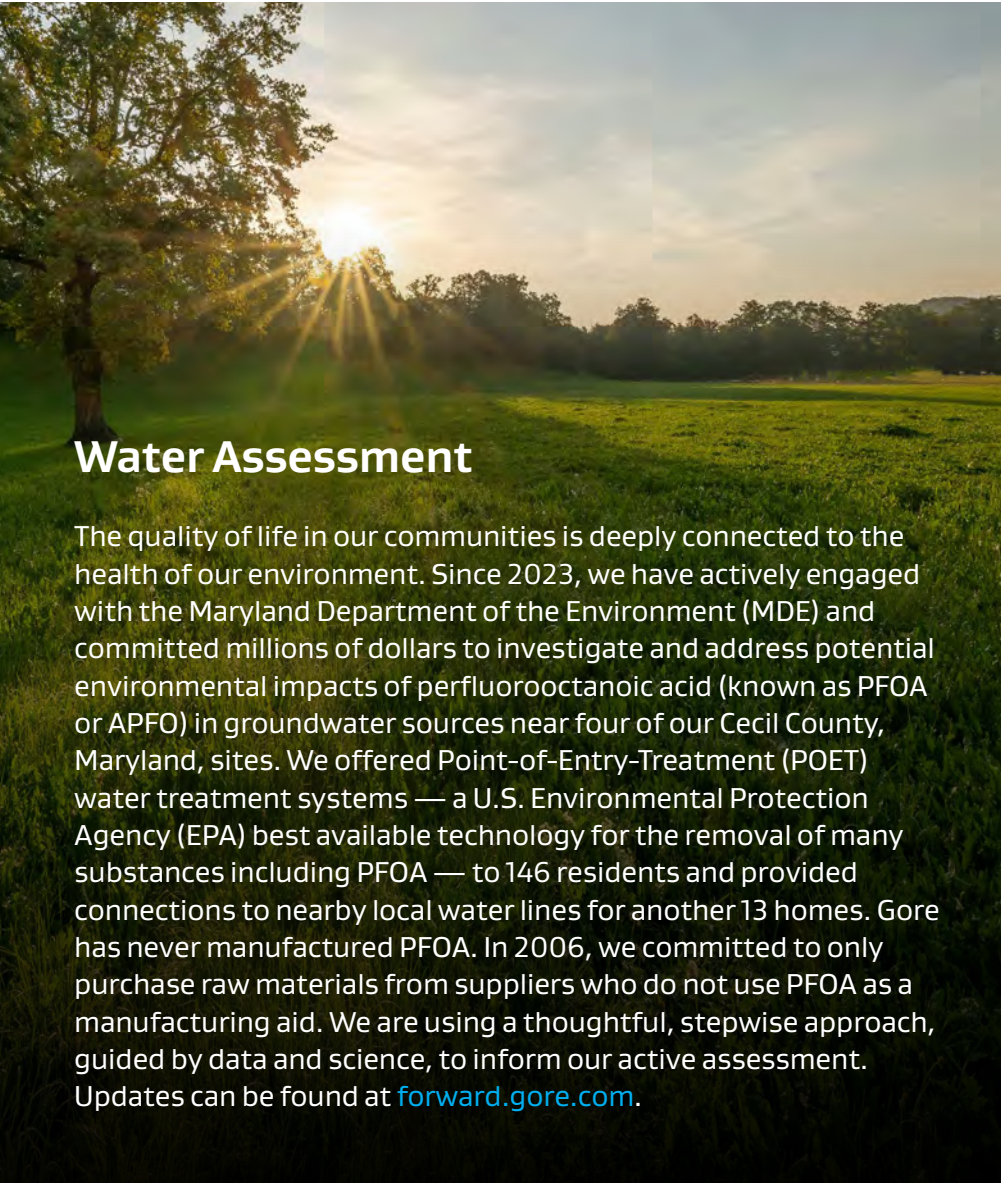
These practices align with external standards, including ISO 14001. We also conduct routine internal inspections of waste storage and labeling and third-party audits to ensure conformance with ISO requirements across the waste collection process.

In 2024, Gore manufacturing plants in the U.S., Germany, the Netherlands, China, Japan, and the U.K. produced around 8,400 metric tons of waste, similar to the previous year. Of the total waste generated, 86% was categorized as non-hazardous<sup>8</sup>.

## Water Management

Clean water is a limited and valuable natural resource, making our understanding of how it is used and managed an important part of assessing our environmental impact.

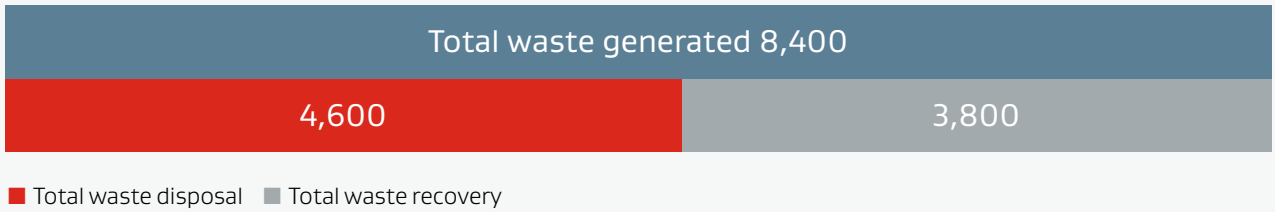
A 2021 assessment confirmed that water consumption is not a significant part of Gore’s manufacturing operations. However, we recognize that some of our facilities operate within water-stressed areas. At these and other locations we monitor water withdrawal and discharge as part of ongoing implementation of ISO 14001-certified environmental management systems.



## Water Assessment

The quality of life in our communities is deeply connected to the health of our environment. Since 2023, we have actively engaged with the Maryland Department of the Environment (MDE) and committed millions of dollars to investigate and address potential environmental impacts of perfluorooctanoic acid (known as PFOA or APFO) in groundwater sources near four of our Cecil County, Maryland, sites. We offered Point-of-Entry-Treatment (POET) water treatment systems — a U.S. Environmental Protection Agency (EPA) best available technology for the removal of many substances including PFOA — to 146 residents and provided connections to nearby local water lines for another 13 homes. Gore has never manufactured PFOA. In 2006, we committed to only purchase raw materials from suppliers who do not use PFOA as a manufacturing aid. We are using a thoughtful, stepwise approach, guided by data and science, to inform our active assessment. Updates can be found at [forward.gore.com](https://forward.gore.com).

Waste generated by composition (metric tons)



86%  
Of the total waste generated, 86% was categorized as non-hazardous.

<sup>8</sup> Waste is categorized as hazardous or non-hazardous according to country legal definitions and GRI (Global Reporting Initiative) Standard guidance.



PRODUCTS AND OPERATIONS

SOCIAL

Our Fairness principle reinforces our commitment to acting with integrity and respect. This extends outside our organization, to our communities, our customers and everyone in our supply chain. 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 UN SDGs



1

First partnership with a Veterans Affairs Medical Center on a Gore clinical study.

2

7% decrease in global DART rate vs its inaugural year of collection in 2023. This was above the target of 5% year-on-year reduction.

3

+\$1 million raised for the U.S. United Way giving campaign after Gore’s matching contribution.

Our Workforce

Our founders believed that, given the right work environment, people can achieve more than they otherwise dreamed possible. Since our founding 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

We grow each other and our impact.



FAIRNESS

We act with integrity and respect.



COMMITMENT

We deliver what we say.

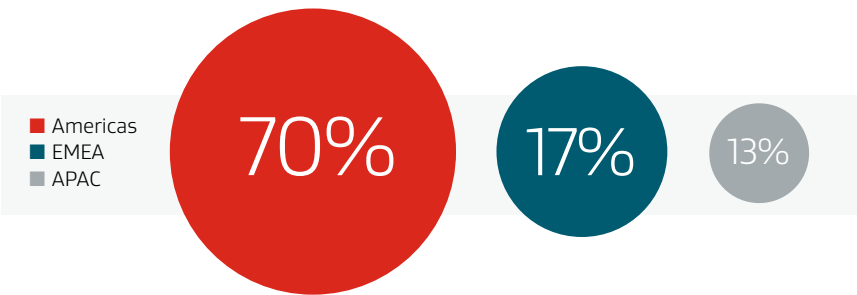


WATERLINE

We make timely and informed decisions to drive Enterprise success.

In December 2024, there were approximately **12,600 Associates** working across our operations in the Americas, Asia Pacific, and EMEA, supporting our commitment to solving our customers’ challenges by fulfilling our shared promise: *Together, improving life.*

Associates population by region (CY2024)



Related Goals

Achieve at least 80% favorable response rate in the Associate Engagement and Leadership Indices of our Culture Survey.



Performance on Related Goal

Our global, annual, anonymous Gore Culture Survey measures Associate experience, providing valuable insights into how Associates experience their work environment and how we can better support their potential. Engaged and supported Associates help us fulfill our commitments to customers and each other.

The latest survey, conducted in January 2025, had a 78% participation rate and focused on three key indices: Associate Engagement, Leadership Capability, and Inclusion.

Results from the latest survey highlighted:

- An overall Associate engagement score of 78%, up four percentage points from the prior year
- A 76% favorable score for Leadership Capability, up three percentage points
- An 80% favorable score for Inclusion, up one percentage point

Additionally, 75% of Associates reported that they feel their team considers sustainability in their work, up one percentage point from the prior year.

The survey results and 7,000-plus comments highlighted Associates’ pride in Gore’s culture, products, and ethical standards. The results also identified areas for improvement, including more development opportunities, better decision-making, removing barriers to effectiveness, and preserving key aspects of our culture.

Leaders announced plans for action, including interactive culture sessions, skill-building and leadership development programs, a new decision-making framework, and more frequent pulse surveys to identify and address obstacles.

We’re introducing a new measure for our global attrition rate to align with our internal tracking. Our voluntary attrition measures the percentage of Associates who choose to leave Gore. In 2024, our global voluntary attrition was 3.9%, a negligible increase compared with 2023 (3.7%).

Equity and Compliance

Our Associates’ Standards of Ethical Conduct (ASEC) affirms our commitment to high ethics and integrity, providing clear guidance to Associates on handling harassment, bullying, and discrimination concerns.

Our [Integrity Helpline](#) empowers Associates to raise concerns, ask questions, or report any conduct that may violate our ASEC, other policies and procedures, applicable law, or fair employment practices. This is supported by a global Anti-Discrimination, Anti-Harassment and Anti-Retaliation Policy, and annual training in Preventing Workplace Harassment for all Associates. Approximately 95% of Associates completed the anti-harassment training in 2024.



External Recognition of our Culture

In 2024, Gore earned Great Place to Work certification in the U.S., Greater China, Germany, and France. We also ranked 14th on the U.S. list of best workplaces in manufacturing and production. Gore was recognized for leadership in LGBTQ+ workplace equality, scoring 100% on the Human Rights Campaign’s Corporate Equality Index.





# Talent & Leadership Development

Our freedom principle is based on the belief that all individuals have the potential for success and that Associates should continuously grow their knowledge, skills, and contributions while supporting each other’s development.

We offer all Associates a variety of formal programs and resources to foster growth and leadership development, including classroom, virtual, e-learning, and blended solutions. In 2024, the average Associate completed 8.9 hours of professional development training, excluding functional and technical training, which is tracked separately at the business level.

Learning and development in numbers			
	Courses Completed	Hours Committed	Users
All Associates:	159,044	99,620	14,143
Leaders:	18,771	13,136	1,673
Partners:	7,969	1,198	761



**Leadership Development**  
We foster a culture of shared success, consistently delivering on our promises to customers and each other. We build leadership capabilities and talent by providing foundational learning, enhancing talent management tools, and offering targeted development at key career stages. In 2024, this included:

- Rolling out the New Leader Onboarding Program for leaders joining Gore or transitioning into leader roles for the first time. Content areas include leadership responsibilities and expectations, leading in Gore’s culture, developing a Gore leader mindset, and navigating people processes.
- Introducing the Strategic Leadership Academy in China to meet the growing needs of Associates in the region and establish a template for other Gore locations. The program focused on senior leadership development, complementing existing courses offered at other leadership levels.
- Adopting and localizing the Leadership Exploration and Discovery (LEAD) program for Medical business leaders in Japan.
- Launching the NextGEN network in EMEA, focusing on the aspirations and challenges of younger Associates, facilitating their development into future leaders and advocating for innovation and transformation within the workplace.





# 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, disability, gender identity, nationality, race, religion, sexual orientation, or any other personal identifier that is important to an individual.

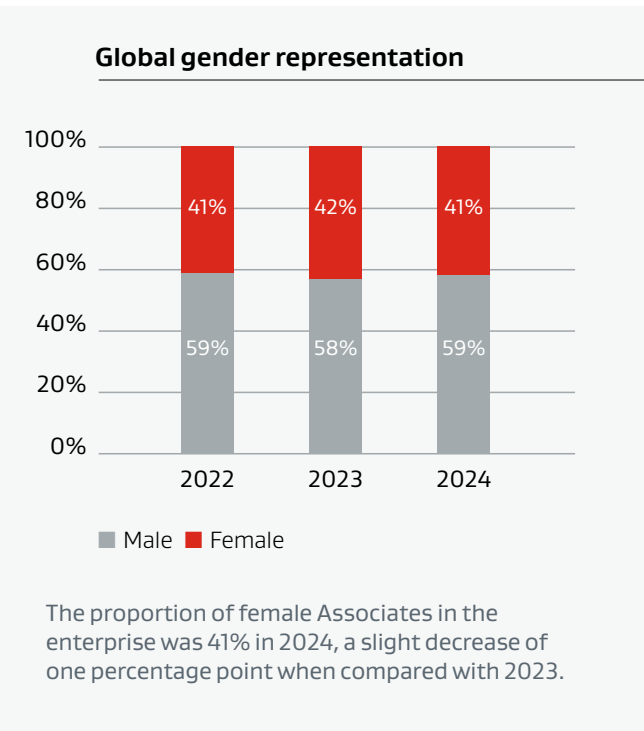
Gore’s commitment to treating all Associates as individuals worthy of respect, regardless of background or other characteristics, began more than 65 years ago. As shared owners and Associates with a capital “A,” we create an environment of respect, tolerance, and appreciation for what we each bring.



## Attracting Talent

The strength of our teams is derived from the mix of people and experiences within them. We continue to advance our hiring practices to help ensure a healthy environment of talent and knowledge. This includes best practices across regions to avoid bias in employment processes, like structured interviews and training programs for hiring teams.

Our 2024 internship and student working programs connected Gore with developing talent and provided hands-on learning opportunities for participants. We welcomed 64 interns to our U.S. summer program and 27 interns and 29 working students in Germany.



## Increasing Awareness: Diversity Networks & Events

Gore has more than 20 active Associate-led diversity networks that provide opportunities for all Associates to connect, learn, grow, and work together toward a shared purpose. Highlights in 2024 include:

- Introduced “Phoenix Diversity Days,” a new trade-show style event for manufacturing and production Associates to explore and connect with Associate diversity networks and learn about the cultures each network represents.
- Hosted an inaugural DE&I session in Latin America, followed by Gore’s first celebration of International Women’s Day in the region and educational activities focused on topics such as LGBTQ+, neurodiversity, and generational diversity.
- Organized annual events for MLK Day, International Women’s Day, Pride Month, Veterans Day, Lunar New Year, and other special recognitions.
- Launched the Middle Eastern and Northern African (MENA) Network in the U.S. focused on enhancing the visibility and influence of MENA Associates and providing insight into the countries, cultures, languages, and traditions of the region.



## Reflecting Populations within Clinical Trials

Involving patients in clinical research who represent the real-world disease burden is essential to understanding a treatment’s effectiveness, ensuring the results are generalizable, and enhancing patient outcomes. Our Medical Clinical Affairs team invested in a multi-phase plan to ensure that our clinical evidence reflects the patients we serve.

Last year, we expanded enrollment in the Gore VBX FORWARD Clinical Study through our first partnership with an U.S. Veterans Affairs (VA) Medical Center to strengthen data and help researchers better guide physicians in supporting patients.





# Supply Chain Due Diligence

We are dedicated to improving people’s lives through the materials we develop, the workplaces we create, and the communities we serve. Our sustainability aspirations and values extend to everyone working in our supply chain. We hold our supply chain accountable for compliance with applicable laws, regulations, and international guidelines across all our operations.

Our due diligence program works within the supply chain to identify and mitigate human rights and environmental risks. With 45% of direct material suppliers in the Americas, and the remainder in EMEA (40%) and Asia-Pacific (15%), Associates navigate diverse global contexts to ensure effective due diligence. We continually monitor the risk landscape to stay informed of evolving conditions for new and existing direct suppliers of goods and materials.

- Upholding Standards – Key policies that guide practices**

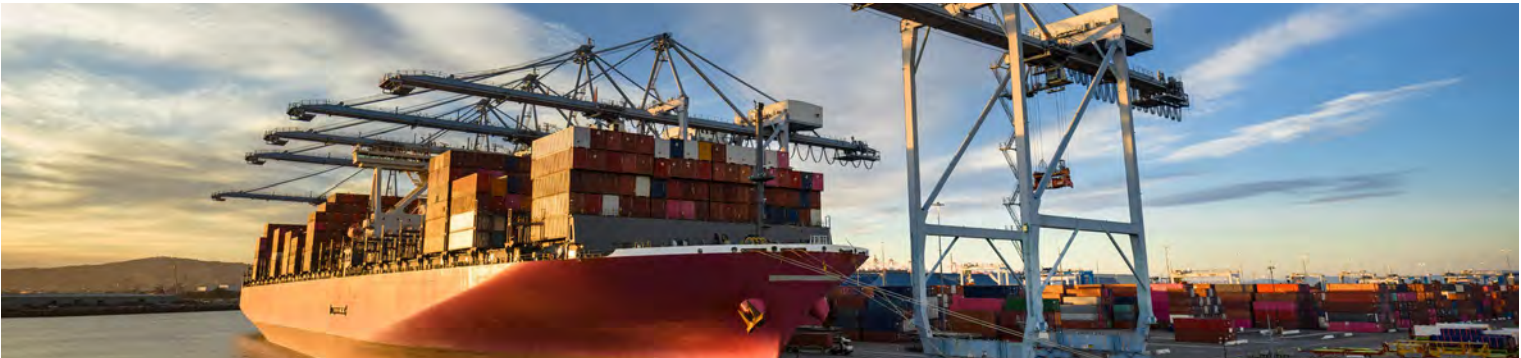
There are multiple policies in place as we strive to ensure our due diligence program is designed to uphold ethical practices, human rights, environmental management and legal requirements in accordance with Gore’s standards. These include:

  - **Enterprise Human Rights Policy:** Released in 2023 across the organization and now available in our four core languages of English, German, Japanese, and Simplified Chinese.
  - **Supplier Code of Conduct:** Communicates to our suppliers our expectations related to ethical practices, human rights, environmental management and legal requirements.
  - **Gore Guidelines on Social Responsibility:** Expectations of our Fabrics customers and their Gore-certified manufacturing facilities or contractors in relation to employment practices and working conditions.
  - **Policy Statement for German Supply Chain Act (LkSG):** An overview of Gore’s principles on human rights and environment-related risks, and our implementation strategy to fulfill obligations in these areas in accordance with § 6 (2) LkSG (“Grundsatzerklärung”).

These policies and practices are consistent with the United Nations (UN) Universal Declaration of Human Rights, the UN Convention on Children’s Rights, the UN Convention on Elimination of All Forms of Discrimination Against Women, the UN Global Compact, the Organization for Economic Co-operation, and Development (OECD) Guidelines for Multinational Enterprises, and International Labor Organization (ILO) standards. We regularly review these policies and practices

to ensure alignment with global standards and expectations.

To align with other local requirements and following the requirements of the applicable Modern Slavery Acts (in the U.S., the U.K., and Canada), we [publicly report](#) our efforts in accordance with these Acts. We also closely follow the U.S. Department of Labor guidance on forced labor.



In 2024, we strengthened our supplier due diligence program with a focus on direct material suppliers, including the updated human rights and environmental risk assessment. In this year’s assessment, there was an increase in the proportion of suppliers identified as high or medium risk, predominantly due to significant methodological updates to the tool and a global rise in human rights and environmental risks. We are now working with this larger pool of suppliers to further understand the nature of these risks, with the aim of preventing, mitigating, or eliminating them.

Alongside these risk assessments, this year we began conducting adverse media monitoring for suppliers and running surveys to better understand suppliers’ resources and systems for managing risks. In 2024, we developed a remediation framework and are planning a gradual roll-out in 2025 with a new training for Associates on human rights due diligence.



**Collaborating to Mitigate Supply Chain Risk**

Businesses across the enterprise partner with industry groups and trade bodies to support suppliers and customers in at-risk sectors. Key relationships include:

- Affiliation with the Fair Labor Association by two Fabrics consumer brands — GOREWEAR and SITKA®. This includes adopting the organization’s Workplace Code of Conduct and Responsible Sourcing principles in garment and footwear manufacturing.
- Continued Gore membership in the American Apparel & Footwear Association, a collaborative industry forum to promote best practices and public policy, including responsible sourcing.
- Founding membership in Cascale (formerly the Sustainable Apparel Coalition), which brings together companies and other stakeholders in the consumer goods industry to combat climate change and support decent work for all.
- Engagement in the Responsible Minerals Initiative (RMI) by Gore’s Performance Solutions business to stay abreast of emerging topics and industry best practices when sourcing minerals. We renewed our Bronze-level voluntary contribution to RMI’s Assessment Fund to support new smelters and refiners to engage with the Initiative.

**Supplier Diversity in Medical**

We value diversity, authenticity, and open communication to optimize business outcomes. This not only guides our internal collaborations but also shapes how we engage externally. In 2024, through a supplier diversity program, our Medical business continued to work with their suppliers to support innovation, strengthen supply chains, and bring a broad range of suppliers together to deliver a continuous stream of valuable solutions for our Medical customers.

**Independent certification and verification**

Gore continues to work with internationally recognized third-party certifications to align with sustainability standards. These include:

- Using Higg FEM (Facility Environmental Module) and Higg FSLM (Facility Social & Labor Module) as verified assessment tools to help our own manufacturing facilities and those of our upstream supply chain to measure and improve environmental and social/labor performance.

- Certifying two fabrics manufacturing facilities to the Global Recycled Standard (GRS) which is a certification designed to verify the recycled content of products, as well as ensuring responsible social, environmental, and chemical practices in their production.
- Continuing our commitment to the most relevant industry standards for Fabrics in 2024. More than 94% of total shipped volume of laminates within our Fabrics Consumer Business was bluesign® approved and more than 99% met the OEKO-TEX STANDARD 100 certification requirements.
- Using EcoVadis in Performance Solutions to assess performance against 21 sustainability indicators, including topics such as environment, labor, and human rights.
- Participating at an enterprise level in the voluntary Customs Trade Partnership Against Terrorism (CTPAT) certification program of the U.S. Customs & Border Protection which includes Supply Chain Due Diligence (SCDD) criteria, among others.





# Safe & Healthy Workplaces

Gore takes pride in providing a safe and healthy working environment, and we aspire to an injury-free workplace as part of our commitment to enabling our Associates to thrive.

Just as with environmental management systems, we base our safety and health management approach on recognized international standards — in this case, our goal of implementing ISO 45001 — that improve our ability to set goals, implement activities and measure impact.

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

## Reporting Incidents

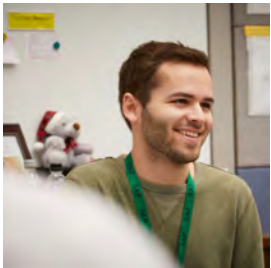
After successfully implementing a pilot incident management process, we will now expand it to all Gore locations, starting with manufacturing plants. This Global Incident Management process will help ensure globally consistent data and drive informed decision making to learn from past incidents and prevent recurrence.



## Related Goals

Improve global DART injury/illness rate by 5% in FY2026 vs. FY2025 baseline<sup>9</sup>.

Implement EOSH Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing locations by the end of fiscal year 2027.

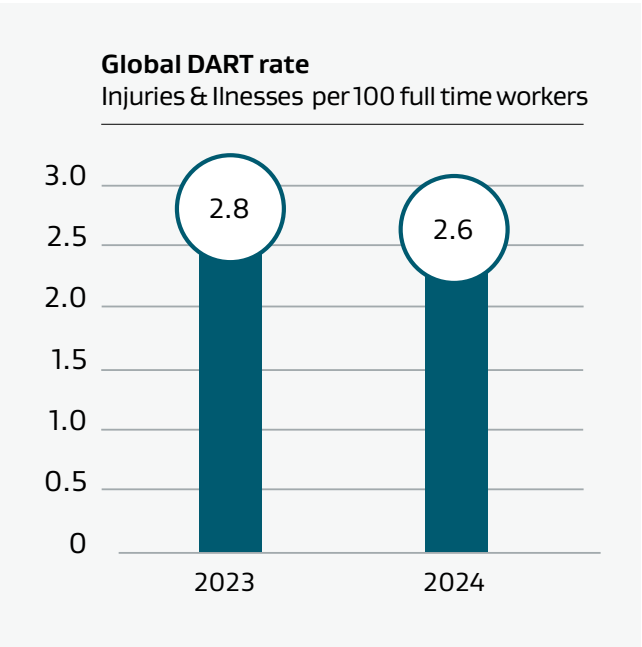


## Performance on Related Goals

We are on track toward our goal of implementing EOSH Management Systems that are externally certified to ISO 45001 and ISO 14001 in all Gore manufacturing locations by the end of fiscal year 2027. See page 20 for progress on ISO 14001.

In 2024, we established several globally consistent EH&S key performance indicators, including Total Recordables, Near Miss Ratio, Total Recordable Incident Rate (TRIR), and Lost Work-Day Rate (LWDR), in addition to our Days Away, Restricted and Transferred (DART) Rate.

These key performance indicators are displayed on our internal, online EH&S KPI Dashboard, increasing transparency and enabling Associates



across all facilities to make informed decisions that guide specific, risk-based decision-making in the future.

In 2024, the global DART rate decreased by 7% vs its inaugural year of collection in 2023. This was above the target of 5% year-on-year reduction. The LWDR was 43.6 globally.



<sup>9</sup> Now moving to a Fiscal Year (FY) reporting year instead of Calendar Year. Our FY is April-March.



# Contributing to Our Communities

Gore Associates are passionate. This is evident in how they collaborate, innovate, and drive change — including in their communities. Our philanthropy programs empower Associates to give back through paid volunteer hours, volunteer support grants, community events, and fundraising opportunities. In 2024, Associates in the U.S., U.K. and Germany used more than 20,850 Gore-provided work hours to volunteer in their communities. We also raised more than \$1 million for the U.S. United Way giving campaign after Gore’s matching contribution.



## Earth Week 2024

For Earth Day 2024, Gore’s Grassroots Sustainability Associate Network (GSAN) hosted a week of hands-on environmental action and learning. Highlights included volunteering at Fair Hill Nature Center, removing invasive species at the Stroud Water Research Center, and exploring topics like recycled materials and sustainable apparel. In Putzbrunn, Germany, Associates joined a local cleanup, visited a sustainability-themed exhibition featuring Gore materials, and repaired their GORE-TEX® Garments.

## Mountain Forest Project

In March 2024, about 25 Associates partnered with Bergwaldprojekt e.V. to plant trees in Forstenrieder Park near Munich. The initiative supported forest preservation while deepening awareness of our connection to healthy ecosystems.

## Celebrating Hydrogen Day with the Local Community

On U.S. National Hydrogen & Fuel Cell Day (October 8), Gore’s Clean Energy business donated clean energy books to local libraries and schools and hosted reading events for children and families in the U.S., Germany, China, and Japan to spark curiosity in STEM and raise awareness of hydrogen’s potential as a clean energy source.

## Advancing our Impact in Arizona

In 2024, we expanded our Phoenix community partnership program, donating \$100,000 to five organizations: Big Brothers Big Sisters, One-n-Ten, Greater Phoenix Urban League, Arizona Forward, and the Maricopa County Trail and Park Foundation. This initiative builds on the success of our similar program in Flagstaff. We also continued our sponsorship of the Kahtoola Uphill Race, raising over \$75,000 for children’s outdoor education at Camp Colton. And for the 35th consecutive year, we supported the Flagstaff Festival of Science.

## Inspiring Action at Youth-Led Summit

In February, our Performance Solutions sustainability leader and a colleague from the product and chemical stewardship team spoke at the fifth annual Delaware Youth Environmental Summit. The event connected more than 500 high school students with representatives from companies, government agencies, and NGOs — to inspire action and advance sustainability through youth-driven initiatives.

## Promoting Health and Hope Through Associate Campaigns

Gore’s outreach and philanthropy team in Australia and New Zealand led two core campaigns in 2024, open to 60-plus Associates in these locations. This included establishing a Gore Donor Network for Red Cross blood and plasma donations that has helped save 12 lives so far — and raising nearly \$3,000 for cancer research and prevention. A Medical sales Associate teed off the cancer fundraiser with his participation in the “Longest Day” golf marathon, completing 72 holes and 48,000 steps in 15 hours and inspiring fellow Associates to contribute to the cause.



# ETHICS AND INTEGRITY

*Together,  
improving life*





# Compliance and Anti-Corruption

We take a long-term view, guided by our commitment to individual accountability, fairness, and ethical global business practices. Our culture and reputation are vital to our success, and we never compromise our principles for short-term gains.

We maintain a robust compliance<sup>10</sup> program led by our chief compliance officer and overseen by enterprise and board compliance committees. Compliance experts in our business groups help prevent, detect, and mitigate risks of unethical behavior, fraud, bribery, and corruption.

All Associates are expected to follow our [Associates’ Standards of Ethical Conduct \(ASEC\)](#) which outlines our expectations for ethical behavior and compliance with applicable laws and regulations. New Associates receive this guidance and complete ongoing training to apply it in daily work.

**A Fair and Responsible Enterprise**  
We uphold global anti-bribery and anti-corruption laws everywhere we operate, regardless of local customs. We prohibit improper payments, kickbacks, and facilitation payments.

We actively identify and avoid conflicts of interest to maintain integrity in our work and 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 ethical concerns seriously and is committed to providing a safe environment for reporting. Our Integrity Helpline is available 24/7 to anyone with a good faith concern, with multilingual support and an option for anonymous reporting — unless restricted by law. An online reporting tool is also available.

We track Helpline metrics against industry benchmarks — including report volume, reporting rates, and case resolution times — to enhance the user experience, streamline workflows, and prepare for regulatory changes.

Individuals may always make a good faith report without fear of retaliation or negative impact on employment. Retaliation is prohibited and subject to disciplinary action. Each report is reviewed and promptly and thoroughly investigated by the appropriate function.

We periodically assess legal and compliance risks, monitoring and implementing corrective actions as needed.



**Training in Ethics and Integrity**  
Associates participate in training on our global anti-bribery, anti-corruption, and whistleblower policies. All Associates are expected to complete training and attest to our ASEC policy. We also offer the Ethics Leadership Workshop to select manufacturing and operations leaders across our businesses.

<sup>10</sup> Compliance in this context encompasses our anti-Bribery and anti-Corruption (ABAC) program.



# About this Update

This document summarizes Gore’s performance across operations<sup>11</sup> in calendar year 2024 (January 1 – December 31) unless otherwise noted — for example, when figures relate to a fiscal year. Gore’s fiscal year runs from April 1 to March 31. Unless otherwise stated, we also use the calendar-year approach when referencing goal timelines and baseline years. No external validation was conducted; the presented figures reflect our internal controls. All currency figures are presented in U.S.\$ . 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.

Published in July 2025. For any queries about this Update, contact [enterprise\\_sustainability@wlgore.com](mailto:enterprise_sustainability@wlgore.com)



GORE, *Together, improving life* , GORE-TEX, GOREWEAR, SITKA, TAG, and designs are trademarks of W. L. Gore & Associates. © 2025 W. L. Gore & Associates, Inc. All other trademarks are the property of their respective owners.

<sup>11</sup> In general, environmental data encompass our manufacturing plants. And social data, mostly Human Resources information, has a broader scope, including sales offices and remote Associates.





**W. L. Gore & Associates, Inc.**

555 Paper Mill Road, P.O. Box 9329, Newark, DE 19714-9329, U.S.A.

T 302 738 4880 [gore.com](http://gore.com)

