

2021 Gore Enterprise Sustainability Update



Together, improving life





Seeing Possibility, Improving Life



My grandparents, Bill and Vieve Gore, founded W. L. Gore & Associates in 1958 because they believed they could make a positive contribution to the world. Our first Gore product brochure describes a bold purpose — a belief that our materials “have a great and undeveloped potential to contribute value to society, and we have undertaken the task of helping to bring those possibilities to realization.”

That powerful ethos continues to inspire us today. Our products help safeguard the environment, protect first responders and improve healthcare outcomes. With innovation at the heart of who we are, I’m especially proud to point to our legacy of developing solutions crucial to our customers’ efforts to operate in a more sustainable way.

Today we recognize that how we operate is just as critical to creating a better world as what we produce. Two years ago, we approved a set of ambitious goals to reduce Gore’s carbon footprint in alignment with the Paris Agreement and Goal 13 of the United Nations Sustainable Development Goals. In support of further optimizing the impact of our operations, we have mapped out plans to expand our ISO 14001 and 45001 certifications to all manufacturing facilities over the next three years. To ensure respect for human rights outside and within our organization, we have broadened our supply chain due diligence efforts.

I am pleased to share these and other highlights of our sustainability work for calendar year 2021 as we look ahead to expanding our reporting efforts in the coming years. True to Gore’s problem-solving spirit, within a challenge, we see possibility. And this provides the strongest of foundations for building our sustainability efforts and the success of our enterprise over the long term.

Sincerely,

Bret Snyder
President and CEO

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About Gore

Purposeful Innovation

Environmental Stewardship

Enhancing our Social Impact

About Gore

Our Sustainability Aspiration

Our focus on sustainability is an expression of our promise — *Together, improving life* — and our long-established values, culture, principles and 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.



Our Sustainability Aspiration

Achieving our sustainability goals means advancing along two tracks:

- Creating value with our material innovations
- Improving the social and environmental footprint of our operations and products

The content of this update reflects key initiatives in these areas.

Who We Are: Gore at a Glance

Founded in 1958

1958



\$4.5 billion in annual revenues



More than 12,000 Associates globally

3

product divisions: Fabrics, Medical Products and Performance Solutions



Offices in more than 25 countries, with research & manufacturing operations in the United States, Germany, United Kingdom, the Netherlands, China & Japan

Guiding principles:

4

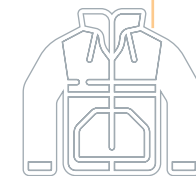
Freedom, Fairness, Commitment & Waterline

Recognized by Forbes magazine as one of the 200 largest privately-held U.S. companies

200



5,600 active patents globally



Innovating in more than 15 diverse industries





About Gore

Purposeful Innovation

Environmental Stewardship

Enhancing our Social Impact

Purposeful Innovation

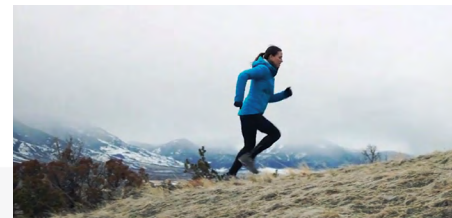
Delivering meaningful, innovative solutions

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. Recent examples include:



Commitment to clean energy

Gore continues to be the market leader in the production of proton exchange membrane (PEM) technology, which is used in fuel cell stacks in hydrogen powered cars such as the Toyota MIRAI and the Hyundai NEXO. In early 2021, we recognized expansion of our PEM offering into adjacent markets with the creation of a new clean energy business group. Its emphasis: developing and manufacturing products for cleaner environments, alternate energy sources and greater energy efficiency — with an aspiration to deliver innovative material solutions to help decarbonize the planet. The new business will focus on three key industry areas: fuel cells, water electrolysis and energy storage.



Trusted source

Our Medical Products Division has recorded implants of more than 50 million medical devices over the course of its 47-year history. Kathryn Dunning, who was treated with a GORE® HELEX® Septal Occluder after suffering a stroke, is an example of this legacy of improving patient outcomes. When she heard a Gore product was among her treatment options, “As a runner I swore by everything Gore made,” Kathryn said. “So yeah, put that in my heart.” View her story as captured in 2021 in the BBC StoryWorks series [“Connecting the dots.”](#)



Comfort and protection

GORE-TEX EXTRAGUARD Product Technology is a new upper technology for safety footwear. It provides a solution to the typical tradeoff between comfort and protection, offering a combination of lightweight, low water absorption and robust durability. Its production consumes less water, produces lower CO₂ emissions and has a lower environmental footprint than the production of conventional upper materials for safety footwear.



Leveraging more sustainable materials

Through our collaboration with BIONIC® — a material engineering company supplying fully traceable, high-grade textiles and polymers made with coastal and marine plastic — we have commercialized two new ePE-based GORE-TEX Laminates that utilize BIONIC® material in their textile component. The 100% recycled polyester textile, made using plastics collected from coastal communities in Costa Rica, has undergone rigorous testing to meet our high performance and durability standards.



Our materials

We take pride in working with our customers to meet their most technically challenging problems. To do so, we select materials with properties that are most appropriate for the unique requirements of the end-use applications, meeting both technical and environmental specifications. Our technical capabilities include a deep understanding of a variety of polymers and other advanced materials, enabling the creation of products of high societal value.

Gore has developed unparalleled expertise in processing the fluoropolymer polytetrafluoroethylene (PTFE) and combining it 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 ePTFE, an expanded form of PTFE. Its unique properties often make it the only material suitable for the most demanding applications, such as healthcare, environmental protection and critical infrastructure — from space to telecommunications. In addition to possessing the properties at right, PTFE is insoluble in water, extremely stable and meets the Organisation for Economic Co-operation and Development (OECD) definition of a polymer of low concern. For more on the chemical and physical properties of PTFE, visit our [Materials Stewardship page](#).

In keeping with our commitment to product integrity and fitness-for-use, we have invested significant resources in understanding the science associated with fluoropolymers and continuously work with independent experts and organizations to further that understanding.

Properties of PTFE

Durability 

Inertness 

Mechanical Strength 

Thermal Stability 

Resistance to Degradation 

Launching a complementary materials platform

As an innovative company, we continuously seek to expand our materials sets and our product portfolio. One example: in October 2021 our Fabrics Division announced a new complementary material platform for the GORE-TEX Brand consumer fabrics portfolio: expanded polyethylene, or ePE. ePE offers a number of sustainability attributes, including lower carbon impact and being free from [PFCec](#) — per- and polyfluorinated chemicals of environmental concern. Products featuring the ePE membrane will be introduced in the fall/winter 2022 season (Northern Hemisphere), through a variety of notable brands. The new membrane applies our unique experience, science and capabilities to unlock new levels of both performance and sustainability.

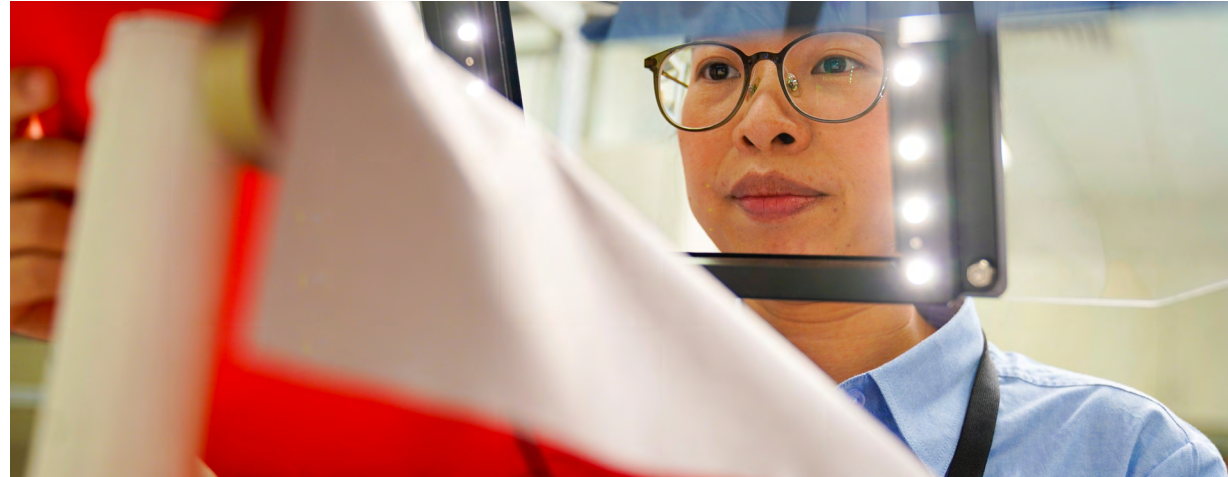




Environmental Stewardship

Carbon Reduction

Aligned with the commitment of the Paris Agreement to limit global temperature rise by no more than 1.5° C, we adopted carbon reduction goals in 2020. To achieve them, we focus on improving equipment and process efficiencies, generating renewable energy onsite, and increasing our purchases of electricity from renewable sources.



Carbon Emissions Goals: Gore and Our Fabrics Division

Enterprise Goals

50% EMISSIONS



60% EMISSIONS



by **2025**

by **2030**

Reduce absolute carbon emissions originating in Gore facilities (scopes 1 & 2) by 50% by 2025 and 60% by 2030

CO₂

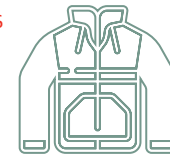


by **2050**

Gore is aiming to achieve carbon neutrality (scopes 1 & 2)

Fabrics Division Goal

35% EMISSIONS



by **2030**

Recognizing the upstream carbon emissions in its business model, our Fabrics Division has set an additional goal: Reduce the division's absolute product-related carbon emissions (scope 3) by 35% by 2030. This goal is consistent with reductions required to keep global warming well-below 2° C

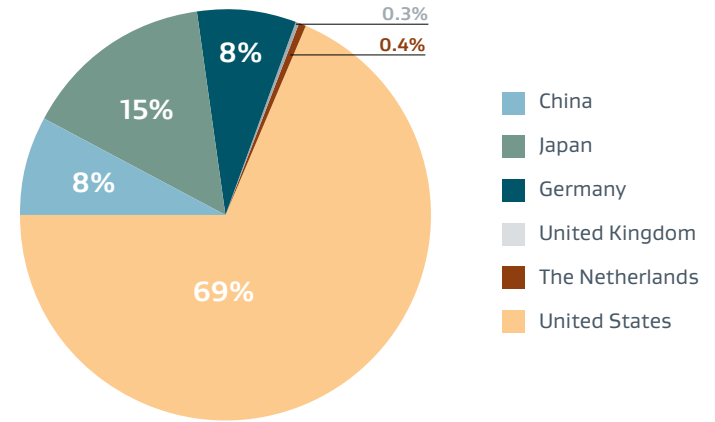


Scope 1 & 2 Emissions

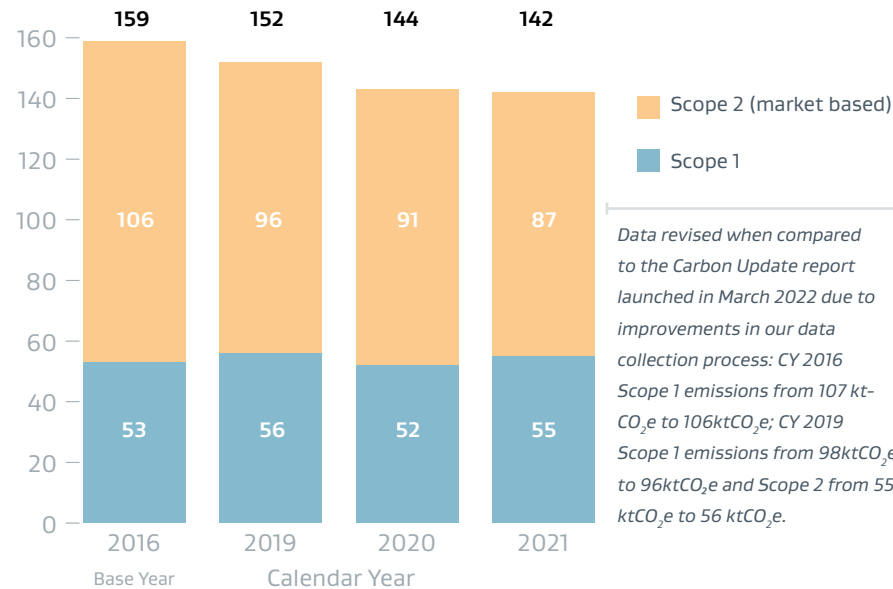
We currently track more than 95% of our Gore-owned or controlled sources of emissions (scope 1) and electricity-generation emissions (scope 2). We plan to address further greenhouse gas emissions from sources such as process-related auxiliaries, gasoline/diesel consumption from company vehicles, energy consumption from sales offices and refrigerants from chillers.

In 2021, our scope 1 & 2 CO₂e emissions dropped roughly 10% against our 2016 baseline year. While the numbers by themselves suggest little change in emissions from pre-pandemic levels, the fact that we experienced higher production volumes in 2021 provides meaningful context in assessing the relative environmental performance of our operations between 2019 and 2021. Additionally, these numbers do not yet reflect changes in our renewable electricity purchasing contracts, many of which become effective in 2022 and beyond.

Scope 1 & 2 breakdown by country
CY 2021 - (142 kt CO₂e)



Carbon Emissions
(kt CO₂e)



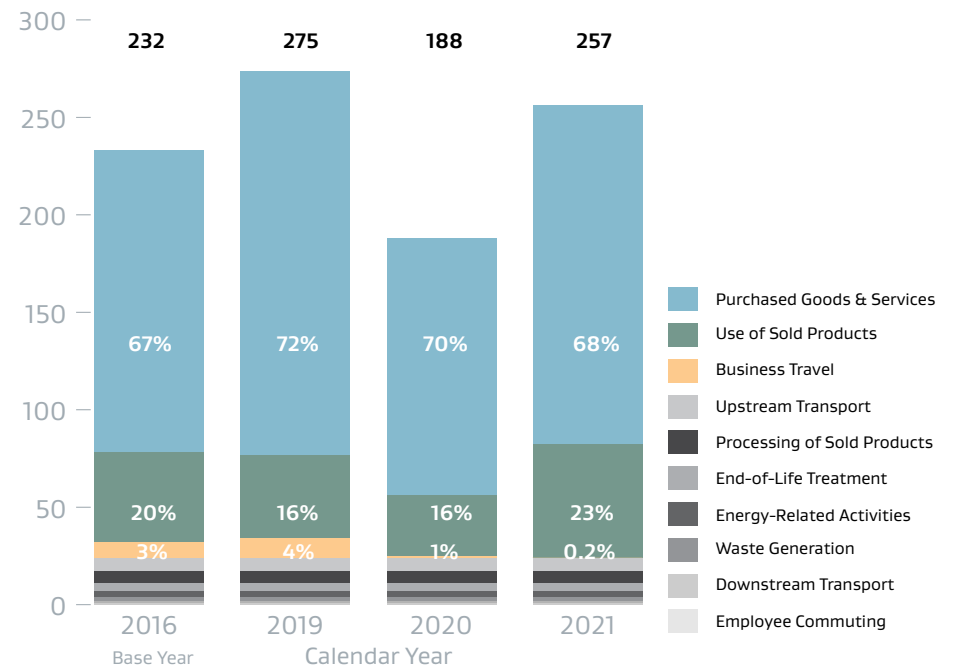


Fabrics Division Carbon Emissions: Scope 3

In 2021, the Fabrics Division recorded 257 kilotons (kt) carbon dioxide equivalent (CO₂e) in scope 3 emissions. Raw materials purchased from vendors accounted for the most significant portion of this total. Compared to 2020, scope 3 emissions increased by 37%. The increase was driven primarily by the greater production volumes that accompanied the industry-wide recovery from the first year of the COVID-19 pandemic. Compared with 2019 — a year with production volumes similar to 2021 — we reduced carbon emissions by 7%. Measuring footprint reductions, particularly for raw materials sourced from suppliers, remains challenging, and the carbon footprint of our Fabrics Division is currently still strongly correlated with production volumes. Emissions related to our raw materials remain the primary focus of emission reduction in the division. At the same time, in line with Greenhouse Gas (GHG) Protocol requirements, we are monitoring use-phase emissions. To address the impact of activities such as running a washing machine or clothes dryer, we provide clear care instructions for GORE-TEX Products to consumers and end users.

The Fabrics Division remains optimistic that it is still well positioned to reach its 2030 carbon reduction goal. For more information about the division’s broader efforts, please see the [Gore Fabrics Division Responsibility Update](#).

Fabrics Division Total Carbon Footprint Scope 3 breakdown





Energy initiatives

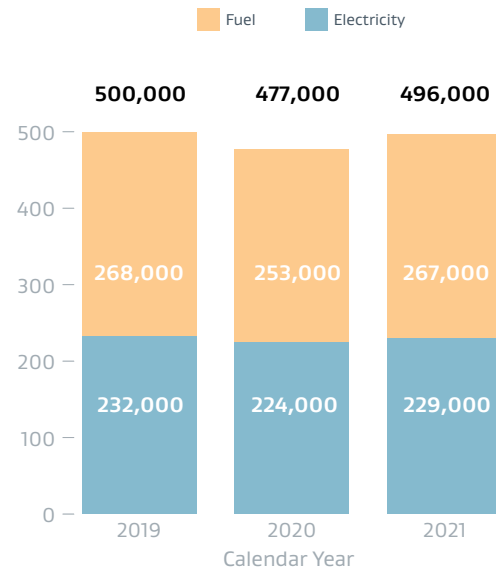
To date, the majority of our efforts to reduce energy consumption have focused on electricity usage. Approximately 27% of our electricity consumption came from renewable sources, with 73% from non-renewables. We expect this ratio to change significantly over the next few years as we work to source more renewable electricity from external suppliers worldwide and continue to invest in self-generated renewable electricity, namely through the installation of photovoltaic panels in our facilities. We have installed solar PV systems in Putzbrunn, Germany (see sidebar at right), and in Phoenix, Arizona, some already live, with additional systems planned for select sites in Elkton, Maryland. Fuel consumption presents an opportunity for additional progress.



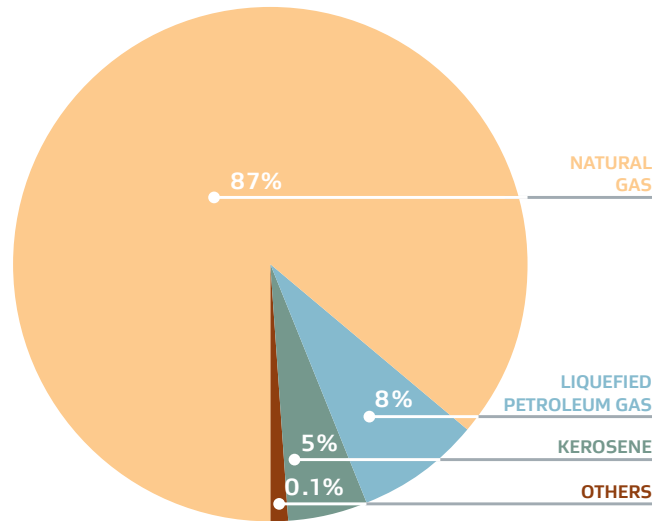
A facility first

Built in 2015, Gore's Putzbrunn V facility was constructed with environmental sustainability in mind. Heating and cooling is supplied via a heat pump and groundwater well. Region-wide purchases of 100% renewable electricity for all EMEA manufacturing facilities began in 2022, which will make this facility the first Gore plant to be GHG-emission-free. The concept will be further enhanced later this year, when a rooftop photovoltaic system begins producing onsite electricity for a significant portion of facility operations. The plant became ISO 14001-certified in November 2021.

Energy Consumption by Source (MWh)



Fuel Consumption by Type CY 2021 - (267 MWh)





Product Stewardship and Chemicals Management

As an enterprise, we have long considered the impact of our products and operations on the environment and on health and well-being. Product safety and performance are both crucial components of our commitment to product integrity.

Reducing our chemical footprint

Our Fabrics Division has led the industry in promoting responsible chemistry by developing safe, non-toxic chemistries that solve some of society’s biggest challenges. We partner with reputable organizations to certify our operations and products as environmentally responsible:

Within Gore’s Consumer Garments Business

100%
of all products are certified according to STANDARD 100 by OEKO-TEX®

- Since 1996, our Fabrics Division has worked with the Standard 100 by OEKO-TEX® certification system as one way to demonstrate that its products are safe to wear. In 2020, we reached a milestone: certifying 100% of GORE-TEX garments and footwear laminates.
- In 2021, 93% of the GORE-TEX consumer garment laminate volume was certified by bluesign®, a widely accepted tool for verifying a company’s commitment to sustainable management in the production of textiles. Increasing this percentage is an ongoing improvement goal.

93%
of products are bluesign® approved (by volume).

For more information, please visit gore-tex.com

RELATED GOALS:

- Eliminating PFCs of Environmental Concern from the lifecycle our consumer fabrics portfolio by 2025
- Adopting a formal enterprise policy for the responsible and safe management of chemicals and our materials

Environmental, Occupational Safety and Health (EOSH) Management System

Today, 33% of our manufacturing and research facilities are ISO 14001 certified.

RELATED GOALS:

- Implementing EOSH Management Systems that are externally certified to ISO 14001 and 45001 in all Gore manufacturing facilities by the end of fiscal year 2025

Recycling personal protective equipment

While we use recycling systems across the organization, one recent collaboration is novel in converting gloves, as well as other personal protective equipment used in the manufacturing process, into other consumer products. Through our participation in the [Kimberly-Clark RightCycle™](#) Program, Gore’s Medical Products facilities in Phoenix and Flagstaff diverted 19 tons of nitrile gloves from landfills in 2021. This is an increase from the 12 tons of gloves recycled in 2020, thanks to a growing number of participating Gore facilities. Two chairs made from recycled PPE and gloves that sit on the Phoenix campus are a tangible reminder of the program’s impact.





Enhancing our Social Impact

Our Associates and Culture

At Gore, we are all “Associates,” and we believe in the inherent potential of each Associate. Our continued innovation is a direct result of our strong, team-oriented culture and a work environment that fosters personal initiative, creativity and hands-on innovation.

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

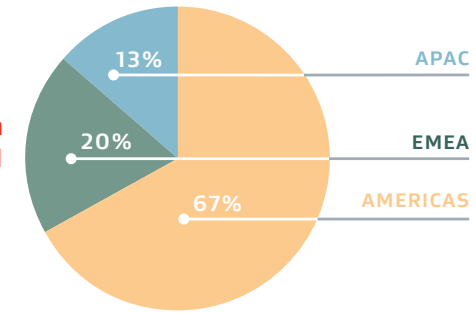
The global, annual, anonymous Gore Culture Survey is our primary measure of Associate experience. In our last survey in January 2022, 83% of Associates provided input on how they experienced our culture in 2021. A snapshot:

- Our Associate Engagement Index recorded an 82% favorable response, exceeding our 80% target.
- More than 95% of Associates feel extremely proud of the products we create.
- More than 90% of Associates believe they have the flexibility to manage work demands and personal issues.
- More than 85% of Associates feel optimistic about our future.
- Roughly 76% Associates feel their team considers social and environmental sustainability in the work they do. (Question added on the latest survey.).

RELATED GOAL:

Striving to achieve a result of at least 80% favorable in the Gore Associate Engagement Index of our Culture Survey of Gore Associates

Associate Population by Region CY 2021



Recognition

Our goal is to collectively create an environment where Associates thrive. We’re proud of the external recognition that indicates we are delivering on that commitment.

- Great Place to Work-Certified™ in the U.S., France, Germany and U.K.
- Ranked on Great Place to Work® Best Workplaces™ lists in France (#1), Italy (#5), Germany (#12) and the United Kingdom (#33).
- Selected as #2 on Fast Company magazine’s Best Workplaces for Innovators 2021 list.
- Recognized as a Best Workplaces for Millennials™ by Fortune in 2021.
- Included on the Fortune Best Workplaces in Manufacturing & Production™ in 2021.



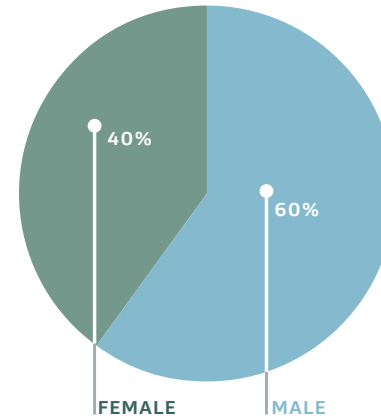


Diversity, Equity & Inclusion (DE&I)

We strive to create an enterprise where all Associates feel valued, included and encouraged to do their best work every day. Highlights of our 2021 DE&I efforts:

- Adoption of a broad DE&I framework to inform our priorities and measure our progress
- 16 active diversity networks, including our first in the Asia-Pacific region
- Rollout of an inclusive leadership behaviors program
- Launch of a new inclusive sponsorship program
- Debut of our global Women’s Inclusion Council
- Our first partnership to leverage the talents of neurodiverse adults
- A new global Restroom and Locker Room policy affirming that all Associates, customers, and partners are provided safety and privacy in our facilities without regard to their sex, sexual orientation, gender identity and expression.

Global Gender Representation CY 2021



In addition to our continued participation in surveys such as Great Place to Work®, in 2021 we completed our first Human Rights Campaign (HRC) Corporate Equality Index survey. The HRC Corporate Equality Index (CEI) is a U.S. national benchmarking tool that measures an organization’s policies, practices and benefits that help ensure a more inclusive and equitable work environment for LGBTQ+ employees. Gore’s CEI score of 95 earned HRC recognition as an employer of choice for LGBTQ+ Associates and others.

“Our promise drives us to succeed **together**. Sustaining a diverse and inclusive Enterprise is a fundamental expectation of each of us so that **all** of us can maximize our potential and contribution.”

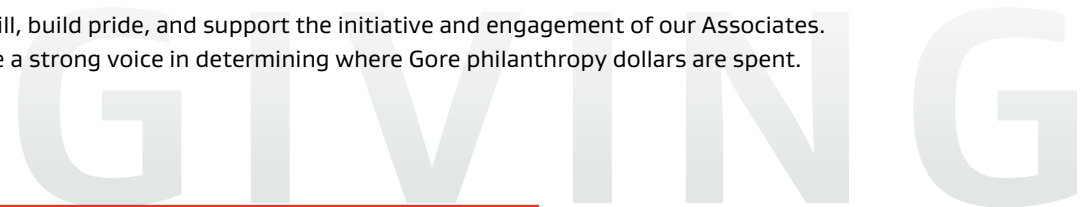
-Bret Snyder, President and CEO





Commitment 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.



SUPPORTING VOLUNTEERS

34,600

Paid **volunteer hours** in USA, UK and Germany (2019-2021)

More than \$190k

Awarded to organizations in USA, UK and Germany where our Associates volunteer (2019-2021)



More than \$1.5mm

raised, after **Gore's** matching contribution, for the **U.S. United Way** employee giving campaign.

This follows totals of \$1.5 million in 2020 and \$1.4 million in 2019

MATCHING CAMPAIGNS

\$70,400

to benefit an alliance of German aid organizations called "Aktion Deutschland hilft" ("Action Germany helps"), supporting people affected by heavy floods in the region of western Germany, Belgium and Luxemburg.

\$452,000

to International Red Cross. The displacement of millions of Ukrainians generated numerous local efforts in Europe by Associates and a broad matching campaign to benefit the International Red Cross.



Inspired Action

Spurred by an Associate passionate about a cause, teams frequently rally to support a variety of non-profit efforts. A few examples:



- When Gore Hong Kong Associates came across 358 pairs of promotional WINDSTOPPER® gloves sitting unused in storage, rather than adding to the waste stream, they laundered and then re-packed them for delivery to a home for the elderly.



- For Martin Luther King Jr. Day 2021, more than 20 Flagstaff, Arizona, Associates from NAIPAN (Gore’s Native American and Indigenous People of America Network) and AABN (African American Business Network) collaborated with the Sasquatch Fellowship to move much-needed firewood from the forest to Navajo community homes without electricity or running water.



- In three campaigns during 2021, more than 35 Associates from Putzbrunn and Feldkirchen, Germany, came together to make blankets out of windproof material that had not met all strict quality standards. With the help of non-governmental organizations, more than 3,200 blankets went to refugee camps in the Greek islands to help meet urgent need for protection in harsh weather.

Supplier Diversity

In 2020 and 2021, we completed the first phase of establishing a U.S. supplier diversity program focused on integrating into our supply chain more LGBTQ-, minority-, women- and veteran-owned suppliers, as well as those owned by persons with disability. The U.S. spend currently includes 5% with diverse suppliers, an 8% increase over the prior year. We also track training and supplier diversity education presentations provided to Associates across the Enterprise.

The program will continue to expand in 2022 with training of additional procurement Associates in all divisions and the inclusion of diverse suppliers in new sourcing events in the United States.

RELATED GOAL:
Achieving year-over-year increases in our annual spend with diverse suppliers in the U.S.

Solutions addressing pandemic needs

While many Associates leaned even further into innovation during the pandemic — exploring use of our filtration materials to protect frontline workers, experimenting with 3D printers from their homes as well as our plants, and leveraging crowdsourcing campaigns for novel ideas — others collaborated in critical efforts across functions to meet increased demand and high-priority customer needs. Among the Gore products that enabled pandemic advances are tubing, media and containers from our PharmBIO business, used in the development and processing of vaccines, and our GORE® LYOGUARD® Freeze-Drying Trays, employed in the development of therapeutic drugs, manufacture of vaccines and production of diagnostic substances for PCR tests.





Supply Chain Due Diligence

Human Rights and Responsible Sourcing

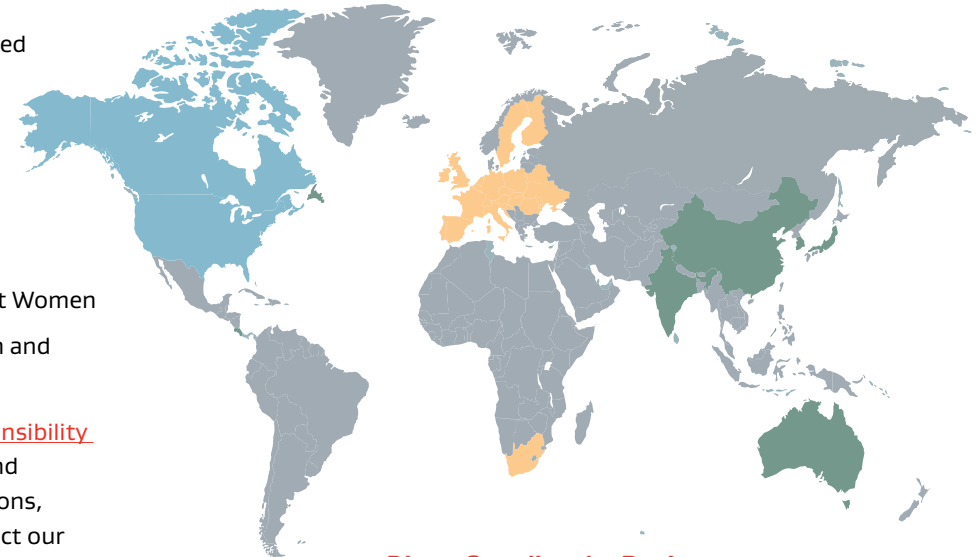
Over the last three years, Gore has recorded no violations of child labor or forced labor in our manufacturing operations and sales offices. Our practices are aligned with:

- International Labor Organization (ILO) standards
- 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 and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises

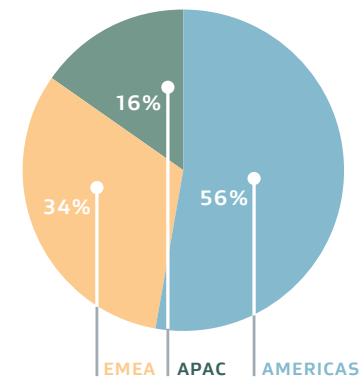
In line with these international standards, the [Gore Guidelines on Social Responsibility \(GSR\)](#) articulate our expectations regarding fair labor requirements, healthy and safe working environments, compliance with legal and environmental regulations, and other topics, including prohibition of forced labor and child labor. We expect our suppliers, distributors, representatives and any others with whom we collaborate or do business to maintain this same level of social responsibility.

We prioritized a program to continuously improve our due diligence activities based on the potential risk for forced labor and other human rights issues in our supply chain.

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.



Direct Suppliers by Region





Human Rights Risk Assessment

In late 2021, we partnered with a reputable supply chain management consultancy to conduct a preliminary Human Rights Risk Assessment that covered more than 1,600 entities, including our regular direct suppliers (see page 15) and own operations.

The assessment utilized historic data on a comprehensive set of risk factors relevant to companies in similar industries and locations. It evaluated:

- Child Labor
- Decent Wages
- Decent Working Time
- Discrimination
- Freedom of Association
- Indigenous People’s Rights
- Migrant Labor
- Modern Slavery
- Occupational Health & Safety
- Right to Privacy
- Corruption
- Access to Remedy
- Land, Property & Housing Rights

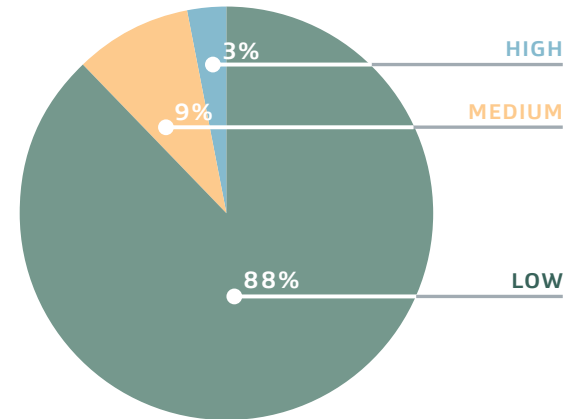
Looking specifically at Gore operations and the segment of direct suppliers included in the assessment, the average human rights risk exposure is relatively low. This is due mainly to the fact that most of the suppliers are located in the U.S. and Western Europe, where there is typically low risk of violation, particularly with respect to forced and child labor. However, we recognize that conditions may vary significantly from one facility to another, even in the same country, and that the environment might change rapidly in the same facility. With this caveat in mind, this first assessment has helped us identify suppliers for whom additional evaluation is planned, for example, through use of a self-assessment survey.

We will implement risk assessments on a regular basis and exercise further due diligence, where needed.

RELATED GOALS:

- Establishing Human Rights Policy by the end of 2022
- Establishing Supplier Code of Conduct by the end of 2022 and driving contractual alignment with suppliers

Suppliers Risk Exposure Human Rights





2021 GORE ENTERPRISE SUSTAINABILITY UPDATE

If you have questions about this report, please contact enterprise_sustainability@wlgore.com

Gore takes all reports of ethical concerns seriously. We strive to create and maintain an environment where anyone — both our Associates and external parties — can safely and immediately report concerns if they see something that doesn't seem right. Individuals may call our [Integrity Helpline](#) from anywhere Gore operates, 24 hours a day and seven days a week, to reach operators who speak multiple languages.



This document provides a summary of Gore's performance across all our operations in calendar year 2021 (January 1 — December 31), unless otherwise noted. No external validation was conducted; the presented figures reflect our internal controls. All currency figures are presented in USD. 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.

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