

W. L. GORE & ASSOCIATES | 2023 |

SUSTAINABILITY UPDATE



Together, improving life



Our Progress on Sustainability

At Gore, we put solutions that improve life at the heart of our innovation. This Update highlights how we have done just that over the past year. In our 65th year as an enterprise, we remain committed to delivering products that make a positive difference in the world. And that fundamental imperative is bolstered by a commitment to continuously seek ways to minimize the footprint of our products and potential negative impacts of our operations.



I'm proud to report:

- Our Innovation Portfolio includes 45 projects focused on environmental sustainability and 60 projects related to sustaining and improving human wellbeing.
- We have taken meaningful steps toward our goal of carbon neutrality by 2050, with our Arizona and Japan facilities shifting to 100% renewable electricity, cutting our global scope 2 emissions by more than a third.
- We have expanded our waste monitoring to include all countries where we have operations.
- The number of ISO 14001 certifications continues to grow, now covering 44% of our facilities.
- We have enhanced our health and safety management processes, introducing "Days Away, Restricted or Transferred" (DART) figures globally.
- We've continued to invest in our Associates with a wealth of new learning courses.
- The reach of our Supplier Code of Conduct continues to expand to promote positive social impacts in our supply chain.

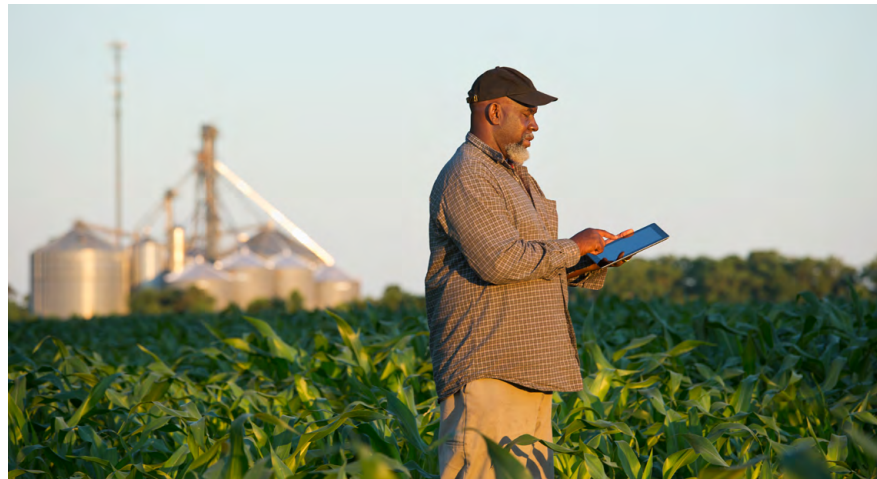
Our customers clearly indicated that our sustainability efforts are important to them. Associates involved in the progress displayed in this report can be proud of the huge contribution they make to our long-term success and their commitment to delivering on our promise, *Together, improving life.*

Looking ahead, I see many exciting opportunities to build on what we have achieved together and for us to harness our energy and entrepreneurial spirit to help deliver a more sustainable future for all.

Bret Snyder
President and CEO



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2023 Highlights of the Year

<p>Purposeful Innovation</p> 	<p>100+</p> <p>innovation projects underway focusing on sustainability</p>	<p>55%-60%</p> <p>of current R&D investment focused on projects to enhance wellbeing</p>	<p>14%</p> <p>of current R&D investment focused on environmental sustainability</p>	<p>25+</p> <p>years of experience in proton exchange membranes (PEM) leveraged in development of our new PEM for water electrolysis</p>	<p>1st</p> <p>off-the-shelf single-branch thoracic endoprosthesis (TBE) for U.S. patients: the GORE® TAG® TBE, just one of many medical breakthroughs</p>
<p>Environmental Stewardship</p> 	<p>21%</p> <p>reduction in scope 1 & 2 emissions, driven by new renewable energy contracts in U.S. West and Japan</p>	<p>44%</p> <p>of our electricity now comes from renewable sources, up from 26% in 2022</p>	<p>11%</p> <p>reduction in Fabrics scope 3 emissions</p>	<p>44%</p> <p>of our manufacturing plants certified to ISO 14001, including all Fabrics Division plants and all but one plant in our Performance Solutions Division</p>	<p>100%</p> <p>of countries where we have manufacturing plants now gathering and disclosing data on waste</p>
<p>Enhancing our Social Impact</p> 	<p>100%</p> <p>score on the Human Rights Campaign Corporate Equality Index</p>	<p>12</p> <p>average hours of professional development training per Associate</p>	<p>1,600</p> <p>new e-learning courses on topics including leadership, collaboration and AI</p>	<p>1st</p> <p>year for which we can provide global DART rates, the industry standard metric for workplace incidents</p>	<p>\$1.3 million</p> <p>donated to the U.S. United Way employee giving campaign, plus more than 18,200 hours' volunteer time</p>

Gore at a Glance

Founded in 1958 by Bill and Vieve Gore, Gore is a global materials science company with more than 3,500 unique inventions, from high-performance fabrics to implantable medical devices and products that reduce emissions, explore space and solve other complex challenges.

With almost \$5 billion in annual revenues and nearly 13,000 Associates, we are 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 research and manufacturing operations in the U.S., Germany, the U.K., the Netherlands, China and Japan.



Medical

Our medical devices treat a range of cardiovascular and other complex health conditions, with more than 55 million implanted over more than 45 years.



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 and more.



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 challenging environments and everyday life.

NEW GROUP IN 2024



Specialty

Our Specialty group includes businesses focused on clean energy solutions, pharmaceutical processing and life science technologies, and Gore's leading brand of ELIXIR® consumer guitar strings.

A new chapter

Historically, we have organized our businesses in three divisions, Medical, Performance Solutions and Fabrics, which are the basis for our reporting in this Update. In late 2023, we began shifting to a new organizational structure that embeds our core technology and support teams into the four groups shown in this table to simplify how we innovate and collaborate. The updated structure will be reflected in future reporting.

Our Approach to Sustainability

Our focus on sustainability is an expression of our promise—*Together, improving life*—to Associates, customers and communities. As a company and as Associates, we are committed to achieving a positive economic and societal impact while being environmentally and socially responsible.

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

This program focuses on matters that are important to us as an organization, and to the majority of the markets we serve, and complements our ongoing divisional sustainability programs. As part of these efforts, Gore Associates actively participate in many sustainability working groups of trade organizations and multi-stakeholder organizations, providing us with valuable information on the priorities of customers and other stakeholders.

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

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

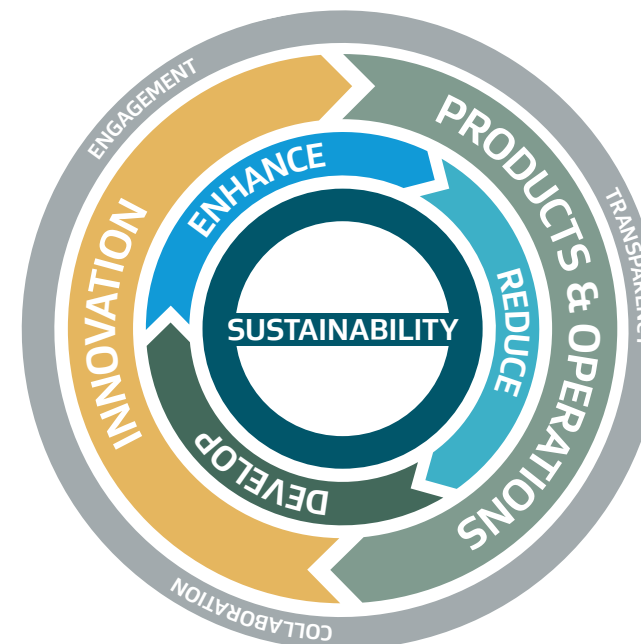
Our focus areas

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

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

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

In early 2023, we began exploring our approach to a double materiality assessment aligned with the E.U.’s new Corporate Sustainability Reporting Directive. This preliminary activity showed that the topics identified previously as important remain so, and these will inform our determination of material topics. Looking ahead, we plan to conduct regular materiality analysis, evolving to meet developing regulatory reporting requirements and reflecting future organizational changes. Further information will be provided in future Updates.



Related UN SDGs



DEVELOP
Develop solutions to address global sustainability challenges, add value and drive growth

REDUCE
Reduce environmental impact of our products. Leverage technology and circularity

ENHANCE
Enhance positive social impact, build sustainability culture and nurture talent

















Supporting our customers

As a supplier of material science-based components, we work closely with our customers to develop solutions that improve the performance of existing products or address new sustainability challenges. Our customers therefore have a strong voice in developing our strategy and priorities. This is reflected in the fact that our Performance Solutions Division added Sustainability to its annual customer experience survey for the first time for fiscal year 2024.

The results show an increase of six points in the overall net promoter score, which indicates how likely respondents are to recommend Gore to a peer or colleague. They also reveal a correlation between sustainability and a positive customer experience, with the vast majority of customers across sectors and regions saying they felt Gore supported their sustainability aspirations.

Our Fabrics Division also tracks sustainability performance with customers. This year, we included scores from retailers of our GOREWEAR and SITKA® Gear brands in our survey for the first time. Results showed a two-point increase against the Sustainability driver.

Our Sustainability Goals¹

SECTION	RELATED MATERIAL TOPIC	GOALS	UN SDGs
ENVIRONMENTAL STEWARDSHIP	Product stewardship and chemicals management	Eliminate PFCs of Environmental Concern from our consumer fabrics portfolio by 2025. ●	 
	Greenhouse gas (GHG) emissions	Achieve 50% reduction in Gore's scope 1 & 2 carbon emissions by 2025 as a step toward meeting the 2030 goal. ●	 
		Achieve 60% reduction in Gore's absolute scope 1 & 2 carbon emissions by 2030. ●	
		Achieve 35% reduction in scope 3 carbon emissions in our Fabrics Division by 2030. ●	
Environmental safety & health	Work toward carbon neutrality by 2050 (scope 1 & 2 emissions). ●		
	Environmental safety & health	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. ² ●	 
ENHANCING OUR SOCIAL IMPACT	Talent recruitment, retention and engagement	Achieve at least 80% favorable response rate in the Gore Associate Engagement Index of our Culture Survey of Gore Associates. ●	 
		Achieve at least 80% favorable response rate in the Gore Associate Leadership Capability Index of our Culture Survey of Gore Associates. ●	
	Employee & supplier diversity	Achieve year-over-year increases in our Medical Division annual spend with diverse suppliers. ●	 
	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. ² ●	 
		Improve U.S. DART injury/illness rate by 5% in 2023 vs. 2022 baseline. ●	
Expand DART injury/illness data tracking to capture APAC/EMEA performance in 2024. ●			
Improve global DART injury/illness rate by 5% in 2024 vs. 2023 baseline. ●			
Supply chain due diligence	Establish Supplier Code of Conduct by end of 2022 and drive contractual alignment with direct suppliers. ³ ●	 	

● Goal achieved ● In progress ● Not achieved

¹ Last year's table included figures setting out our ambitions for the proportion of sustainability projects within our Innovation Portfolio. We have removed this from the table due to the dynamic nature of the portfolio and because we view it as an ambition, rather than a fixed goal.

² Note that this deadline has been extended by two years to allow time for our divisions to transition to our new organizational structure.

³ 100% alignment with contractors identified as high risk is now a regular business process.



PURPOSEFUL INNOVATION

We believe that the greatest contribution we can make to sustainability is through innovations that have a positive impact on human wellbeing as well as the planet. At the heart of our innovation approach is our distinct culture and passion for using our materials science expertise and technical capabilities to solve our customers' most complex challenges.

Section highlights

100+ Working on more than 100 innovation projects focusing on sustainability



Made innovation breakthroughs across a wide range of medical devices



Extended use of expanded polyethylene (ePE) membranes beyond consumer products to our technical fabrics portfolio



Launched new GORE proton exchange membrane (PEM) for water electrolysis, leveraging more than 25 years of experience in PEM for fuel cells

RELATED UN SDGs



Our Approach to Innovation

Innovation + Growth is one of our strategic priorities at Gore. We create category-leading, life-improving products with our advanced materials. Over the decades, we have developed unparalleled expertise in processing and expanding fluoropolymers. Today, we continue to incorporate new and complementary materials into current and new products, evolving from a fluoropolymers company to a materials science enterprise.

Sustainability is increasingly at the heart of our innovation as we strive to satisfy our customers' evolving needs for more sustainable products and drive our own business growth. We are currently working on around 45 innovation projects focused on environmental sustainability, representing around 14% of our total R&D investment, and 60 related to sustaining and improving human wellbeing, representing 55% to 60% of investment.

Our Innovation Portfolio projection is to increase the contribution of solutions related to environmental sustainability to 16% of new product revenue (NPR), and solutions related to sustaining and improving human wellbeing to 32% of NPR in fiscal year 2026.

Looking ahead, we expect these innovations will contribute more than 75% of NPR by fiscal year 2030.¹ Note that these figures are subject to change due to the dynamism of our portfolio as we shift priorities and areas of focus to reflect the ever-changing world around us and the evolving needs of our customers.

¹ We review our innovation R&D portfolio monthly. Our metrics focus is now on fiscal years 2026 and 2031. These represent updates to the fiscal year 2024 projections provided in last year's Update.

Sustainability Innovation

Environmental sustainability



45 projects

14% of current R&D investment

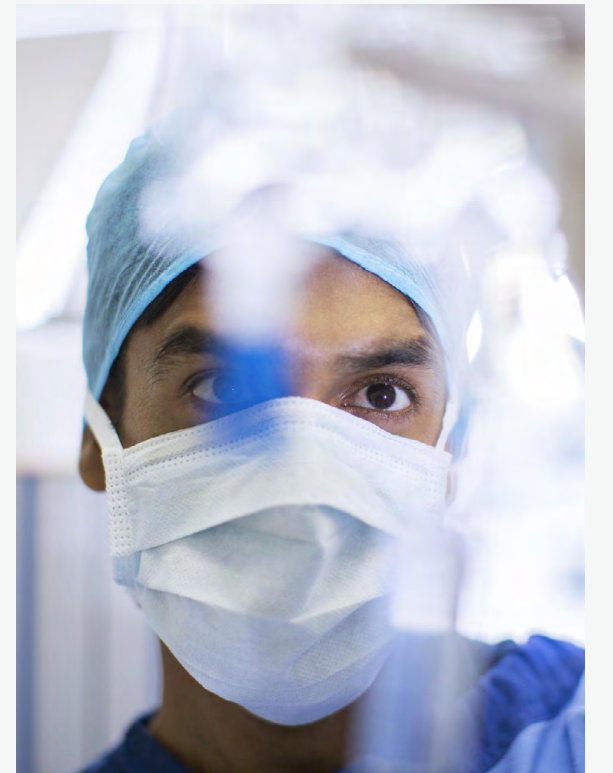
16% of new product revenue in 2026

Improving wellbeing

60 projects

55%-60% of current R&D investment

32% of new product revenue in 2026



Combined
75%
of new product revenue by 2030

Categories of innovation

materials

Developing our existing materials portfolio and exploring new materials

products

Leveraging our materials into marketable products across our three divisions

white space

Exploring and developing new growth opportunities outside the strategic focus of our three divisions

Materials Innovation

As a materials science company, we are applying our strengths in innovation to an ever-broader set of materials. We are actively working to expand our material sets to create new growth opportunities, solve additional challenges for our customers and increase our competitiveness in today's markets. Today, around 80% of our research focuses on new materials.

The fluoropolymers we use are unique materials that play a pivotal role in our daily lives, driving innovation and enriching society in countless ways. At the heart of many of our products is the fluoropolymer polytetrafluoroethylene (PTFE) and its expanded form, ePTFE. Its unique combination of properties often make it the only material suitable for the most demanding applications, including several related to healthcare, environmental protection and critical infrastructure, from space to telecommunications.

Our unparalleled expertise in processing fluoropolymers and combining them with other materials enables us to create composites that provide new performance attributes and help our customers imagine new possibilities.



Over the last year, we continued to apply our materials science expertise and deep knowledge of customer end-use applications to further expand our materials portfolio. We worked on multiple patent-pending technologies specific to further expanding our portfolio of materials beyond fluoropolymers. New materials are also part of our exploratory product development efforts within and beyond our divisions.

In late 2022, our Fabrics Division launched consumer fabrics products made with expanded polyethylene (ePE) membranes. These fabrics—our first made without intentionally added per and polyfluorinated substances for use in the apparel industry—offer excellent performance and durability, and a reduced carbon footprint. They form an important part of our strategy to meet our goal of eliminating PFCs of Environmental Concern from our consumer fabrics portfolio by 2025, a goal which we are on track to meet. We are also exploring the use of ePE within our technical fabrics group. We will look to continue this work over the coming years.

Our strategy and aspirations are continually evolving. Our materials strategy, for example, includes reviewing our portfolio to identify priority areas for material development. As part of this, we are also working with customers to explore how adding new innovative materials to our portfolio could help meet their needs.



Our Commitment to Material Stewardship



Performance + Innovation

The GOREWEAR GORE-TEX CONCURVE jacket for runners won an ISPO award for combining responsible performance with functional innovation. The new jacket, launched in 2024, features the GORE-TEX brand's ePE membrane along with a recycled face and solution-dyed backer fabric, as well as recycled zips.

Our ePE membrane was also included in Gear Junkie's Gear of the Year list for 2023, with reviewers heralding it as an "industry sea change". The list recognizes and celebrates innovative design, cutting-edge technology and sustainable engineering in the outdoor gear industry.

Product Innovation

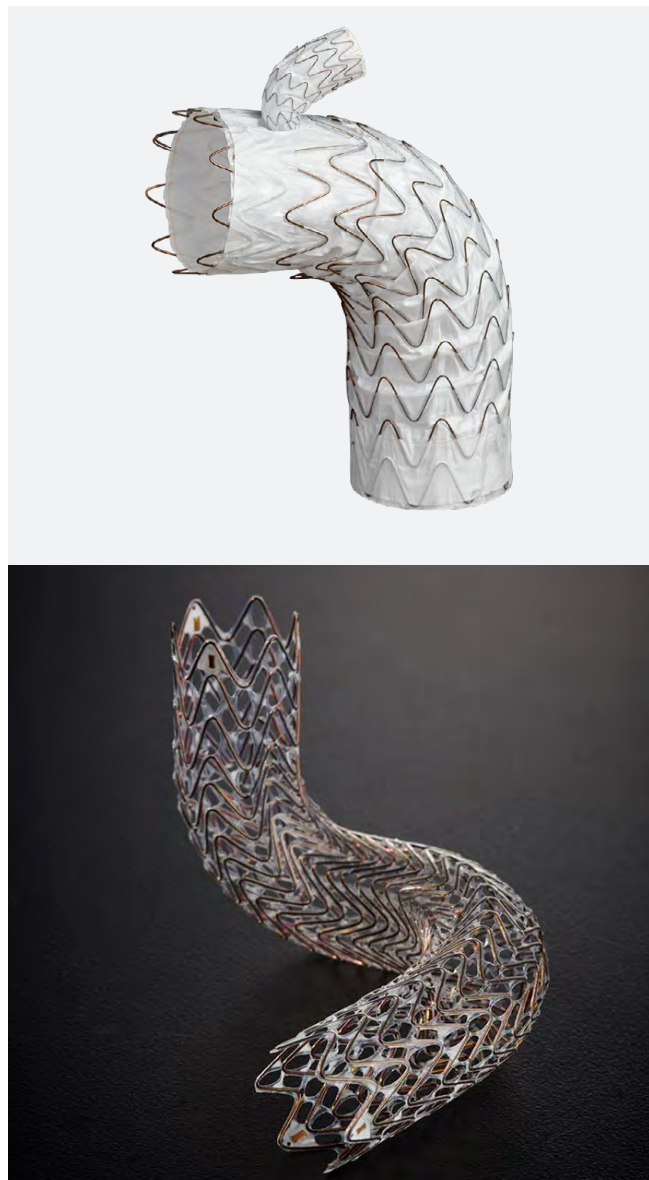
As an enterprise, we innovate with purpose, using approaches that solve meaningful challenges in society and create value for Gore and our customers. Here is a selection of recent innovation achievements by division/business group:

Medical Products

In 2023, our Medical Products Division saw innovation breakthroughs across a wide range of its activities:

Advancing aortic care: With approval from the U.S. Food and Drug Administration (FDA) in May 2022, the GORE® TAG® Thoracic Branch Endoprosthesis (TBE) became the first off-the-shelf single-branch thoracic endoprosthesis available for U.S. patients. The TBE is designed to repair damage in the descending thoracic aorta while maintaining blood flow into a branched blood vessel that supplies blood to the arm and head. The thoracic aorta is a crucial blood vessel that curves as it exits the heart and has three separate branches that supply blood to the head and arms. The TBE was approved for use in Europe in 2023 and is scheduled for launch in 2024.

Milestone for new stent: The investigational GORE® VIAFORT Vascular Stent utilizes ePTFE technology in conjunction with a single-wire, sinusoidal-wound nitinol frame. Designed to treat inferior vena cava (IVC) and iliofemoral disease, which blocks the largest veins carrying blood back to the heart, it has received Breakthrough Device designation from the FDA. Trials are now underway ahead of a planned launch in the U.S.



Performance Solutions

The Performance Solutions Division enables solutions that improve life by pushing the boundaries of reliable system performance in demanding environments and partnering with industry leaders to address significant and emerging challenges for society.²

This includes accelerating the world's transition to clean energy through proton exchange membranes (PEM), which enable the use of hydrogen as an energy source. Gore maintains a leadership position in the market for fuel cells through collaborations with automotive original equipment manufacturers and leading fuel cell makers.

Exploratory activities and programs with strategic and key customers in the commercial vehicle and green energy space are also ongoing. In 2023, we launched our new GORE PEM for water electrolysis. Leveraging more than 25 years of experience in PEM for fuel cells, the new membrane is expected to improve the efficiency of water electrolysis, creating more affordable clean energy options and promoting adoption of renewable energy sources.

Fabrics

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

² In future, our Clean Energy Business will become part of our Specialty group.



Catalytic device extends battery life

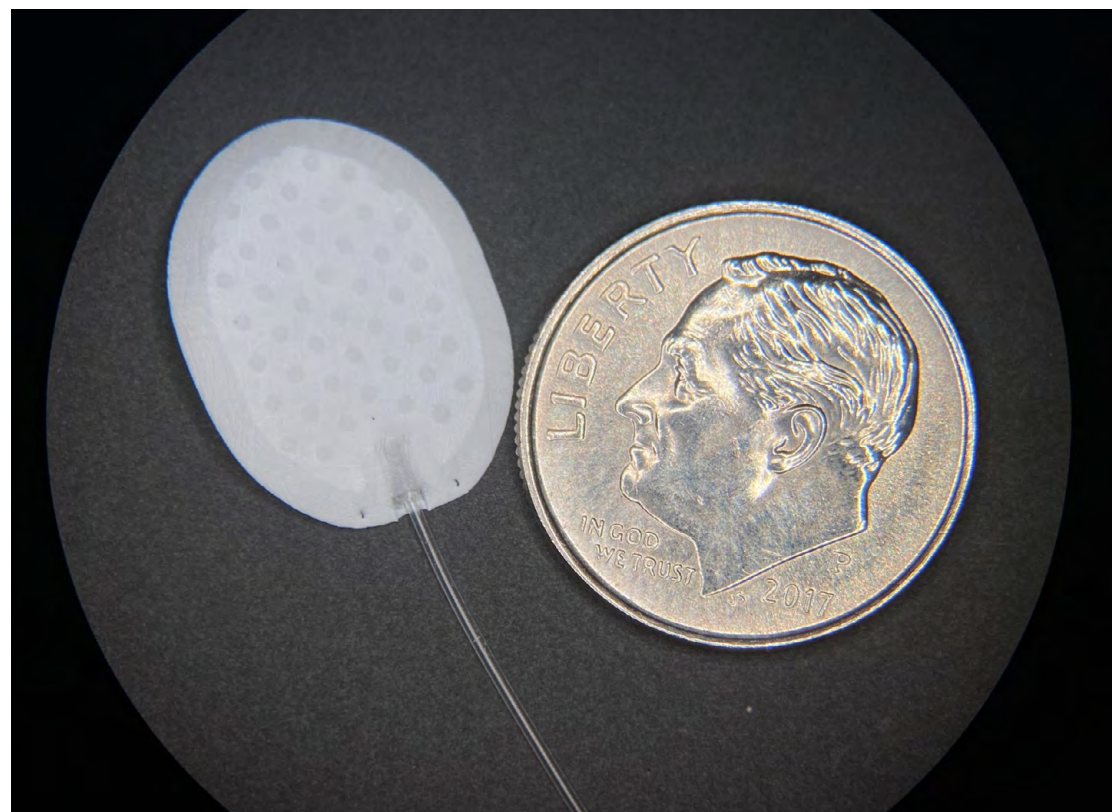
Electrolyte loss during recharging can cause flooded lead-acid battery cells to deteriorate. The new GORE® Catalytic Device uses membrane and catalytic technologies to recombine hydrogen and oxygen generated in the battery into water. This reduces electrolyte loss and extends battery life, helping to avoid carbon emissions and other environmental burdens associated with new battery production.

The new device is now being used by a customer in Japan, one of the world's leading manufacturers of lead batteries for the automotive industry, in its new series of batteries, launched in June 2023.

White space innovation

Our Internal Ventures group, previously known as the Innovation Center of Expertise, identifies, validates and develops new growth opportunities that are outside the strategic focus of our three divisions. One exciting area involves leveraging our materials capabilities to enable companies using direct air capture (DAC)—a method for extracting carbon dioxide (CO₂) from the atmosphere which can lower emissions and contribute to climate change mitigation—to lower their energy requirements and increase efficiency.

In 2023, the DAC team achieved another significant milestone by developing a first-generation product for our customer’s demonstration unit. This unit, commissioned in early 2024, is designed to capture several hundred tons of CO₂ per year and will represent the first “in-field” demonstration of Gore’s technology in a DAC system.



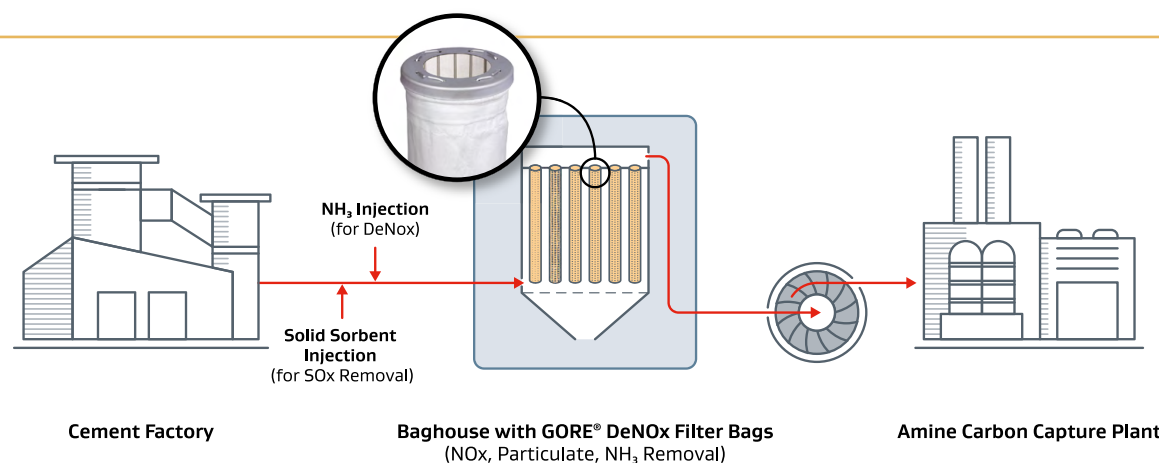
Gore’s investigational glaucoma drainage implant is around the size of a dime and much thinner than competing devices.

We also made significant progress in the development of an innovative investigational implant (pictured left) to help treat glaucoma, with the first human implant completed in October 2023. A medical condition caused by fluid (or pressure) buildup in the eye, glaucoma can lead to irreversible optic nerve damage and vision loss. With more than [2.7 million people affected in the U.S. alone](#), and 50% of surgical treatments of moderate-to-severe glaucoma failing within five years, there is strong demand for an alternative solution.³

Our investigational glaucoma drainage implant is constructed using ePTFE, a material selected based on positive biocompatibility data. Our goal is to increase the five-year surgical success rate to 90% or more. Clinical trials will explore whether the device, as designed, can reduce complications that require additional surgery, and help to improve patient comfort. Following positive results from the first human case, the next step could be a full clinical trial in the U.S. within the next few years.

Carbon capture innovation

Innovation can mean finding new uses for existing products, as well as developing solutions from scratch. This year saw our GORE® DeNOx Catalytic Filter Bags—already widely used in baghouses to remove particulates and nitrogen oxides—being used as part of a new carbon capture process, developed by one of our customers. The new process—in which the bags are used to clean the gases so the system can work without fouling—is now being tested and evaluated at a new cement plant in Canada, which includes a pilot unit constructed in collaboration with our customer. There is clear potential for wide rollout not only in the cement industry—to which 7% of global CO₂ emissions can be attributed—but in other hard-to-abate industries, including steel and incineration plants.



³ National Eye Institute, 2013, Christakis, Panos G., Jeffrey W. Kalenak, James C. Tsai, David Zurakowski, Jeffrey A. Kammer, Paul J. Harasymowycz, Juan J. Mura, Louis B. Cantor, and Iqbal I.K. Ahmed. “The Ahmed versus Baerveldt Study: Five-Year Treatment Outcomes.” Ophthalmology 123, no. 10 (2016): 2093–2102.



Life cycle assessment

Life cycle assessment (LCA) is a science-based and widely accepted methodology by which we can assess the environmental footprint (e.g., carbon footprint, waste generation, water consumption) of our products and identify opportunities for reduction along the value chain. This year, we further built up our LCA capability across our divisions. Projects included:

- comparing the environmental impact of 3D printing vs. injection-molding technology to produce medical delivery system components
- evaluating the impact of the leading DAC prototype
- screening of two different venting products and analyzing a cable assembly for the semiconductor industry

In each case, the results can be used to inform product design and manufacturing revisions and, in partnership with our customers, set meaningful key performance indicators (KPIs) for sustainability. Ultimately, we see LCA as an interdisciplinary and continuous learning process for us and our partners in the value chain, not just a calculation tool.



ENVIRONMENTAL STEWARDSHIP

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

Related goals

Product stewardship & chemicals management

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

Greenhouse gas (GHG) emissions

- Enterprise and Fabrics Division carbon reduction goals.

Environmental health & safety

- Implement Environmental, Occupational Safety and Health (EOSH) Management Systems that are externally certified to ISO 14001 and 45001 in all Gore manufacturing facilities by end of fiscal year 2027.

Section highlights

34% Reduction in scope 2 emissions, driven by new renewable electricity contracts

 Almost all Fabrics and Performance Solutions Division plants are now certified to ISO 14001

RELATED UN SDGs



Product Stewardship & Chemicals Management

We strive to deliver products that meet our customers' expectations and are fit for their intended use, while managing our environmental performance. Living up to this standard requires a deep commitment to science and a fundamental understanding of our products.

In 2021, we adopted a formal policy for the responsible and safe management of chemicals and materials in our products and operations. As the policy states, Gore is committed to improving practices and implementing tools to manage chemicals and chemical information as part of our continual improvement efforts.

We are now implementing a consistent global tool for managing safety data sheets across all our manufacturing plants. Rollout was completed in the U.S. during 2023 and is scheduled for completion in remaining locations by mid-2024.

The benefits include improved access to health and safety information, and a faster, automated process for assessing new chemicals as they come into our plants and enter ongoing chemical inventory management.

Related goal

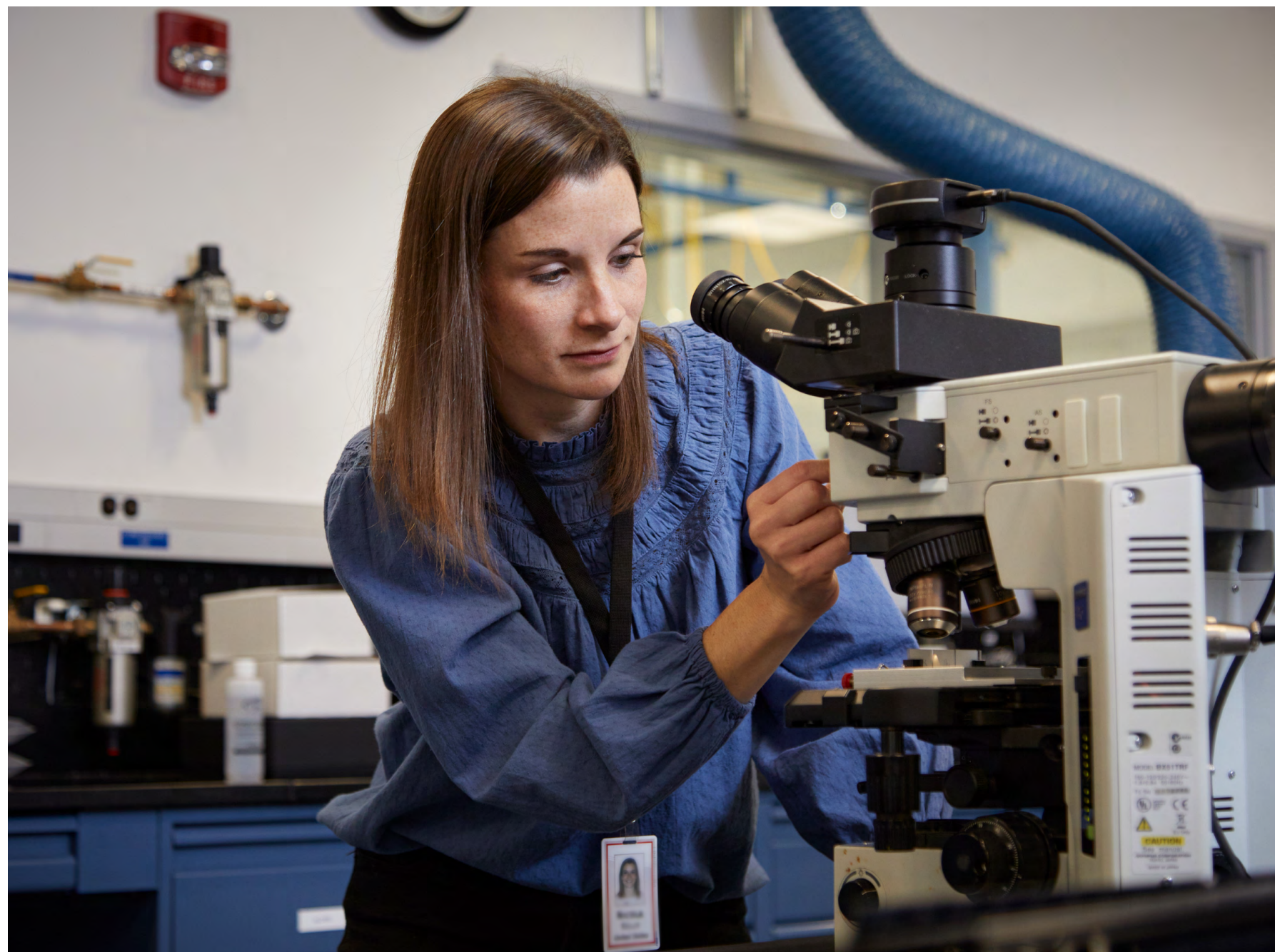
Eliminate PFCs of Environmental Concern from our consumer fabrics portfolio by 2025.

The global tool also enables us to capture regulatory requirements across the countries where we operate in a single system, streamlining the compliance management process and setting a standardized framework for collecting reporting data from our suppliers moving forward.

Managing chemicals

Our chemicals policy also includes a commitment to maintaining a Gore list of banned and restricted substances, reflecting the emphasis across the enterprise on supply chain management, along with Gore's Supplier Code of Conduct.

Assessment tools developed by our Product and Chemical Stewardship team for this purpose are now a fully integrated and mandatory part of the new product development process in our Performance Solutions and Fabrics divisions.¹



¹ Our Medical Division follows its own NPD process, guided by specific regulatory demands relating to medical devices.

Energy & Carbon Emissions

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

We are committed to achieving a 50% reduction in scope 1 and 2 carbon emissions—those emissions that are within our control, either from burning fossil fuels in our operations or from the electricity, heat or steam we purchase—by 2025 and a 60% reduction by 2030. Our ultimate goal is to achieve scope 1 and 2 carbon neutrality by 2050.

We aim to achieve this by focusing on the following four areas:

- Improve practices and define guidelines for low-carbon solutions, e.g. building and equipment guidelines.
- Further develop the central energy and GHG database (GHG Inventory) and implement energy data systems in all regions.
- Support the divisions in meeting their energy reduction goals.
- Work to increase the use of renewable electricity in manufacturing facilities to 100% by 2025.

Carbon emission goals Gore enterprise and our Fabrics Division

Enterprise goals

Scope 1 & 2
50%
by 2025

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



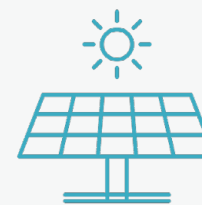
Scope 1 & 2
60%
by 2030

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



Scope 1 & 2
carbon neutral
by 2050

Goal 3: Work toward carbon neutrality by 2050 (scope 1 & 2 emissions).



Fabrics Division goals

Scope 3
35%
by 2030

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



Scope 3 goals

In addition to these enterprise-wide scope 1 and 2 carbon reduction goals, our Fabrics Division has set an additional goal for scope 3 carbon emissions. Moreover, in 2023, for the first time, we extended our focus beyond our Fabrics Division to screen scope 3 emissions across the enterprise.

Following extensive engagement with relevant functions and experts, comprehensive data collection and detailed calculations, we now have a deeper understanding of the magnitude of our enterprise scope 3 emissions and the associated uncertainties, laying the groundwork for informed decision-making.

Going forward, we plan to focus on further enhancing the quality and granularity of carbon data and making this accessible for all stakeholders, underscoring our commitment to responsible and science-based reporting practices. Finally, we are exploring similar goals across our other divisions.

Collaboration on climate change

The Gore Performance Solutions Division has become a member of the Semiconductor Climate Consortium, the first global ecosystem-wide effort to accelerate the response of the semiconductor industry to climate change. The consortium aims to provide support and opportunities for collaboration in areas including reporting and accounting for emissions, target-setting and finding innovative ways to use microelectronics to tackle climate change, and driving forward efforts to reach net zero.



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

We have adopted a science-aligned approach to address our reduction in greenhouse gas (GHG) emissions³ and we follow the GHG Protocol Corporate Standard to calculate our emissions. Target reduction percentages are based on our consumption levels in 2016.

Progress is measured against a number of key performance indicators (KPIs). Facility-related carbon reduction goals at an enterprise level for scope 1 and 2 emissions are tracked against our 2025, 2030 and 2050 reduction goals from our 2016 baseline. Each of our divisions measures energy consumption and has established KPIs to track progress toward our 2025 and 2030 goals.

In total, we are tracking more than 95% of scope 1 and 2 carbon emissions, and we continue to work to expand this to incorporate further sources of emissions, including those related to company vehicles and sales offices.

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

In 2023, our total scope 1 and 2 carbon emissions were 107 ktCO₂e. Compared with 2022, scope 1 emissions fell by around 4%, while scope 2 fell 34%, largely due to renewable energy contracts in Arizona in U.S. West, and Japan. Carbon intensity—GHG emissions in relation to business metrics, in this case full-time employees (FTE)⁴—has dropped 49% since 2016 and by 21% compared with 2022.

Energy consumption accounts for almost all of our scope 1 and 2 emissions, so we have a range of projects and programs in place to ensure we source and consume energy in an efficient and responsible way. In 2023, these initiatives contributed to significant reductions in emissions.

Total energy consumption

In 2023, our total energy consumption was 496,000 megawatt hours (MWh), a decrease of 3% compared with adjusted consumption in 2022.

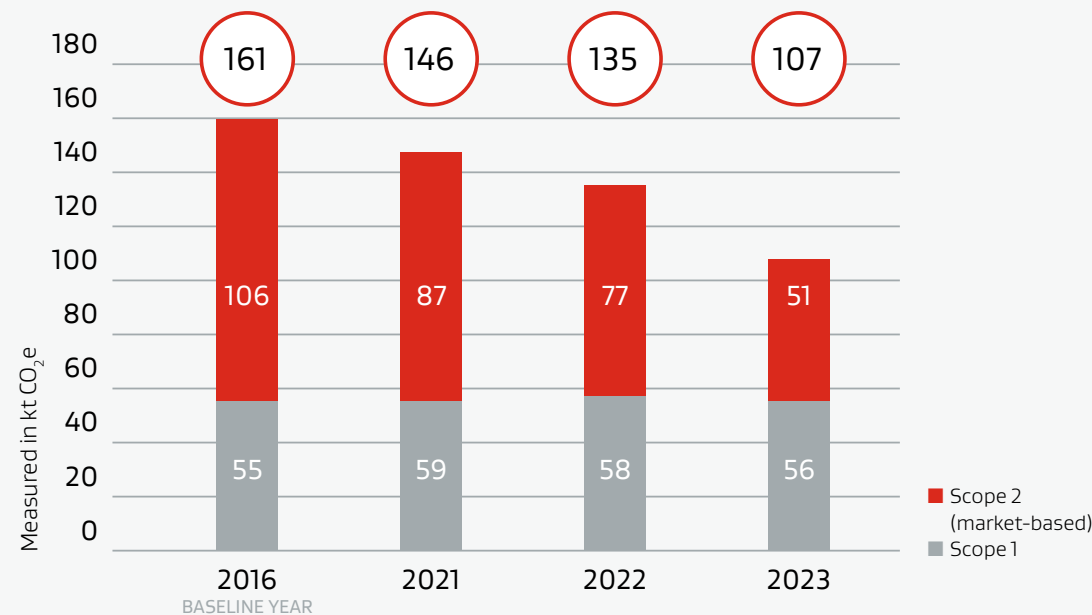
We also made significant improvements in energy efficiency: our intensity figures, based on energy consumption per FTE, have dropped by around 23% since 2016 and by 2% from 2022 to 2023. The main absolute reductions in 2023 came from activities at our facilities at [Shenzhen, Elkton and Putzbrunn](#).

⁴As at 31 December each year.



Carbon intensity—which expresses GHG emissions in relation to full-time employees—reduced by 21% in 2023 vs. 2022. It has dropped by 49% since 2016.

Scope 1 & 2 carbon emissions



Scope 1 & 2
-21%

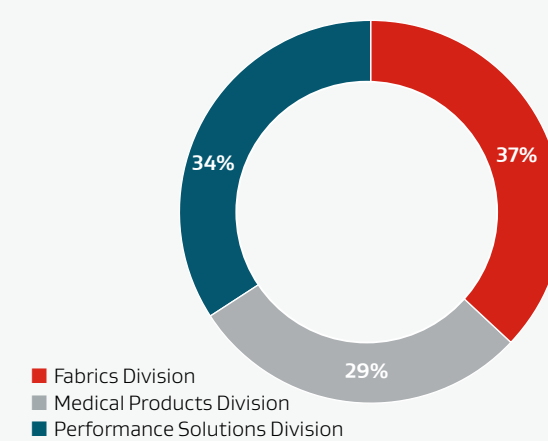
In 2023, our combined scope 1 and 2 emissions decreased by around 21% compared with 2022.

Scope 2
-34%

Key reduction driver: New renewable energy contracts coming into effect at our facilities in U.S. West and Japan.

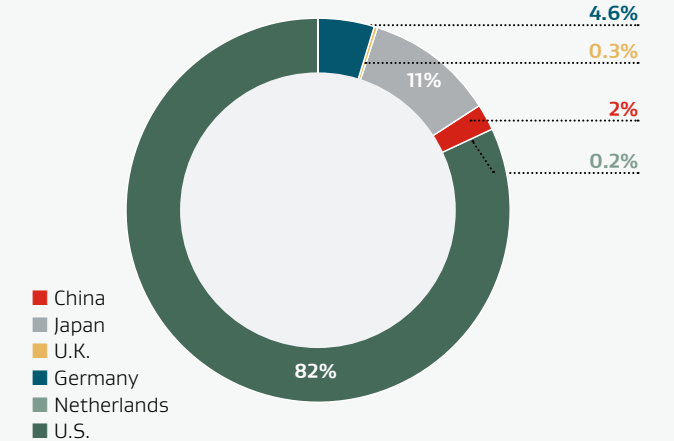
Note: In 2022, we added steam consumption to our carbon accounting. Within “fuel consumption”, we also started to account for naphtha. As a result, our scope 1 emission numbers rose from 52 to 56 ktCO₂e in 2020; and from 55 to 59 ktCO₂e in 2021. Baseline data were accordingly corrected from 53 ktCO₂e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

Scope 1 & 2 carbon emissions by division



Our newly developed internal Carbon Reduction Dashboard provides visibility into fossil fuel use on a divisional level (scope 1) and emissions from generating electricity, heat or steam purchased by Gore on an enterprise level (scope 2).

Scope 1 & 2 carbon emissions by country



Gore manufacturing plants located in the U.S. are responsible for the largest percentage of our scope 1 and 2 carbon emissions, primarily due to the higher number of facilities located there.

Electricity consumption

In 2023, 225,000 MWh of electricity was consumed, including own-generated electricity from on-site photovoltaic systems. Approximately 44% of this came from renewable sources. This significant improvement over 2022, when 26% of electricity was from renewables,⁵ is a result of new renewable electricity purchasing contracts that came into effect in 2023, including at our facilities in Arizona.



In recognition of our local green energy efforts in Shenzhen, Gore was invited to attend the opening ceremony of the newly established Green Certificate and Green Electricity Service.

In Shenzhen, China, our Futian Free Trade Zone plant purchased 100% renewable electricity, making significant progress toward its goal to reduce facility-related carbon emissions by 60% no later than 2030. In recognition of our progress, Gore was invited to attend the opening ceremony of the new Shenzhen Green Certificate and Green Electricity Service. We also signed a cooperation agreement for a long-term partnership with the Service.

Looking ahead, our aim is that 100% of our electricity for our manufacturing facilities comes from renewable sources by 2025. With further significant renewable energy contracts coming into effect in 2024, including at our U.S. East facilities, we are well on track to meet that goal.

Fuel consumption

Fuel consumption presents an opportunity for additional progress. We currently do not source any of our fuel from renewable sources, due to limited availability. Each of our divisions is committed to reducing absolute energy use from fossil fuels (scope 1) by at least 3% each year to achieve an overall 30% reduction by 2030 compared with the 2016 baseline.

In 2023, 268,000 MWh of energy consumed was derived from fossil fuels. This comprised 84% natural gas, 7% liquid petroleum gas (LPG), 4% naphtha, 4% kerosene and less than 0.1% related to other fuels.

We continued to drive forward efforts to increase efficiency and reduce consumption, including through local projects to improve heat recovery, heating and cooling systems and process heat applications based on the results of energy audits conducted in 2019 and 2021.

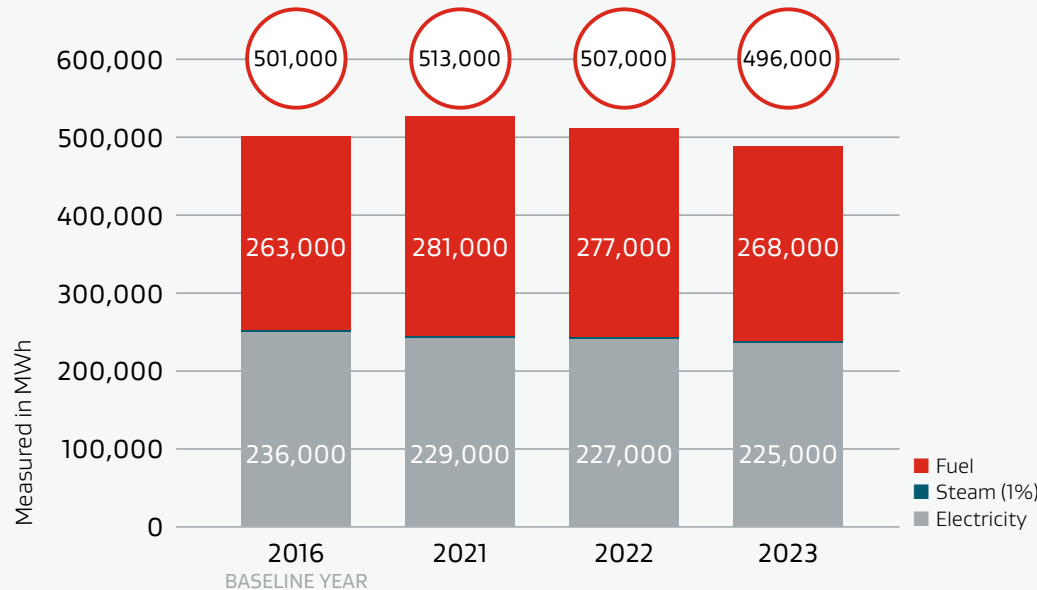
For example, our manufacturing plant in Shenzhen installed a heat recovery chiller that utilizes waste heat from cooling processes for the plant’s hot water system. This has significantly reduced the load on the natural gas hot water boilers and resulted in a reduction in natural gas consumption at the facility of more than 40%.

We also reduced natural gas consumption at our Elk Creek Campus in the eastern U.S. by around 50% by making upgrades and optimizing the operation of the heating system, while ongoing work to the heating systems in our Putzbrunn cluster in Germany delivered a further 25% reduction in consumption.

In Putzbrunn III alone, replacing the old gas-fired steam boiler with a new electric steam generator will save another 925 MWh of natural gas each year, cutting consumption by almost 17%, ahead of the project target of 15%. In the same plant, we are also replacing old ventilation systems with new systems that offer heat recovery. More regular monitoring across the cluster is supporting further optimization of plant operating times.

⁵Based on the latest information provided by our electricity suppliers (U.S. East), we have recalculated our 2022 renewable electricity rate from 35% to 26%.

Energy consumption matrix by source



Renewable electricity usage

- 44%** Around 44% of electricity consumed across Gore in 2023 was from renewable resources.
- +9%** Renewable electricity consumption is up 9% on 2022, largely due to the new purchasing contracts that came into effect in 2023.
- 100%** **Highlight:** Our Futian Free Trade Zone plant in Shenzhen purchased 100% renewable electricity in 2023.

Fuel consumption

- 4%** Increased efficiency efforts drove our total fossil fuel consumption down by 4% in 2023.
- 40%** **Highlight:** A new heat recovery chiller pump at our Shenzhen facility resulted in a 40%-plus reduction in natural gas consumption.
- 50%** **Highlight:** Upgrades to the heating system at our Elk Creek Campus in the eastern U.S. cut natural gas consumption by around 50%.

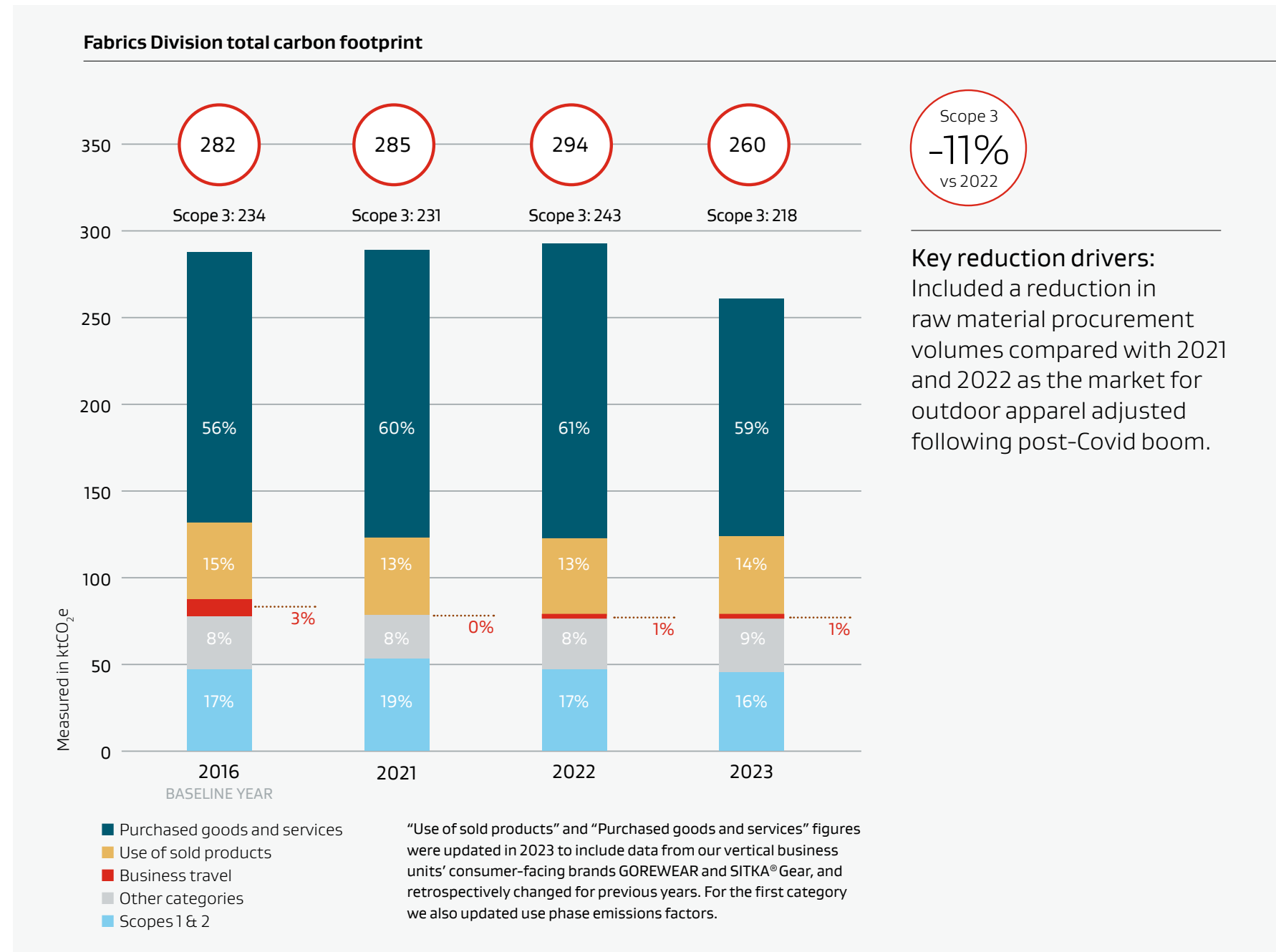
Fabrics Division: Scope 3 Carbon Emissions

In 2020, the Fabrics Division set a goal of reducing its scope 3 carbon emissions by 35% by 2030, taking 2016 as a baseline, in recognition of the high share of upstream and downstream carbon emissions typical for the textile industry. The goal is a science-aligned target that follows both the Science Based Target initiative’s (SBTi) Apparel and Footwear Guidance and the GHG Protocol Corporate Standard guidance.

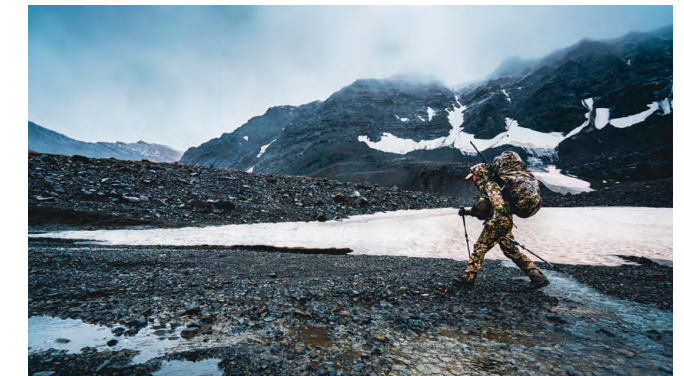
This year saw an overall reduction in scope 3 carbon emissions of 11%. This was driven by a number of factors, including a reduction in raw material procurement volumes compared with 2021 and 2022, as the market for outdoor apparel adjusted following the immediate post-Covid boom.

However, we also saw a significant increase in the proportion of recycled materials procured from our suppliers. Some 50% of the polyester we buy is now recycled, while the amount of recycled nylon purchased more than doubled compared with 2022.

We made significant progress in further ramping up the share of recycled and solution-dyed fabrics in our product portfolio, resulting in tangible reductions to both carbon footprint and water consumption. Considerable efforts have gone into ensuring the continued performance and quality of our products, creating a strong foundation for more increases in recycled content in the future.



Our use phase emissions figures now include data from our vertical business units, which are responsible for our GOREWEAR and SITKA® Gear brands.



We also continued our work to improve the transparency and robustness of the data we gather on our carbon emissions, in line with our [stated priorities](#). This year, for the first time, our use phase emissions figures include data from our vertical business units’ consumer-facing brands GOREWEAR and SITKA® Gear.

Historical figures have been adjusted to reflect this new methodology. The units also completed a project with an external consulting firm aimed at establishing a commitment and comprehensive approach to carbon reduction that aligns with Gore Fabrics Division and enterprise goals.

Our efforts to reduce carbon emissions also included a series of workshops within our technical-oriented fabrics (TOF) business unit, focused on in-depth carbon reduction education and collaborative action. Involving a cross-functional team of 70 Associates, the sessions proved valuable both in terms of building capacity and expertise within the team and enabling carbon emission measurement and management within our product plans and roadmaps.

For core product categories across our TOF portfolio, we now have carbon footprint measurements in place for products today and over five-year product roadmaps. As we continue along our carbon reduction journey, we are also building and activating a robust plan to help fuel our efforts to meet our overall goal.

As we look ahead to our 2030 goal, our priority remains tackling carbon emissions related to our raw materials. We continued to focus on data disclosure, with suppliers required to sign up to the Higg Facility Environmental Module (Higg FEM), which provides a standard framework for measuring and evaluating environmental performance in the apparel, footwear and home textile industries. Starting in 2024, those direct suppliers identified as higher contributors to the Fabrics Division scope 3 carbon footprint must also provide data on their own suppliers via the Higg FEM framework.

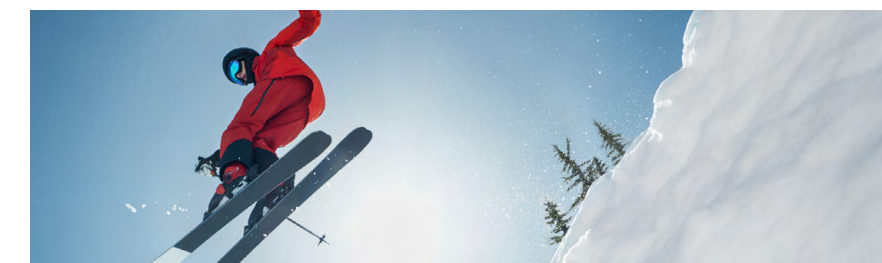
Key focus

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

- Work with the supply chain to lower energy consumption and develop pathways to switch from fossil fuel to renewable electricity supply while increasing efficiency and reducing plant carbon emissions.
- Continuously optimize product design and material choice.
- Increase data quality and transparency across the value chain by using and promoting Cascale’s⁶ Higg facility tools (Higg FEM and FSLM) and Higg product tools (Higg MSI).



⁶Cascale is the global nonprofit alliance empowering collaboration to drive equitable and restorative business practices in the consumer goods industry. Previously known as the Sustainable Apparel Coalition, Cascale owns and develops the Higg Index and a unified strategy for industry transformation.



Collaborating for progress

We continued to take a leadership role within the industry, partnering with other leading brands on a range of supplier initiatives. This included co-funding a research project led by the Outdoor Industry Association Climate Action Corps and involving four leading outdoor brands. The project set out to explore how technology including electric heat pumps and boilers can reduce reliance on fossil fuels—a particular challenge for textile manufacturers in the Asia-Pacific region. Around 200 suppliers took part in a series of webinars to share the project findings. A follow-on research project is underway to develop a tool to support manufacturers in identifying and sourcing the technology that best matches their needs.

We are also supporting suppliers in a global carbon reduction program hosted by the Apparel Impact Institute’s Carbon Leadership Program. The first cohort of suppliers came from the Asia-Pacific region, and one has since published an SBTi-validated goal. We are now working to execute on action plans with the first group and enrolling a second group of suppliers to the program, this time from Europe.

Finally, we have been participating in a project run by the Sports Tech Research Centre at Mid Sweden University and the MISTRA Sports & Outdoors Project to establish a universally accessible industry standard for gauging product durability across the entire lifespan of a garment. More than 45 organizations within the sports, outdoor and workwear industries are involved to ensure the method’s relevance across both the consumer and professional markets. The project is due to complete in 2026.



Setting a Standard for Environmental Health & Safety

Our Environment, Occupational Safety and Health (EOSH) Policy sets out our commitment to continually improving environmental health and safety performance, including water protection and waste management, across all areas in which we operate.

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

We are implementing a systemic approach to environmental management systems based on recognized international standards such as ISO 14001 that allow us to set goals, implement activities and measure impact. The standard also supports the systematic gathering of data, including on energy consumption, that can be used to set KPIs for individual facilities as part of our overall carbon reduction efforts, as well as supporting initiatives to manage water consumption and waste generation.

To date, 44% of our manufacturing plants have been certified to ISO 14001, up from 39% in 2022, including all plants within our Fabrics Division and all but one within our Performance Solutions Division.

With another two plants recently certified under the multi-site certification in the first quarter of 2024, we are well on the way to our goal that all manufacturing plants be certified to ISO 14001 by the end of fiscal year 2027.⁷ Looking ahead, the focus will now shift to certification of plants within our Medical Products Division.

Water management

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

An assessment in 2021 revealed that water usage is not a significant part of Gore’s manufacturing operations, and so historically our focus has been on managing wastewater discharges. However, there are areas where water withdrawals may impact available resources, including those identified as water-stressed by the World Resources Institute’s Aqueduct Water Risk Atlas, and in our Fabrics Division, which uses water-based manufacturing processes.

The EH&S team has developed a global Water Protection Standard to identify, assess and manage risks related to water withdrawal and discharge. It also sets a requirement for facilities to measure and track all water usage and discharge in their operations, as well as following local regulations regarding water discharge.



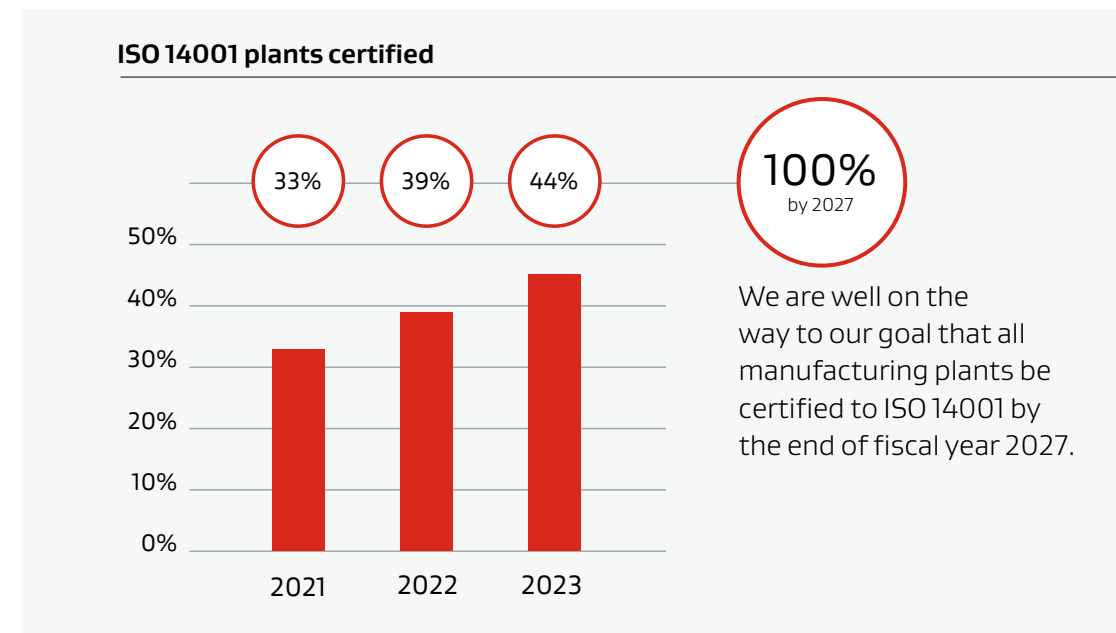
Saving water at Putzbrunn

Our Putzbrunn III facility introduced a new cleaning process for its rollers, which apply adhesives to textiles. Rather than using a plasticizer and water jet to remove the leftover adhesive, the rollers are now being cleaned with a laser. In addition to eliminating water use, the process also cuts energy use by 75%.

Cherry Hill

In 2023, Gore began working cooperatively with the Maryland Department of the Environment (MDE) following reports of the presence of perfluorooctanoic acid (known as PFOA or APFO) in wells near our Cherry Hill facility. Gore takes these reports very seriously and hired a global environmental consulting firm to develop a detailed plan to conduct groundwater testing on Gore property located in Cecil County, Maryland and in the community near these

facilities. These plans were shared with MDE and the work is ongoing. As a longstanding member of the community, our commitment to operate as a responsible enterprise extends beyond the walls of our facilities and into the communities where we live and operate. This commitment continues to guide our interactions with MDE and the community on this important issue. Updates on our efforts can be found at [Gore Forward](#).



⁷ Note this deadline has been extended by two years to allow time for our divisions to transition to our new organizational structure.

Managing waste

Manufacturing operations produce waste. At Gore, we work to manage waste responsibly through proper waste-handling processes, ensuring accurate waste characterization and preventing accidental releases.

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

Minimum performance requirements are set out in Gore’s Global Waste Management Standard. We have also instituted various checks in many of our plants to ensure proper management of waste, including routine internal inspections of storage areas and waste labeling. Collection processes are subject to third-party audits for compliance or ISO conformance, and we also partner with reputable waste brokers to ensure the waste is handled properly when it leaves Gore’s facilities.



Greenovation 2024

We participate in the Kimberly-Clark RightCycle™ Program, which converts used gloves and other personal protective equipment into other consumer products. Through this program, Gore facilities—including plants in Elkton, Phoenix and Flagstaff—diverted around 47 tons of nitrile gloves from landfill in 2023, winning the 2024 Greenovation Award as a result. This is an increase from 2022, when 42 tons of gloves were recycled, as a result of more facilities joining the program. Gore is the biggest contributor to the program in the U.S.



Waste generation and disposal

Gore manufacturing plants in the U.S., Germany, the Netherlands, China, Japan and the U.K. recorded around 8,400 metric tons of waste in 2023, 82% of which was categorized as non-hazardous.⁸

The total amount of reported waste generated was 64% higher than we reported the previous year. For 2023 we are disclosing for the first time data from Japan and the U.K., which collectively accounted for 18% of the global waste generated. In the U.S., our plants reported an increase of 78%, largely due to improvements in the data-gathering process such as reporting on new waste streams that were not previously included. In China, waste was reduced by 11%.

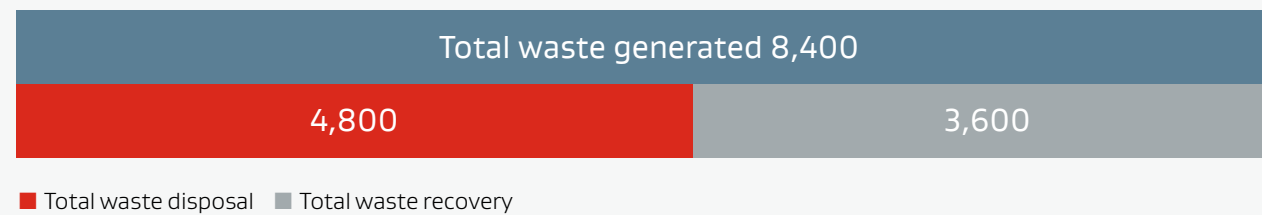
In each country, methods of disposal take into account local legislation and infrastructure availability, as well as current best practices. Gore’s EOSH Management System will enable improved waste categorization by tracking waste disposal methods, providing greater visibility.



PTFE recycling at Cherry Hill

As part of our longstanding polytetrafluoroethylene (PTFE) recycling program, work is underway at our Cherry Hill facility to find the most efficient way of drying PTFE scrap, removing lubricants used for shaping and forming so the material can be recycled and used to develop other products rather than going to waste. Trials are ongoing at the facility, which has potential capacity to process up to 2.25 tons of scrap each month. We are also looking at partnering with another Gore plant, which would increase capacity to 4.5 tons monthly.

Waste generated by composition (metric tons)



82%

Of the 8,400 metric tons of waste recorded at our manufacturing plants in the U.S., Germany, the Netherlands, China, Japan and the U.K., 82% was categorized as non-hazardous and 18% as hazardous.

⁸Waste is categorized as hazardous or non-hazardous according to country legal definitions and GRI Standard guidance.



ENHANCING OUR SOCIAL IMPACT

Our principle of Fairness, which emphasizes “striving to be fair with each other and everyone with whom we do business”, underscores how our values extend outside our organization, to our communities, our customers and everyone in our supply chain. At the core of social responsibility lies our dedication to fairness and integrity. We all have a part to play in ensuring that our business operations and interactions—including with our Associates, customers, communities, suppliers, regulators and others—have a positive impact.

Related goals

Talent recruitment, retention & engagement

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

Employee & supplier diversity

- Achieve year-on-year increases in Medical Division spend with diverse suppliers.

Safe, healthy workplaces


- Improve and expand DART metrics.
- 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.

Supply chain due diligence

- Establish Supplier Code of Conduct by end 2022 and drive contractual alignment with direct suppliers.

Section highlights

100% Full marks on the Human Rights Campaign Corporate Equality Index

 First year for which we can provide global DART rates for workplace incidents

RELATED UN SDGs



Associates & Culture

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

At the end of 2023 we had nearly 13,000 Associates across the regions where we operate. All support our commitment to solving our customers’ challenges, reflected in our shared promise: *Together, improving life.*

The Gore Culture Survey

Our global, annual, anonymous Gore Culture Survey is our primary measure of Associate experience, and a valuable indicator of

organizational health. Our latest survey was carried out in January 2024, with 78% of Associates providing input on their experience over the past year using three indices: Associate Engagement, Leadership Capability and Inclusion.

Our results in each of these areas declined, influenced by organizational changes announced in late 2023. While we believe that these changes will enhance Associate engagement in the long term, we understand that it has not been an easy process to navigate.

Our Associate Engagement Index recorded 74% favorable responses, below our 80% target, while our Leadership Capability Index scored a 73% favorable rating. On the topic of sustainability, 74% of Associates responded favorably to the statement “my team considers social and environmental sustainability in the work they do”. We also see continued pride in Gore’s products (94%).

Each year, survey results help inform areas of focus and action plans. The latest results will be integral to a series of upcoming culture focus groups planned across Gore.

Measuring our global attrition rate is another way we can review the dynamics of our organization. Our overall global attrition rate—defined as the departure of Associates from Gore for any reason—was a little under 6% (6% male and 5.3% female) in 2023, slightly lower than in 2022. We are committed to supporting retention by creating and maintaining an inclusive work environment that welcomes and nurtures unique talents and perspectives.



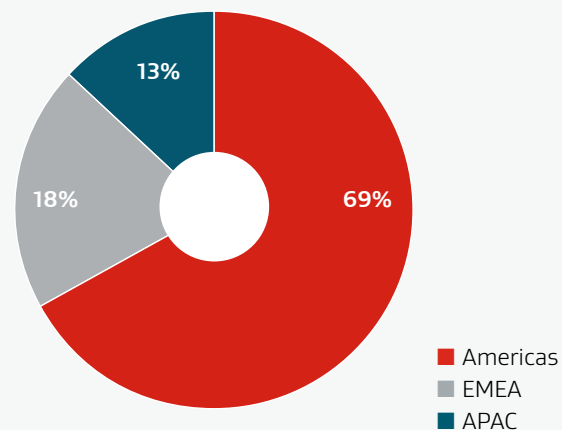
External recognition

Taking part in Great Place to Work® surveys gives another insight into how Associates experience Gore. After the publication of our last Update, we earned Great Place to Work® certification in the U.S. and also ranked #9 on the U.S. list of best workplaces in manufacturing and production.

We also earned certification in multiple other categories and regions –see boxout below. Rankings are based on Associate feedback, benchmarked against responses from employees at other participating companies. The awards below show the year recognition was granted, but are based on the previous year’s performance.

We scored 100% on the Human Rights Campaign’s Corporate Equality Index, which “evaluates a company’s LGBTQ+ workplace inclusion policies.” We were also named as a leader in LGBTQ+ inclusion by the Human Rights Foundation.

Associate population by region



A great place to work



Based on 2023 Great Place to Work® surveys, in Italy, we rank among the best workplaces for women and #6 among employers with 50-149 employees. In Germany, we are #20 among companies with 501-2,000 employees; #7 on the list of Best Employers in Manufacturing & Industry; and #6 on the regional list for Bavaria. In Greater China, we rank among the best workplaces overall and for women, as well as a top workplace in Hong Kong.

Equity and compliance

Our Associates’ Standards of Ethical Conduct (ASEC) set out our commitment to high ethics and integrity in all aspects of our business, and provide guidance on dealing with concerns regarding harassment, bullying and discrimination. The guidance is updated regularly.

In addition, our Integrity Helpline is a resource that enables Associates to report concerns, raise issues, ask questions or report any conduct believed to violate our ASEC, other policies and procedures, applicable law or fair employment practices.

In 2022, we formalized a global Anti-Discrimination, Anti-Harassment and Anti-Retaliation Policy and implemented Preventing Workplace Harassment training for all U.S. non-manufacturing Associates. The phased rollout continued in 2023 with training for U.S. manufacturing Associates and all Associates outside the U.S. Associates globally participated in Preventing Sexual Harassment training in 2023.



Better Together remodeled

We continue to see a mix of in-person, hybrid and remote work arrangements across Gore while moving toward increased in-person collaboration—recognizing that our collective strength is greater when we have the chance to regularly interact and learn from each other.

Our updated “Better Together” model includes hybrid options of three or four days per week in a plant when this arrangement makes sense based on the role and business needs. Associates who work in (or directly support) manufacturing are fully on-site, while fully remote options remain for select commitments such as field sales.



Our new beehives (above) and bicycle servicing stations (right) at Putzbrunn are the direct result of consultation with Associates



Associates for sustainability
Our Grassroots Sustainability Associate Network (GSAN) marked its first anniversary with several initiatives, including a local crowdsourcing campaign in Germany inviting Associates to share their ideas on how to improve Gore’s environmental footprint at plant or cluster level.

Of the nearly 60 ideas received, a number have already been implemented, including setting up beehives at three of our sites in Germany (Putzbrunn, Pleinfeld and Buki) and installing two new bicycle service stations and shelters (also at Putzbrunn). In the U.S., the GSAN hosted events at our U.S. East and U.S. West sites to raise awareness of the benefits of electric vehicles and the availability of charging stations at Gore facilities.

GSAN teams in the U.S. are also supporting the move to more sustainable workplace mealtimes and coffee breaks, by reducing single use plastics, promoting the use of reusable or compostable alternatives and offering more recycling options. Read more about our [Associate diversity networks](#).

Talent & Leadership Development

At Gore, Associate development is embedded in the culture, reflecting our belief in the potential of each individual. Our emphasis on learning and development reflects the importance of “growing in knowledge, skill and scope of responsibility”—our Freedom principle.

All Associates have access to an array of learning solutions, including classroom-based learning, virtual learning, e-learning and blended approaches. Development is supported through an ongoing partnership between the Associate, their leader and their sponsor.

Professional and leadership development solutions are available via a global, centralized Talent Development portal. This includes a comprehensive suite of onboarding programs and Associate and leadership development learning journeys comprising modules that target specific competencies and/or support organizational goals. On average, each of our Associates undertook 12 hours of professional development training in 2023 utilizing our enterprise learning portal. Functional and technical learning is organized at divisional level and accounted for separately.

Through our Tuition Reimbursement program, we also offer financial support for Associates wishing to pursue their education in areas that support our current and future business needs.

Learning and development in numbers



Enterprise Associate training

Unique users	13,657
Total hours of training ²	163,500
Average hours per user	12

Trusted partner training

Unique users	1,015
Total hours of training ³	1,600
Average hours per user	2

Leader training

Unique users ⁴	717
Total hours of leader training ⁵	16,419
Average hours per user	23

²Including leadership training courses and LinkedIn courses.

³Including LinkedIn courses.

⁴May have taken more than one leader class.

⁵Not including LinkedIn courses.

Support for onboarding

Two new initiatives this year aim to support Associates through the onboarding process. For new Associates, the new Digital Portal for Associate Onboarding, accessed via GoreCONNECT (an internal app for Associates), enables new hires to stay connected and tap into a regular feed of information relating to topics covered during their orientation. For Associates moving to a leadership commitment, the digitally enabled, global New Leader Onboarding program places new leaders in cross-divisional, location-agnostic cohorts so that they can build their skills in a wide community of support they can leverage beyond their onboarding.



In 2023, we released 1,600 new e-learning courses on topics including leadership, communication, collaboration, AI, inclusion and facilitation skills.

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

Leadership development

Our goal is that our Associates believe in their leaders, with the aim of achieving a score of at least 80% “favorable” in the Leadership Capability Index of our Culture Survey. The results of our latest Culture Survey show a score of 73%. As we move forward our focus is on helping to build leadership capabilities and talent with a focus on:

- giving leaders the foundational learning they need to lead effectively
- providing all new leaders with a more consistent and engaging onboarding experience
- sharing updated leader expectations, with focused development on the leadership practices that are critical to transformation
- strengthening talent management tools and processes
- leveraging a suite of assessment and coaching resources to accelerate leader development

Targeted leadership programs

Our LEAD program is intended to support Associates making the transition to a leadership role. Under the LEAD umbrella, individual programs are designed to meet the needs of leaders and product specialists at different levels of our organization. The 12-month curriculum combines blended learning sessions, individual and group exploration of what it takes to be an effective Gore people leader, role- and project-based development experiences, and personalized coaching. In 2023/24, 79 Associates took part in a total of four leadership programs worldwide, with each receiving around 100 hours of development time.

Manufacturing Area Leadership Development is a global program designed to equip area leaders—defined as those providing direct support to Associates in manufacturing or manufacturing support functions—with the foundational skills needed to lead successfully in a manufacturing environment. In 2023/24, 196 Associates completed a 19-week program of coaching and support from experienced leaders in manufacturing and support areas.



Diversity, Equity & Inclusion

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

Gore’s commitment to treating all Associates as individuals worthy of respect, regardless of background or other characteristics, began 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.

Globally, we have 20 Associate-led affinity networks that cultivate an inclusive environment where all Associates can maximize their potential. In EMEA, we also have an inclusion council that comprises senior leaders driving inclusive policies and supporting networks within the region. Efforts are currently underway to establish inclusion councils in the Americas and APAC.

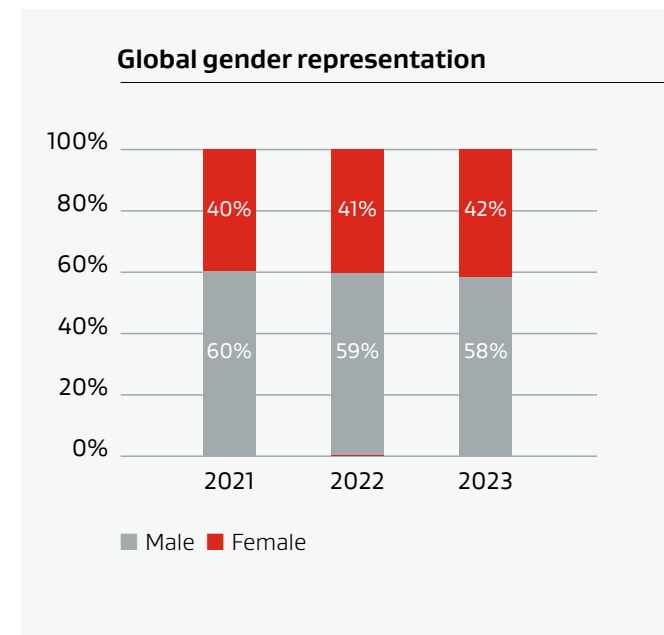
Both networks and the EMEA council utilize our annual diversity, equity and inclusion report, an internal resource that includes the latest data on diversity at Gore, to identify and set goals that encourage all Associates to engage with diversity efforts across the organization.

This approach is designed to help us assess our current state, set priorities and measure progress. Last year, we continued to focus on gender and LGBTQ+ inclusion, making progress and gaining external recognition for our work. The proportion of female Associates in the enterprise was 42%, a slight increase of 1% when compared with 2022.

We achieved a 100% score from the Human Rights Campaign on their LGBTQ+ Corporate Equality Index. Gore was also named one of the best places to work for women in Italy and Greater China.

Inclusion in action

In 2023, efforts to promote inclusion were ongoing across all our divisions. The Fabrics Division continued to drive unconscious bias and inclusive leadership training for all cross-functional business teams, with leaders required to attend an inclusive behaviors workshop and use the “Inclusive Self-assessment” to identify a goal to add to their performance and development plan.



Fabrics continues to focus on gender inclusion as well as increasing diversity by utilizing enterprise diversity, equity and inclusion sourcing strategies and resources. The focus for the next year will be to implement the role of equity champion in the hiring and selection process to mitigate unconscious bias.

The Medical Division DE&I Stewardship team focused on developing hiring champions and leadership accountability. More than 800 leaders in the U.S. attended orientation sessions for the “Conduct Management Expectations for Leaders” program. Leaders are also required to set an inclusion-related performance goal.

Within the Performance Solutions Division, specific focus areas included ensuring divisional project teams include diverse representation, revising language in job descriptions to be more inclusive, reviewing practices to identify and remove potential bias, and expanding the candidate pool for finding talent.

The division is in the process of rolling out inclusive leadership and unconscious bias training, as well as running Building Relationships Across Differences programs across business teams and functions. Around 240 Associates in Pleinfeld, Germany, have already completed unconscious bias workshops as a result of this effort.



Celebrating diversity

Throughout the year, our Associates organized and participated in events and activities aimed at raising awareness and celebrating the diversity of our community. For Black History Month in February, our African American Business Network hosted book discussions, provided educational resources and sponsored in-person events to connect as a community.

Associates participated in Pride events around the world, including Sydney’s Gay and Lesbian Mardi Gras and Pride Festivals in Delaware, San Francisco, Phoenix and Flagstaff. For International Women’s Day on March 8, Associates organized virtual and face-to-face events on the theme “Embracing Equity”, aimed at raising awareness about discrimination and freeing the workplace of bias and stereotypes.

Associate engagement

Another way we strengthen engagement around topics related to diversity, equity and inclusion is by supporting our Associate-led diversity networks. We currently have 14 active networks across the U.S., including the Grassroots Sustainability Network and our newest group, the Middle Eastern and Northern African Network.

In addition to the diversity networks, our Diversity Mentoring program and Women’s Inclusion Council drive engagement, inclusion and development. We also support a range of other groups, including the Global Representation of Women (GROW) team, which now has representative chapters in APAC, EMEA and the Americas, the Gore Pride Alliance—which this year launched a new network in EMEA—and the newly launched DE&I Australia Team.

The APAC Roundtable series, published in 2023, brought regional Associates together to explore a spectrum of topics, from unconscious bias to gender diversity, that are relevant to Gore’s diversity, equity and inclusion journey. The series provided a space for Associates to share their experiences and perspectives and build stronger connections with each other.

Community and external engagement

Our commitment to diversity, equity and inclusion extends to how we engage with external parties and customers. Divisional efforts are underway to incorporate a DE&I lens into how we do everything from creating advertising campaigns to enrolling clinicians and patients into clinical trials. We are

also working to expand our supplier base and support diverse businesses in our communities through our U.S. supplier diversity program.

Relationships and partnerships

We maintain partnerships with student groups and job boards such as Women Inside STEM, the Society of Women Engineers and the American Indian Science and Engineering Society to recruit top talent from U.S. universities. In the U.S. in 2023, we continued our partnerships with historically Black colleges and universities. Our recruiting team built stronger relationships and expanded its presence with the National Society of Black Engineers, sponsoring the annual national conference.

This year also brought new ways of working, including exploring avenues to connect with early-career talent in EMEA, partnering with HirePurpose (an organization specializing in attracting diverse talent) and continuing to implement our action plan in Japan to engage women in the workplace.



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Talent and recruitment

Across our business, intentional effort, improved processes and data-driven decision-making support the hiring of qualified talent that reflects the changing needs of our business. We continue to work with a range of organizations to help us achieve this goal.

Safe, Healthy Workplaces

We are dedicated to 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.

To ensure progress toward these goals, leaders are required to regularly evaluate performance and set targets as part of our Environmental and Occupational Safety and Health (EOSH) Policy.

Just as with environmental management systems, we base our safety and health management approach on recognized international standards—in this case, ISO 45001—that improve our ability to set goals, implement activities and measure impact. This year, our Elk Mills 5 facility in Elkton, Maryland, became the first to start implementation of ISO 45001.

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.

Implementation of safety and health policies and procedures, including continuous improvement initiatives, is planned and supported by our global environmental, health and safety (EH&S) teams.

Our global environmental health and safety standards often go beyond the relevant legal requirements and help ensure protection for Associates regardless of location, establishing common performance expectations on safety topics such as working at heights, protective equipment, hazardous noise prevention, hazardous energy control, and chemical hazard identification and communication. We follow industry best practices, including using a hierarchy control methodology to manage risks.

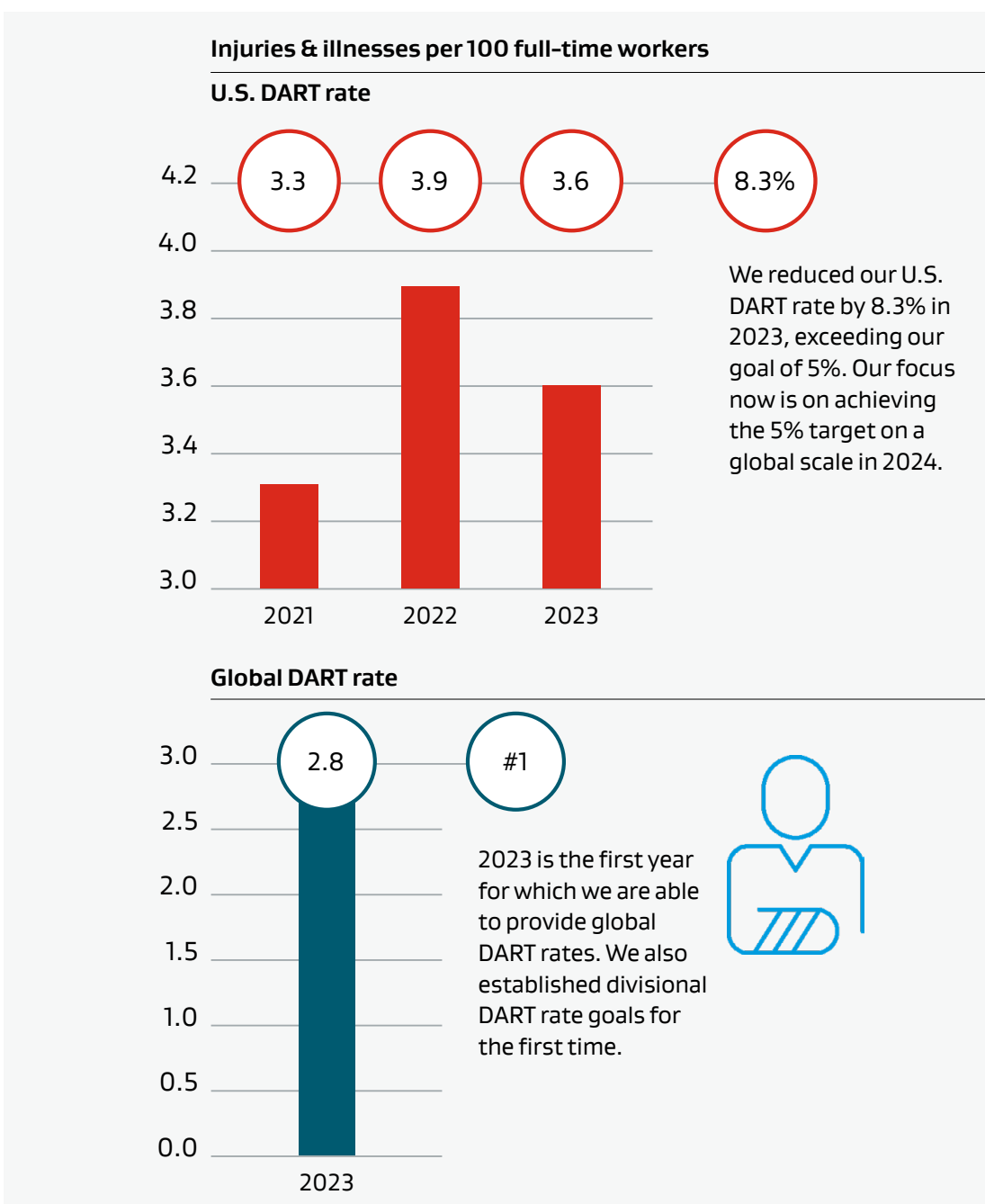
Reporting incidents

Our Associates' Standards of Ethical Conduct require all Associates to report hazards to their leader and to complete an incident report for all incidents. All Associates are encouraged to "call the process" and challenge situations or processes where they feel there is a risk of injury or believe a risk is not being properly managed.

Two global processes support the management of safety and health incidents and standards within plants, as well as for Associates working outside Gore facilities, such as sales Associates.

Global Incident Management provides a framework for reporting incidents, and work is currently underway to enable electronic reporting and documentation.

Global Compliance Obligations Planning ensures we are aware of emerging safety requirements as they become relevant to Gore in each country where we operate.



Occupational injury and illness performance

Our primary performance indicator of injury and illness severity is the "Days Away, Restricted or Transferred" (DART) rate. This industry standard metric tracks the number of recordable incidents per 100 full-time workers that result in one or more days away from work, one or more days of restricted work, or job transfer.

We capture both injuries and illnesses in our incident reporting, and measurement processes use this data to calculate our rates. 2023 is the first year for which we are able to provide global DART rates. We also established divisional DART rate goals for the first time. We succeeded in reducing our U.S. DART rate by 8.3% in 2023, exceeding our target of 5%. We are now focused on achieving this 5% target in 2024, this time on a global scale rather than just within the U.S.



Reducing risk from radiation

The Gore Medical Radiation Safety program has been updated, providing global, standardized processes and setting clear expectations around managing risks for Associates who are potentially exposed to medical X-ray radiation. The program focuses on: identifying and keeping track of relevant local legislation to ensure compliance; monitoring and assessing exposure levels; and mitigating exposure using modern personal protective equipment. Around 1,100 Associates in 42 countries have benefited from the program.

Supply Chain Due Diligence

We are true to our culture and shared promise, striving to be fair to everyone we reach with our business, including Associates, customers, supply chain partners and communities. Our sustainability aspirations and values include everyone working in our supply chain.

We are committed to conducting business operations in compliance with applicable national and local laws, rules, regulations and any other relevant statutory standards and requirements as well as international guidelines applicable to our business operations.

A cross-functional taskforce is continuously working to strengthen our supply chain due diligence program that aims to identify, prevent, mitigate or eliminate human rights and immediate environmental risks. Key elements include our Enterprise Human Rights Policy, released in 2023, and our Supplier Code of Conduct (CoC), which sets our expectations related to ethical practices, human rights, environmental management and legal requirements.

This year, we achieved our goal of ensuring that the small proportion of direct raw material suppliers identified as high or medium risk in our 2021 human rights risk assessment (8.8% of the total) have either agreed to comply with Gore’s CoC or provided a code of their own that meets our criteria.

Our purchasing order terms and conditions have been revised in most regions where we operate to incorporate our CoC, further reinforcing our

expectations concerning human rights in our supply chains. Asia-Pacific finalized adoption in early 2024. We also updated our human rights risk assessment to keep abreast of the constantly changing risk landscape and to include new suppliers onboarded in the past two years. The 2023 assessment included new indices in accordance with the German Supply Chain Act, including several environmental topics.

Some 50% of our direct ingredient suppliers are located in the Americas, with the rest distributed across EMEA (35%) and Asia-Pacific (15%). For the first time, the assessment also included indirect suppliers—those from whom we procure goods and services that do not directly feed into products, such as IT support, logistics and marketing consulting.

Risk assessments provide us with a means of prioritizing further due diligence activities. For example, we will be pursuing CoC alignment with suppliers newly identified as high or medium risk in the 2023 assessment. We will also be conducting adverse media monitoring, running surveys to better understand suppliers’ resources and systems for managing risks, establishing processes for remedial actions where needed, and setting up a training program for Associates and suppliers.

 [Enterprise Human Rights Policy](#)

 [Supplier Code of Conduct](#)

 [Policy Statement for LkSG](#)



Webinars and workshops

This year, training included a mandatory webinar on modern slavery for all procurement Associates, delivered in early 2023. We also ran a workshop led by an external legal consultant on lessons learned from the first year of implementation of the German Supply Chain Act, which came into effect for Gore in Germany as of January 2024.

This information will help to inform our first report against the Act to BAFA, the German authority in charge of ensuring compliance. We published a Human Rights Policy Statement in early 2024, in line with the requirements of the Act.

We continue to review our enterprise operations to confirm that our human rights protection policies and practices remain robust.

These policies and practices are consistent with the 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, and International Labor Organization (ILO) standards.

We also follow the requirements of the applicable Modern Slavery Acts (the U.S., the U.K. and Canada) and publicly report on our efforts in accordance with those Acts. We closely follow U.S. Department of Labor guidance on forced labor.

 [Modern Slavery Statement](#)



For the first time in 2023, our human rights risk assessment included indirect suppliers, such as IT support, logistics and marketing consulting.

Independent certification and verification

Our Fabrics Division has been leveraging independent certification of its suppliers for more than 25 years. Today, we are working with two credible, internationally recognized third-party certifications. In 2023, more than 90% of total shipped product volume within our consumer fabrics business was bluesign® APPROVED and more than 99% met the OEKO-TEX STANDARD 100 certification requirements.

Gore is a founding member of the Sustainable Apparel Coalition (recently rebranded as Cascale), which developed the Higg Index to drive transparency of fair labor conditions and environmental management within the value chain for the apparel industry.

The Gore Fabrics Division uses the Higg Index for assessing and sharing the sustainability performance of our manufacturing units through third-party independent verification. In addition, two of our plants have been certified to the Global Recycle Standard, which provides third-party certification of recycled content, social and environmental practices, chemical restrictions and chain of custody.

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

Mitigating risk

The U.S. Department of Labor’s List of Goods Produced by Child Labor or Forced Labor notes that garments, textiles and footwear are at-risk sectors. Our Fabrics Division addresses this risk through our Gore Guidelines on Social Responsibility and our Supplier Code of Conduct, and by supporting our customers with due diligence over their own and supplier manufacturing facilities.

Two Fabrics Division consumer brands, GOREWEAR and SITKA® Gear, are affiliated with the Fair Labor Association (FLA), and have adopted that organization’s Workplace CoC for social compliance in garment manufacture, which also requires supplier facilities to conduct business in alignment with the code.



More than 80% of procurement Associates from our Medical Products Division have now received supplier diversity training.

This is monitored through third-party audits against FLA Compliance Benchmarks and is also independently assessed by the FLA. This year, both brands renewed their commitment to the Responsible Recruitment pledge, a joint initiative by the American Apparel and Footwear Association (AAFA) and FLA aimed at protecting foreign workers’ rights.

Also included among at-risk sectors by the U.S. Department of Labor are conflict minerals, also known as 3TG. Our ongoing membership of the Responsible Minerals Initiative (RMI) supports our Performance Solutions Division in staying abreast of emerging topics and industry best practices regarding responsible sourcing of minerals, including but not confined to conflict minerals.

In 2023, we made a Bronze-level voluntary contribution to RMI’s Assessment Fund, which helps support new smelters and refiners to engage with the Initiative.

Increasing supplier diversity

We continue our efforts to increase supplier diversity. Working with LGBTQ+-, minority-, women- and veteran-owned suppliers, as well as those owned by persons with disability, adds value to our business by broadening the pool of outstanding suppliers we work with.

It also positions us to meet growing customer demand: 28% of revenue in our Medical Products Division already comes from customers seeking more information on supplier diversity in order to find synergies with their own sustainability strategies and goals, an increase from 25% in 2022. We will continue to encourage diverse suppliers to compete for our business and monitor our annual spend.

We also continued to demonstrate leadership in this area and build engagement with our customers, including through our partnership with Disability:IN, a global certification body for disabled-owned businesses. We have also been invited to sit on the diversity council of another significant customer, Banner Health. More than 80% of procurement Associates have now received supplier diversity training.



Circle of Excellence

This year Gore was inducted into the Arizona Million Dollar Circle of Excellence —a first for the enterprise. The Arizona Minority Business Development Agency Business Center, in collaboration with the Arizona Hispanic Chamber of Commerce and other partner agencies, recognized organizations that spent at least \$1 million in procurement with minority- and women-owned suppliers in the fiscal year within the state of Arizona. Gore was one of 21 organizations to be honored.

Contributing to our Communities

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

We offer paid volunteer hours and encourage our Associates to engage and contribute to communities through our corporate philanthropy program. In 2023, we provided more than 18,200 hours of volunteer allowances across the U.S., U.K. and Germany. More than \$1.3 million was raised for the U.S. United Way employee giving campaign after Gore’s matching contribution.



Supporting our community in Flagstaff

In February 2023, we celebrated 10 years of sponsoring the Kahtoola Uphill Race. Some 40 Associates took part, raising more than \$75,000 for Camp Colton, a children’s outdoor education program. We also continued our sponsorship of the Flagstaff Festival of Science for the 34th year in a row. More than 100 free events designed to educate and inspire included guided hikes, TEDx-style talks, night-sky viewings and science bedtime stories. Our Global Representation of Women (GROW) Affinity Network ran a Women in STEAM panel and networking event, where Associate Jennifer Recknor and two faculty members from Northern Arizona University shared insights into their careers. Additionally, Gore received the Corporate Partner of the Year Award from United Way of Arizona in recognition of our ongoing support of the annual giving campaign through matching Associate contributions each year.



Community clean-ups

2,200 cigarette butts, 313 snack wrappers, 153 aluminum cans—just part of the haul of waste collected by 64 Gore France Associates on our 2023 Volunteer Day. In Flagstaff, volunteers continued to maintain the four-mile stretch of highway adopted by Gore near our Kiltie Lane Campus, celebrating a milestone of more than 900 bags of trash collected since 2018. We also continued to participate in an “Adopt a Highway” program near our U.S. East plants. In Japan, more than 100 Associates and their families took part in clean-up activities in Okayama and Tokyo. Thanks to everyone who took part in these and similar initiatives and helped to make our world a cleaner place.



Supporting schools in Yunnan

Associates at Gore’s Shanghai office held a charity sale during the annual Family Day in August 2023, with all funds going to schools in Yunnan province in China. Gore Shanghai has been a long-term supporter of these schools, with Associate volunteers helping set up two libraries and enhance audio-visual equipment in the classrooms. For the past seven years, Gore Shanghai has also been providing targeted financial support for students from low-income families.



Greening Germany

Two groups of Associates from Gore Germany chose to spend their Volunteer Day on projects with a strong sustainability focus. In October, a group worked with Klimalandwirt (Climate Farmers), a local initiative promoting regenerative agriculture, to plant orchard trees, build cairns and cut hedges near our Pleinfeld site. Gore also provided financial support to Climate Farmers. Also in the autumn, Associates from Putzbrunn and Feldkirchen gave their time to a local Children’s Village, including planting and helping to winter-proof the garden.

Water Drop Infirmary Project

In June 2023, Gore Shenzhen supported the Water Drop Infirmary Project, which aims to improve access to medical treatment and raise awareness of health issues in schools in deprived areas, by making a monetary donation to a school in Dali, Yunnan province, to set up a basic healthcare unit on campus. Our support included hiring a trainer to deliver emergency response training to teachers and students, while Associate volunteers joined in to help promote health awareness among teachers and students.

Ethics & Integrity

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

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

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

 [Our Associates' Standards of Ethical Conduct](#)

 [Gore Standards of Ethical Conduct for Third Party Representatives](#)

Fair and responsible

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

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

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

We monitor Helpline metrics against industry standard benchmarks, including report volume, reporting rate and average time to review and close cases. We are actively implementing improvements aimed at providing a better user experience, improving workflow and enhancing preparedness for future laws.



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

Finally, Gore has a recurring process to assess legal and compliance risks periodically. We employed continuous improvement measures during 2023, in areas such as third-party risk management and related data-driven analytics and monitoring capabilities. We also perform monitoring and investigations and implement corrective actions as needed.

Focus on ethics

Our annual required Ethics course was deployed to all Associates in October 2023 and addressed the key topics of speaking up and non-retaliation. More than 99% of Associates completed the training, which is based on our Enterprise Global Policy on Anti-Bribery and Anti-Corruption and our Enterprise Global Whistleblower Policy. In addition, an Ethics Leadership Workshop was offered to select manufacturing and operations leaders across the enterprise.

About this Update

This document provides a summary of Gore's performance across all our operations in calendar year 2023 (January 1–December 31), unless otherwise noted (e.g., where figures relate to a fiscal year). No external validation was conducted; the presented figures reflect our internal controls. All currency figures are presented in 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 2024. For any queries about this Update, contact enterprise_sustainability@wlgore.com

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